

# Marketing & Communications Strategy

Shire of Ashburton  
MC Ref: IF93



shire of Ashburton  
reef to range

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# Executive Summary

The following marketing strategy developed by Market Creations for the Shire of Ashburton details key messages, channels, and suggests opportunities for community engagement. This marketing strategy will act as a valuable reference point for the Shire to ensure all marketing, PR and communications activities are strategic, consistent and timely.

This document creates a framework to project a positive, professional and action-orientated corporate image; and promote the Shire as a forward thinking, progressive and welcoming, community focused organisation through the application of consistent messages in a wide range of communication channels.

The strategy focuses on three key pillars, to drive communications and engagement around **investment, liveability and tourism** for the Shire of Ashburton.

The strategy has been developed in line with the Shire's strategic direction ensuring a common voice, common messaging and alignment of goals.

The strategy is aligned with the key themes detailed in the Shire of Ashburton Strategic Community Plan 2012-2022, being the focus for the Shire of Ashburton Corporate Business Plan 2019-2023:

1. Vibrant and Active Communities
2. Economic Prosperity
3. Unique Heritage and Environment
4. Quality Services and Infrastructure
5. Inspiring Governance

## Why is this strategy important?

Effective, timely and regular communications and community engagement will provide the following benefits to the Shire:

### Invest

- Drive external interest in Shire activities as a progressive place
- Create awareness of investment opportunities
- Improve engagement with business community

### Live

- Promote opportunities available to encourage uptake of current government grants
- Inform and empower residents and ratepayers
- Connect the community across the Shire
- Drive community spirit and interest in belonging
- Create awareness of liveability and facilities

### Tour

- Build interest in the region as a 'must see' place
- Drive sustainable tourism growth
- Create organic promotion of the region

## Key Recommended Strategies

The following are the recommended strategies detailed in this document. Supporting action items are included that will allow the Shire to progress towards achieving this strategic direction.

1. Create an improved and recognisable image for the Shire of Ashburton
2. Creation of a rolling content (promotional plan) – key projects
3. Become more digitally accessible to the Community via social media
4. Improve digital presence - development of a new website
5. Actively engage with Shire residents and ratepayers
6. Increase visitation, increase length of stay
7. Enhance the visitor experience
8. Improve the Indigenous Culture offer
9. Improve engagement with business community
10. Assist community groups with development and promotion of local events and activities
11. Develop a signature event for the Shire – develop the marketing presence of this and other Shire and Shire supported events
12. Increase awareness of Council Services
13. Increase awareness of liveability and facilities within the Shire
14. Increase awareness of investment opportunities within the Shire
15. Increase local awareness of tourism opportunities within the Shire

# The Approach - Guiding Objectives and Principles

## Statements Supporting the Marketing Strategy

The following statements underpin the approach taken in development of the marketing strategy:

- Build brand awareness – ensure all collateral is cohesive in all forms of communications
- Encourage community feedback – create avenues for consistent and effective engagement
- Increase online presence – create a new best practise website, grow social media activity
- Be transparent, honest and timely with communications – inspire community engagement, build goodwill
- Keep material up to date – stay present and relevant in the market
- Utilise PR and copywriting to strategically target relevant publications – traditional publications assist with message penetration
- Grow awareness of Shire attributes – target relevant sectors with relevant messaging; **invest, live, tour**
- Drive stakeholder engagement – create a platform for consistent communication

## Key Recommendations

The following points are high level key recommendations that have resulted from the development of this document:

The Shire of Ashburton presents a unique **investment, lifestyle** and **tourism** opportunity. In communicating this the Shire needs to present a brand position that details the unique elements that form the community and its surrounds. With engagement of community and stakeholders, further dissemination of information and active promotion of opportunities the Shire will become more recognised. It is recommended that key messaging and development occur in the following areas:

- Present as a progressive, welcoming place to **invest, live, tour**
  - Availability of investment and business opportunities
  - Real estate and construction availability and incentive opportunities
  - Availability and quality of facilities
  - Tourism package options
  - Information on places to stay and things to do

## Key Documents and Research

The preparation of the document has been achieved in consultation with Shire representatives and key Shire documents, inclusive of the Corporate Business Plan 2019-2023, the Strategic Community Plan 2017-2027 as well as supporting materials including the Economic and Tourism Development Strategy 2019 and [www.ashburton.wa.gov.au](http://www.ashburton.wa.gov.au) as at July 2020. Added to this, Market Creations has drawn upon our unmatched local government experience, our professional expertise as well as situational research and statistical analysis to complete the strategy, this included interviews with numerous Shire personnel and tourism vendors which were conducted to ensure their feedback supported the rationale proposed in this plan.



## Situation Analysis

The Shire of Ashburton is comprised of diverse towns and communities that stretch across coastal and inland Pilbara environments. Comprising of 105,647km<sup>2</sup>, the Shire is almost half the size of Victoria. Most of the land within the Shire is taken up by pastoral leases or protected areas, including Karijini National Park. Important industries for the area include agriculture, mining (iron ore & gold), oil, gas, fishing and tourism. With the exception of Onslow, which was originally gazetted in 1886, most of the towns in the Shire are relatively young, having been formed to support the iron ore industry in the 1960s and 1970s.

## Shire Snapshot



<b>Resident Population</b>	13,026
<b>Area</b>	105,647km <sup>2</sup>
<b>Number of dwellings</b>	2,802
<b>No of Staff</b>	190
<b>Total Revenue</b>	\$60,348,677 (2018/19)
<b>Towns in Shire</b>	Onslow, Pannawonica, Paraburdoo, Tom Price
<b>Aboriginal Communities</b>	Bindi Bindi, Wakathuni, Bellary, Youngaleena and Ngurawaana.
<b>Major events - how the Shire celebrates the community:</b>	<ul style="list-style-type: none"> <li>• Robe River Gala</li> <li>• Nameless Festival</li> <li>• Rodeo</li> <li>• Passion of the Pilbara</li> <li>• WA Day Festival</li> <li>• Annual Christmas Event</li> </ul>



## Shire Owned and Operated Facilities

- Community Recreation Facilities
- Childcare Centres
- Public Swimming Pools
- Skate Parks
- Sports Ovals and Facilities
- Parks, Gardens and Playgrounds
- Visitor Centres
- Historical Buildings
- Community Housing (joint with Homeswest)
- Onslow Airport
- Libraries
- Waste Facilities
- Onslow Ocean View Caravan Park

## Shire services that support the community

- Airport (Onslow)
- Libraries
- Animal Control (Ranger Services)
- Building and Planning Services
- Household Bin and Litter Collection
- Environmental Health
- Road Construction and Maintenance
- Weeding, Spraying and Fogging Services
- Community events and programs
- Community Support Grants

## Major Business

- Second largest local government economy in the State
- \$42 billion in exports per year which represents 2.5% of the Australian economy and 18% of the Western Australian economy
- \$31 billion in Iron Ore exports (2018)
- \$11 billion in liquefied natural gas exports (2018)

## Employment

- Highest average personal income in the country – over half of residents household income is above \$100k per annum
- Lowest unemployment rate for a local government in Australia in 2018 (0.6%)
- Resource sector is the primary employer within the Shire's four towns
- 50 home businesses registered and operating

## Tourism

- Contributes almost \$300 million to local expenditure
- Represents 1.3% of the local (Shire) economy and 6.5% of all jobs
- Estimated 330,000 visitors to the Shire (year ending March 2018)

## Tourist Attractions

- Karijini National Park
- Millstream – Chichester National Park
- Old Onslow
- Big 4 Mountains
- Mackerel Islands

## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>▪ Strong industry partnerships and resource sector investment</li> <li>▪ Frequent drafting and distribution of media releases</li> <li>▪ Natural tourism assets (Karijini and Millstream Chichester National Parks, coastal reefs and islands, some of the oldest geological structures on the planet)</li> <li>▪ Built tourism environment, including Onslow Beach Resort and Ocean View Caravan Park</li> <li>▪ Rich Indigenous culture</li> <li>▪ Airport and port facilities</li> </ul>	<ul style="list-style-type: none"> <li>▪ High staff turnover</li> <li>▪ Shire of Ashburton brand is limiting from a tourism perspective</li> <li>▪ Non-descript entry statements</li> <li>▪ Multiple social media accounts dilutes Shire's message</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>▪ New Shire street signs will create a professional, positive and active presence for the Shire as well as attract a self-drive tourism market</li> <li>▪ New website to improve the accessibility of information for the community and create a positive, professional image for the Shire</li> <li>▪ Frequent/regular newsletters, newly styled with refined content for information sharing of Shire activities. Issued via email, Campaign Monitor or Mailchimp</li> <li>▪ Amalgamate social media channels to create one source of truth and united voice for the Shire – will also create administrative efficiencies</li> <li>▪ YouTube videos to engage residents on key projects or Shire activities</li> <li>▪ YouTube videos to engage broader community on liveability and opportunities in the Shire</li> <li>▪ Multi-lingual videos to attract migrant/international population</li> <li>▪ Develop visual library of agreed style for the Shire for use in good news and other marketing collateral</li> <li>▪ Regular media releases/engage with traditional outlets to tout good news and projects/partnerships</li> <li>▪ Develop key messages for use across all channels for consistency of voice and content</li> <li>▪ Intrastate travel on the rise following COVID-19</li> <li>▪ Cooperative marketing approach with operators</li> <li>▪ Promotion of Onslow Tourism App</li> </ul>	<ul style="list-style-type: none"> <li>▪ Dependence on the mining sector</li> <li>▪ Government or industry partners do not provide adequate funding to support ongoing or longer term community improvement initiatives</li> <li>▪ Actions and customer service of Shire representatives aren't consistent with communications issued</li> <li>▪ Inconsistent branding execution diminishes brand equity</li> <li>▪ Small and dispersed population base</li> <li>▪ Accessibility of Ashburton compared to other WA tourism destinations</li> <li>▪ Low profile and perception issues</li> <li>▪ Insufficient tourism accommodation</li> <li>▪ Inability to attract suitable talent for employment opportunities</li> </ul>

# The Shire of Ashburton Brand

A strong brand for the Shire of Ashburton is more than the logo. The brand is defined by how the Shire is recognised and the experiences internal and external stakeholders have with the Shire. It is reflected in everything that represents the Shire, from uniforms and vehicles, to methods of customer service, to on hold messages and collateral produced. Purposeful and effective branding will improve the perception of the Shire by the local community, key stakeholders and the broader WA community and therefore elevate the Shire's reputation.

## The Name

The Shire of Ashburton was originally called the "Shire of West Pilbara" this was changed in 1987 to provide the region with its own identity given the Karratha/Newman region was also referred to as "West Pilbara".

Looking at the Shire of Ashburton's website, it is unclear whether the name 'Ashburton' stems from the establishment of the Ashburton Road Board or the Ashburton River which runs through the lower portion of the region.

## About The Brand



The Shire of Ashburton brand is a stylised design depicting the symbolic connection of the idyllic Mackerel Islands and iconic Hamersley Ranges.

As visual representation of the concept 'reef to range' the brand combines these two powerful images to display the diversity of the landscape and grand distance within the Shire.

The North of Western Australia's arresting landscape provides the inspiration for the colour selection and the colours provide a strong visual connection to the Shire's natural beauty. - *Shire of Ashburton Corporate Style Guide Specifications October 2016*

Also in circulation is the Shire's original crest logo. The Shire's style guide stipulates when the traditional crest should be used as opposed to the 'reef to range' logo. This should be referred to continuously, with all staff (organisation wide) expected to uphold these standards:



Market Creations has worked with over 40 regional local government authorities in Western Australia on their corporate identities and brand development. There is opportunity to improve the Shire's corporate 'reef to range' logo to bring the brand in line with industry best practice standards. This would include editing the logo to title case (to improve readability) and increasing the size of the naming proposition "Ashburton".

From a tourism perspective, the Shire of Ashburton is hindered by the naming proposition of 'Ashburton'. Visitors from Western Australia (let alone nationally or internationally) would arguably struggle to locate or identify with 'Ashburton' as opposed to the better-known locations of Tom Price, Karijini and Onslow.

Based on the above, the Shire of Ashburton can proceed with the following branding options:

1. Leave the corporate brand as is.
2. Make subtle changes to the existing corporate brand and style guide to bring it in-line with industry best practice standards (\$1,500 - \$3,000)
3. Brand refresh – a new brand identity for the Shire inclusive of community consultations and first step brand extensions such as stationery (\$15 – 20k)

## Sub Brands

The Shire of Ashburton have created a suite of sub brands with a tourism focus. The sub brands were created with a focus on the unique characteristics of the towns and regional surrounds of Tom Price and Onslow.

### Tom Price – The heart of Karijini country

Tom Price has the advantage of the Karijini National Park on its doorstep, the draw for tourism is undeniable. The logotype and accompanying branding developed utilise the deep reds and ochres, land formations and striations in the rock - that is uniquely 'Karijini.'



**Tom Price**  
*The heart of Karijini country*

### Onslow – Remarkable Pilbara Coast

Onslow has the Mackerel Islands and the Coral Coast just off its shores. Onslow is also known as one of the few places in the world, where the sun rises and sets over the water. These unique qualities inspired the basic elements of the designs that were developed.



**Onslow**  
*Remarkable Pilbara Coast*

- Tourism Branding for the Shire of Ashburton, Style Guide

Market Creations recommends that the Shire consider a tourism logo for the well-known 'Karijini' tourism destination, as well as an all-encompassing style guide which dictates when to use tourism brand versus the Shire's corporate brand as well as how to use them in conjunction.

# Key Messages

The following key messages relate to the Shire and represent core communication themes that should be referenced in any PR opportunities.

The key messages have drawn focus from the Strategic Community Plan 2017 - 2027 that states the Shire should be guided by the following strategic direction elements:

- Identify and acknowledge community aspirations and priorities;
- Provide an opportunity for participation by the community in decision making processes;
- Coordinate decision making and the use of resources of the Shire and other organisations working with and in the community;
- Provide a long term focus for the delivery of facilities and services by the Shire and other organisations; and
- Provide a basis for accountability.

The key messages are broken down into three key pillars, to drive communications and engagement around **investment**, **tourism** and **liveability** for the Shire of Ashburton.

For the purpose of this plan attention has been focused on Onslow and Tom Price, while Paraburdoo and Pannawonica represent the other major towns in the Shire, their status as largely mining towns means major promotion from a tourism perspective has not been recommended. Please note that consideration has been given to Paraburdoo and Pannawonica where applicable.

## ▪ Investment

- Onslow natural resource extraction projects make Onslow a hub for extensive industrial growth
- Large scale projects such as Wheatstone LNG, Macedon Gas, Onslow Salt, the Onslow Marine Support Base and the Pilbara Regional Waste Management Facility have had, and continue to have, a positive impact on the town
- The Ashburton North Strategic Industrial Area is located 12km from the Onslow town site with one of its key objectives being to establish major hydrocarbon processing industries and synergistic services and/or facilities with viable port access
- Investors can lodge an application for development approval <https://www.dplh.wa.gov.au/information-and-services/district-and-regional-planning/improvement-plans-and-schemes/lodging-an-application-for-development-approval>
- New investors can be confident in the development of the area due to the support of the State Government who are actively overseeing the growth and development via Department of State Development (DSD)
- Industry partnerships – continued investment by industry partners means the Shire will continue to grow

## ■ Tourism

The Shire's main tourism attractions present unique experience opportunities for visitors:

- Onslow (and the Mackerel Islands)
  - This area epitomises the coastal Pilbara region and has an average annual temperature of 31C
  - This area is a hub to get to other iconic coastal destinations like Coral Bay, Exmouth, and Ningaloo Reef
  - Attractions in Onslow include: Mackerel and Montebello Islands (access from Beadon Creek Harbour), the Old Onslow historical townsite, Onslow Salt, the Ashburton River, termite mounds and sunrise and sunset at Four Mile beach
  - There is a range of accommodation including caravan parks, camping facility, self-contained units and motel rooms (Onslow Beach Resort and Ocean View Caravan Park)
  - The town has its own airport (officially opened in 2015) with flights from Perth
    - Note only 70 seats per week are made available via a Chevron charter service with Virgin as a community service ie available seats are not specifically provided for tourism purposes.
    - There are currently no RPT services as at July 2020. Prior to COVID-19 (March 2020) Virgin Australia operated a Tuesday weekly service to Onslow. This service was cancelled due to irregular occupancy numbers, often only at around 40 – 50% capacity.
    - The airport can turnaround 1 flight per hour and up to 2 per hour if needed
- Pannawonica
  - A 'closed town' visitors are welcome to tour but cannot stay on a long term or permanent basis
  - The annual Pannawonica Robe River Rodeo, in September, attracts an average of 1500 people from all over Australia
  - An annual Gala weekend held around August boasts a Gala Ball evening to raise funds for a Family Fun Day with children's rides and local stallholders showcase their wares.
  - Pannawonica is an ideal rest stop before heading to Millstream/Chichester National Park, accessible only with a four wheel drive, this park is rich in Aboriginal heritage. Millstream's Deep Rich Pool is home to the mythological serpent or Warlu
- Tom Price
  - The picturesque town of Tom Price is nestled deep in the Hamersley Ranges, at the base of the beautiful Mt Nameless (Jarndunmunha)
  - Visit Tom Price to see unique, natural and ancient points of interest, Karijini National Park, Millstream Chichester National Parks
- Rich Indigenous Culture
  - The region represents a vast and rich indigenous culture and history, the opportunity to further recognise and activate engagement with and by the indigenous community will add to the attraction of the region
  - The Shire continues to build and promote activities around NAIDOC week
  - The Shire actively seeks to engage with the indigenous community and create avenues for reflection, promotion and sharing of indigenous culture

## ▪ Liveability

- Onslow
  - Is a vibrant place to live and work
  - The coastal town of Onslow offers a laid-back lifestyle, perfect for family, avid fishermen and lovers of the ocean
  - Median house price 269,000 as at 30/7/2020 (reiwa.com.au)
  - Land affordability is currently the best it has been with additional stimulus provided by the State Government Regional Land Booster Package (announced 15/7/2020)
  - Barrarda Estate has further residential land sale opportunities from \$98,000, (65 dwellings already built) take advantage of the up to \$69,000\* in grants and concessions available (\*Terms and conditions apply. Some grants end 31 December 2020).
  - Barrarda means 'nest' in the local Thalanyji language
  - <https://www.landcorp.com.au/Residential/Onslow/Land-for-sale/>
- Tom Price
  - Originally a mining town, Tom Price is a vibrant community
  - Median house price \$292,500 as at 30/7/2020 (reiwa.com.au)
- Airport
  - Onslow Airport can accommodate Fokker 100 aircraft, Chevron provide a community service by allowing 70 seats per week on their charter flights. Currently there are no RPT services.
- Schools
  - The Shire contains primary and secondary schools. In order to promote liveability, showcasing the schools and their facilities is vital to attracting families.



# Current Strategic Projects

In the 2020/21 financial year, the Shire of Ashburton is expected to undertake a program of 81 capital works projects valued at \$63million. 53 of these projects to the value of \$35.5million are carried forward from 2019/20.

Each of these projects support one or more of the Shire's key message pillars – invest, live, tourism. Considering this, plus the level of investment made from Government and industry, current capital projects are the most important communications piece for the Shire. For each project, the following milestones present a communications opportunity and should be shared with both the local community and media outlets:

- Funding and/or grants awarded
- Tender awarded
- Design and construct commenced
- Sod-turning ceremony
- Launch to community

The channels most appropriate for communicating these project milestones include the Shire's website, social media and community newsletter, print media (Pilbara News, North West Telegraph, The West Australian, ABC) and radio (ABC North West).

Current strategic projects for the Shire of Ashburton are detailed below.

## Development of Emergency Services Precinct in Tom Price

The co-located Emergency Services Facility in Tom Price will combine the Shires two major services – Bush Fire Brigade and State Emergency Services – in one location. Total project cost is estimated at \$4.5million, with \$1,720,400 to be funded by the Department of Fire and Emergency Services and a yet to be defined contribution from Rio Tinto.

The concept design was awarded to Whitehaus and construction is expected to commence in April 2021 (pending award of tender).

## Footpath Renewal Program

The footpath renewal and repair program commenced in Onslow in May 2020 (\$450,000 project value) and is planned to commence in Tom Price in FY20/21 (\$1.84million project value). The program aims to provide better accessibility and enhance the livability of local residents. The footpath construction and renewal program in Onslow will add 1.6km of footpath to the Shire's network.

## Horizon Power Onslow Distributed Energy Resource (DER) Project

The Onslow DER Project will connect traditional energy sources with distributed solar and battery solutions to maximise the amount of renewable energy in Onslow. Once complete, Onslow will be home to Australia's largest distributed energy resource microgrid which will target a high penetration of the town's electricity needs to be serviced from renewable energy sources.

Stage One was completed in July 2018 and has commenced servicing the immediate electricity needs of the Onslow community. Stage One included the construction of a gas-fired modular power station that can contract in size once the renewable energy contribution increases, as well as a new transmission line and distribution network extension.

Stage Two commenced in October 2018 and involves the construction of additional centralised infrastructure – a solar farm adjacent to the new power station, a battery energy storage system and distributed solar PV and batteries across the system. Key dates of the project are detailed below, with further information available at on the [Horizon Power website](#).

Date	Activity
September 2016	Onslow Power Project announcement
January 2017	Contract for construction of modular power station awarded to Downer EDI Engineering and Power Pty Ltd.
January 2017	New power station contract awarded
March 2017	Work begins on backbone power infrastructure.
April 2017	Ground clearing and relocation of fauna.
September 2017	Equipment including transmission lines arrive on site.
June 2018	Solar farm contract awarded
July 2018	Power station commissioned.
July 2018	Stage One complete
Late-2018	Construction to begin on renewable energy component including solar farm and battery storage.
March 2019	Stage Two launch
March 2019	Renewable Energy Pilot launches to Onslow customers.
May 2019	Construction of a centralised 1 megawatt solar farm and 1 megawatt-hour network battery complete.
September 2019	Completion of solar farm and battery reliability period.
September 2019	Onslow Renewable Energy Pilot Horizon Power solar PV and battery installation at Zone Substation.
December 2019	Onslow Renewable Energy Pilot ends.

## Karratha to Tom Price Road Upgrade

The Australian (\$248m) and Western Australian (\$62m) governments have committed a total of \$310m for the completion of the Karratha Tom Price Road, Stages 3 and 4.

Creating over 100 local jobs during construction, MACA Civil Pty Ltd, commenced works on the 48 kilometres section on 29 October 2019. The project includes the construction of new sealed pavement and associated drainage structures.

Stage 3 is on track for completion September 2020 and it is anticipated that Stage 4 - the final 107 kilometres - will be completed in late 2022.

When completed the Tom Price - Karratha sealed road will save 2.5 hours of travel time between the two towns. The upgrade will also improve access to Millstream National Park which sees high volumes of tourism traffic during the peak season.

## Onslow Marina & Boat Ramp

A community boating precinct with an estimated project cost of \$7.5million. The project will be part funded by Chevron and include upgrades to the wharf, marina and boat ramp.

## Onslow Ocean View Caravan Park (Stage 2)

Valued at \$3million, Stage 2 of this project includes the development of 58 RV sites with new amenities, 9 overflow sites, landscaping and road and services upgrades.

## Onslow Water Infrastructure Upgrade Project

In September 2011 Chevron and the Department of State Development (DSD) executed an agreement that required Chevron to develop and execute a project that increased potable water supply to Onslow by 2 ML/day, referred to as the Onslow Water Infrastructure Upgrade Project. The State Government's Royalties for Regions program contributed \$9.9million and the Water Corporation provided \$14.7million to the \$24.6million upgrades. After completion of the works the assets will be handed-over to the Water Corporation for ongoing ownership and operation.

The first stage of works completed in 2014 included upgrades to the Cane River Borefield and transfer main, allowing additional water to be delivered to Onslow to cater for a growing population. In 2016, upgrades were made to Onslow's wastewater treatment plant, doubling the plant's capacity to 870,000 litres per day.

This project is ongoing, with key dates for the detailed below.

Date	Activity
August 2020	EPA Submission
July 2021	Environmental Approvals
November 2021 to June 2023	Construction

## Pilbara Regional Waste Management Facility

The Shire of Ashburton has commenced a \$13million project to construct a Class IV Pilbara Regional Waste Management Facility in Onslow. Once complete, this will be the only facility in the North West to accept waste from the resources industry.

The Pilbara Regional Waste Management Facility will be an integrated facility consisting of a Greenwaste facility, Construction and Demolition Waste Facility, Liquid Waste Facility, Tyre Mono-cell and Class IV landfill. The development of the facility will also facilitate economic diversification and growth by significantly reducing the cost of managing waste throughout the region.

The facility is jointly funded by the Australian Government (\$9 million), Chevron and Western Australian Government (\$2 million) and Shire of Ashburton (\$2 million). The Shire, Chevron and the Western Australian Department of Jobs, Tourism, Science and Innovation are the Key Project Partners in the delivery of the project.

The main works stage of construction commenced at the Pilbara Regional Waste Management Facility in June 2020.

## Pilbara Trails Strategy

The Pilbara Trails Strategy follows the guidance set out by the WA Strategic Trails blueprint that provides for the coordinated planning, development and management of quality trails and trail

experiences across Western Australia. In June 2020, the Shire of Ashburton Council endorsed the provision of financial support for the next stage of the masterplan.

Current significant trails currently within the Shire (that form part of the Warlu Way) include Onslow's boardwalk, Karijini National Park and Millstream Chichester National Park. The project aims to enhance the visitor experience within region and requires collaboration with neighbouring local governments, tourism partner and local Aboriginal organisations.

A report is expected from the Department of Local Government, Sport and Cultural Industries in late 2020 which will determine a timeframe for the strategy and realisation of the trails concept.

## Road Renewal Program

The Shire of Ashburton is currently progressing a \$6million road improvement works schedule, which includes \$1.1million for the Urban Roads Renewal Program per annum and \$2.2million to the Unsealed Rural Roads Project. As of May 2020, the Shire of Ashburton is responsible for a road network of 2,655km, of which 1,860km is unsealed and 135km is sealed roads.

## Tom Price Administration Building Replacement

New Shire offices are planned for construction in Tom Price at a project value of \$3million. Design and planning works are due to commence in the 2020/21 financial year.

## Tom Price Childcare Centre

The Tom Price Childcare Centre project entails the design and construction of a purpose-built facility to meet the long-term childcare and out of school care needs of the Tom Price community. Current childcare services are offered from two buildings that were converted from single persons accommodation owned by Rio Tinto. The facility is no longer fit for purpose or able to meet the current demand.

The shortage of childcare places means that less than half of the full-time childcare needs of the town are being met. Secondly, the existing childcare facility has reached the end of its functional life and is restricted in its ability to meet changing health, building and childcare regulations.

The remote location of Tom Price means that there are little or no informal childcare options that are offered in a 'normal' community. This includes options such as grandparents, other family members, nannies and babysitters. This has a great affect on the support offered to families, and has been noted as a factor for the transient nature of the town's population. Offering a modern, purpose-built facility with a greater capacity will attract and retain families that require this support. The facility will also support parents that wish to enter the workforce in some capacity but are unable to do so because of the lack of childcare options currently available.

The new Tom Price Childcare Centre will be delivered as part of the Community Infrastructure and Services Partnership between the Shire of Ashburton and Rio Tinto. The Shire has allocated \$2.75million and Rio Tinto has provided \$4million in funding, with total project cost sitting at \$6.75million. The proposed location of the centre was endorsed by Council at the April 2018 Ordinary Meeting of Council as Lot 400 South Road.

The concept design was awarded to Hodge Collard Preston, and the build is due to start March / April 2021 (pending award of tender).

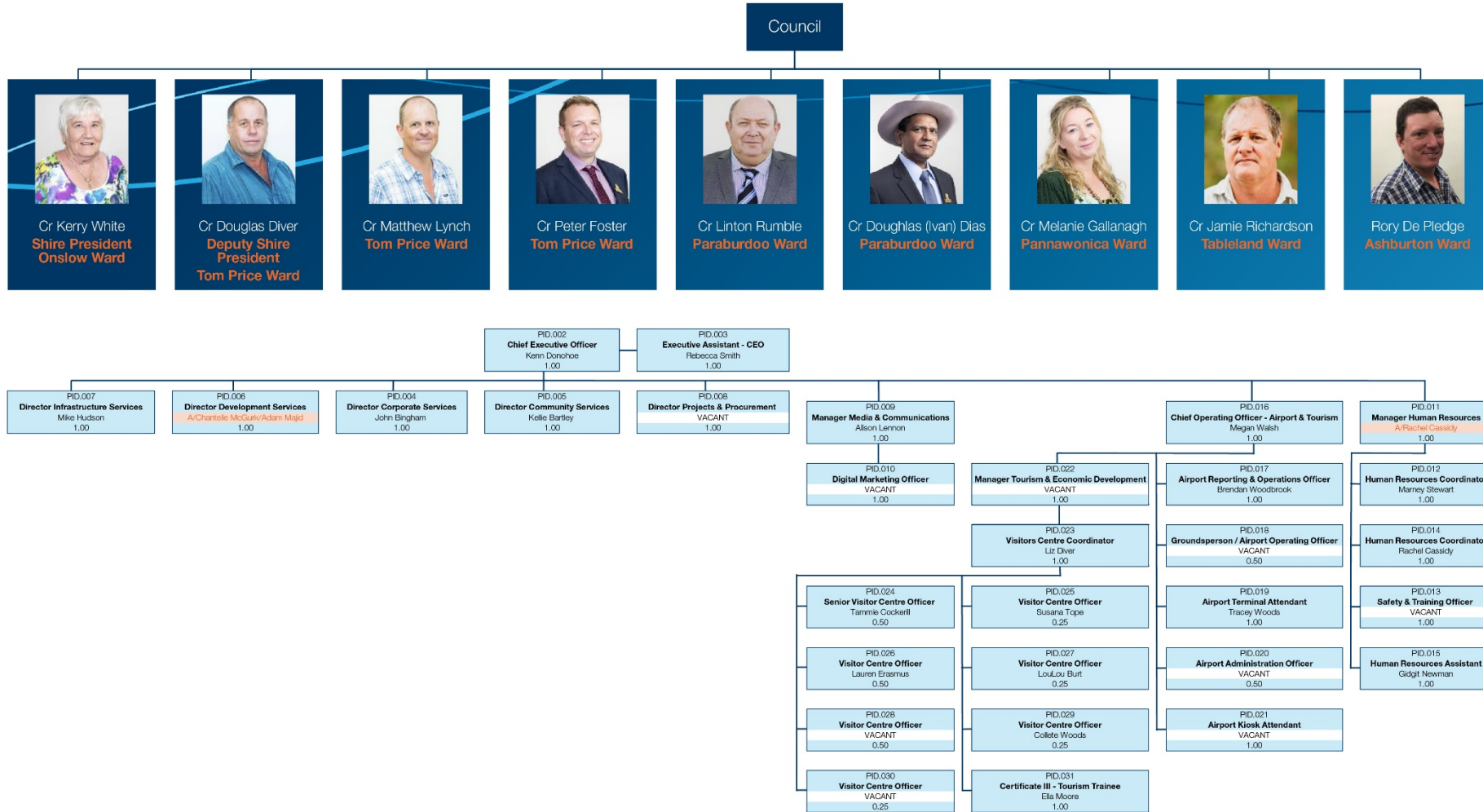
## Tom Price Tennis Courts

A \$1.7million project which includes upgrades to onsite ablutions, a new clubhouse, undercover area, storage shed, sandpit and landscaping. The concept design was awarded to All Aspect Design, with the build due to commence in September 2020.

# People

## Organisational Chart

The full organisational chart can be found at addenda item number 1.





## Stakeholders and Distinguishing Characteristics

### Internal



**239**

**Total Shire employees**



**176**

**Full time employees**



**31**

**Part time employees**



**32**

**Casual employees**

Shire Directorates include:



OFFICE OF THE CEO

**25**  
employees



CORPORATE SERVICES

**33**  
employees



COMMUNITY SERVICES

**34**  
employees



DEVELOPMENT SERVICES

**18**  
employees



INFRASTRUCTURE SERVICES

**69**  
employees



PROJECTS & PROCUREMENT

**60**  
employees

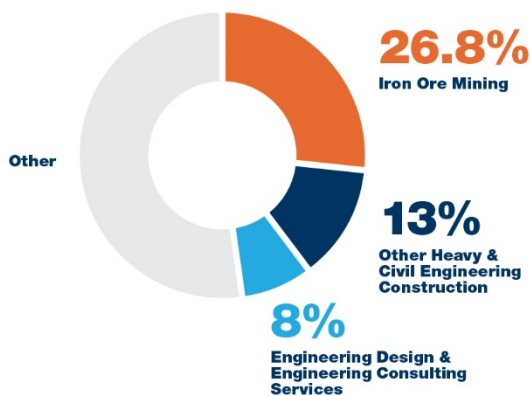
Internal communication is essential to ensuring effective operations. Staff also have an important role to play in relaying information about Council, including correcting any misinformation in the community. With this in mind, it is essential that staff have access to information about Council and Shire activities, events and services.

An internal staff survey conducted in April 2020 revealed that 83% of staff rated the organisation positively as a place to work, with 'my team and colleagues' being the item which staff valued most (37%). Key focus areas highlighted for the Shire included improving communication across the organisation (29%), improving staff retention and turnover (22%) and access to training and development (19%).

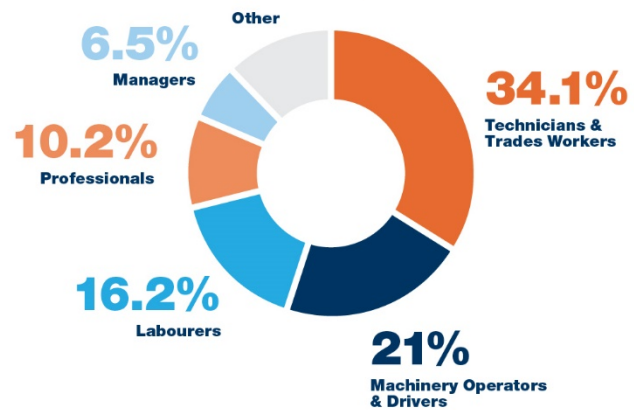
## Local Community



— Top 3 industries of employment —



— Top 5 occupations —



A community survey conducted in February 2020 (completed by 141 community members) rated the Shire below industry average for liveability, places to visit, governance, and rates value. Respondents indicated a preference for the Shire to prioritise sports and recreation facilities, managing responsible growth and development as well as economic and tourism development. The community rated the Shire of Ashburton 52 out of 100 on governance and suggested the Shire focus on Senior services, disability access and embrace change and innovation moving forward.



Community members detailed the below as challenges that require further attention from the Shire:

- Better sporting facilities to accommodate local sporting events, clubs and youth activities
- Boat ramp facilities in Onslow are insufficient
- Inequity between towns - some towns perceived to be getting more resources for growth and development than others
- Council is overly dependent on mining companies for funding development
- More business and employment opportunities needed for local residents
- More development of local tourism is needed.

## **Broader Community**

The Shire has proactively established working relationships with significant mining companies in the area. A Memorandum of Understanding (MOU) has been established with Rio Tinto for the benefit of the Tom Price and Paraburdoo communities until 2022, and the Shire is working to establish a similar 10 year agreement with Chevron for the benefit of the Onslow community.

The Shire also works closely with local community groups including the Nintirri Centre and Tom Price Youth Support Association to ensure the delivery of support services and youth programs to local residents.

## Stakeholder Group Matrix

The below matrix identifies the broad range of Stakeholders involved with or affected by the Shire.



# Important Partnerships

## Partnership Approach

The Shire of Ashburton's mining sector represents over 18% of WA's total mining industry value. The Shire has successfully established working relationships with significant mining companies in the area, most notably Rio Tinto and Chevron.

The Shire's strategic partnerships with industry as well as community, tourism and government organisations provide opportunity for cross promotion of positive news stories. It is recommended that the Shire of Ashburton leverages these partnerships and adopt a collaborative marketing approach wherever possible.

## Current Partnerships

### Community Support Partners

#### Nintirri Centre

The Nintirri Centre is a not-for-profit community centre based in Tom Price that aims to create resilient places where people can live safe, healthy and empowered lives in the Pilbara. The centre delivers a range of services to the local community spanning Early Years Care, Arts & Culture, Community Health and Wellbeing Programs, and Family Violence Support. The website can be visited at [www.nintirri.org.au](http://www.nintirri.org.au).

#### Tom Price Youth Association Incorporated

The Tom Price Youth Support Association Incorporated (TPYSA) is a community not-for-profit organisation that delivers services from two locations, the Tom Price Youth Centre and the Paraburdoo Youth Centre. The TPYSA actively seeks to increase opportunities for young people and delivers services in the local communities of Tom Price, Paraburdoo, Wakathuni and Bellary Springs. Services focus on prevention, intervention and postvention assistance, as well as an ongoing focus on relapse prevention which is an essential component for individuals living in a remote community. The website can be visited at [www.tpysa.org.au](http://www.tpysa.org.au).

#### Sodexo

Sodexo is a global food services and facilities management company that integrates catering, facilities management, employee benefits and personal and home services. It is the world's 19th largest employer, operating in 67 countries, Sodexo manages Rio Tinto's housing portfolio in Paraburdoo, Tom Price and Pannawonica and have previously supported the Shire of Ashburton's school holiday programs, social sport programs and Christmas activities. The website can be viewed at [www.sodexo.com](http://www.sodexo.com).

#### V Swans

V Swans is the community arm of the Swan Districts Football Club which aims to provide communities, business and government with solutions for sustainable community development using V Swans Active Education and Employment Model. The V Swans Active Education Model are focused on transferring skills from the sports field into the classroom in order to increase wellbeing and an overall sense of belonging. Their vision is "to ensure Aboriginal and non-Aboriginal young people are actively and positively participating in physical activity, education and community."

Programs run by V Swan in the Ashburton region include Education programs (Jet Kids, Onslow Early Years Program, V Swans Trainee Development Program), V Active (AFL Pilbara Cup, Friday

Night Lights), High Performance programs (Strength 2 Succeed Naitanui Academy, AFL North West Program) and Justice programs (Community Based orders, V Swans Onslow Youth Centre).

V Swans has previously partnered with the Shire of Ashburton to deliver a program (in partnership with the department of Communities) to engage 'at risk' youth in Onslow in 2017-2018. V Swans has also previously partnered with Chevron (2010-2019) to service the Onslow and wider Ashburton region as well as Lotterywest (2015-2017) to refit and run the Onslow Powerhouse Community and Youth Centre. The website can be viewed at [www.vswans.com.au](http://www.vswans.com.au).

### **Karingal Neighbourhood Centre**

Karingal Neighbourhood Centre is the community hub of Paraburdoo. It serves the community by running a range of activities and events for adults and children and by providing an access point for support services such as Centrelink & Medicare. The Centre includes an op shop, activity space, kitchen and outdoor play area, meeting room and offices. Services provided include counselling and access to allied and mental health services, networking and business opportunities as well as a playgroup and creche. The website can be viewed at [www.karingalcentre.com.au](http://www.karingalcentre.com.au).

### **Regional Arts WA**

Established in 1994, Regional Arts WA is an independent, membership-based, not-for-profit organisation which represents the regional arts sector. Regional Arts WA manages the Australian Government's Regional Arts Fund which aims to support regional artists and arts organisations. Seven regional Western Australian arts and culture projects received funding from the Federal Government's Regional Arts Fund in 2019. The Shire of Ashburton was awarded \$30,000 for the Onslow Water Tanks Mural in which the Shire will engage artist Guido van Helten to work with the community in the development of a public artwork for two Onslow Water Tanks. The artist will engage the community in the design stage to create a work that will reflect the town's unique history, sense of place and character. The website can be viewed at [www.regionalartswa.org.au](http://www.regionalartswa.org.au).

## **Aboriginal Corporations Partners**

### **Ashburton Aboriginal Corporation**

The Ashburton Aboriginal Corporation (AAC) was formed in 2000 to promote the interests of all Aboriginal and Torres Strait Islands people in the Shire of Ashburton. AAC's mission is to establish and maintain an environment that benefits Aboriginal people through the creation of culturally appropriate employment opportunities and the provision of education and training services throughout the Pilbara. The website can be visited at [ashburton.net.au](http://ashburton.net.au).

### **IBN**

IBN is the Trustee for the Mining Area C (MAC) Agreement between BHP Billiton and the IBN Claim Group, the Yinhawangka, Banyjima and Nyiyaparli people of the Pilbara. Established in 2001, IBN is a charitable business which aims to deliver programs and services to help to improve the lives of the Yinhawangka, Banyjima and Nyiyaparli people. IBN delivers community programs and services which span education, health and wellbeing, cultural support, and employment and enterprise. The website can be visited at [www.ibngroup.com.au](http://www.ibngroup.com.au).

### **Gumala Aboriginal Corporation**

Gumala Aboriginal Corporation services the Banyjima, Yinhawangka and Nyiyaparli people of the Pilbara region with a focus on poverty alleviation and delivering economic, social and community developmental solutions for Traditional Owners. GAC was created in 1996 to represent the collective interests of the Traditional Owners following negotiations with Hamersley Iron Pty Ltd (a wholly-owned subsidiary of Rio Tinto). Gumala's member programs promote education, employment, health, community development and the sustainability of Aboriginal culture. The corporation also works with parents to deliver community projects within region order to address

current and future challenges faced by local communities. The website can be visited at [www.gumala.com.au](http://www.gumala.com.au).

### **Yinhawangka Aboriginal Corporation**

The Yinhawangka people traditionally lived around an area in the Pilbara to the south-east of Onslow. Yinhawangka country includes areas of the Angelo, Ashburton and Hardey River catchments, the Kunderong Range and the Mount Vernon, Rocklea and Turee Creek stations. The role of the Yinhawangka Aboriginal Corporation is to act as an agent for the Yinhawangka People in respect of their rights and obligations under various land use agreements and undertake community activities on behalf of Yinhawangka People. The website can be viewed at [www.yinhawangka.com.au](http://www.yinhawangka.com.au).

### **Robe River Kuruma Aboriginal Corporation**

Robe River Kuruma Aboriginal Corporation (RRKAC) is the registered native title body corporate for Robe River Kuruma (RRK) native title determined areas. The RRK people have traditional rights to an area covering nearly 16, 000 square kilometres in the Pilbara region of Western Australia. Their lands lie within the Shire of Ashburton, and around the township of Pannawonica, and comprise part of the Fortescue River and the complete river system of the Robe River, in the most westerly part of the Hamersley Range. RRKAC was formerly known as Kuruma Marthudunera Aboriginal Corporation prior to a name change on 1 July 2019. The website can be viewed at [www.rrkac.org.au](http://www.rrkac.org.au).

## **Industry Partners**

### **Rio Tinto**

Rio Tinto operates 16 mines within the Pilbara region (11 of which are iron ore), including iron ore mines in Tom Price and Paraburdoo as well as a power plant located in Paraburdoo.

In 2012 the Shire of Ashburton and Rio Tinto signed a Memorandum of Understanding to work together to revitalise existing and develop new civic, sporting and community facilities and programs in Paraburdoo, Tom Price and Pannawonica known as the Community Infrastructure and Services Partnership (CISP). Since 2012, Rio Tinto has committed \$30 million to the Shire of Ashburton through the Community Infrastructure and Services Partnership (CISP) projects including the Paraburdoo Community Hub, Tom Price Sports Precinct, Tom Price pool donation, Paraburdoo pool upgrade and the Paraburdoo and Tom Price revitalisation projects. The following activities and events are held in each town as part of the CISP agreement and to enrich community spirit:

- Welcome events
- Nameless Festival
- School Holiday Program
- Australia Day celebrations
- NAIDOC Week
- Christmas Lights Competitions and Christmas Carol events
- ANZAC Day celebrations
- Other events and festivals in each town.
- Dedicated club & community support team

During the peak of COVID-19 (April 2020), Rio Tinto affirmed their support for the Shire by contributing \$1million to the Shire's COVID-19 Small Business and Community Grants Fund. Rio Tinto has also committed up to \$5million in funding for a new childcare centre in Tom Price, due to commence construction in 2020. The website can be viewed at [www.riotinto.com](http://www.riotinto.com).

## Fortescue Metals Group

Fortescue Metals Group (FMG) have major iron ore mining operations across the Shire, including the \$1.27 billion Eliwana Mine and Rail project. Solomon Hub is located 60km north of Tom Price and comprises of FMG's Firetail and Kings Valley mines. Within the wider Pilbara region, FMG operates significant port and rail infrastructure.

FMG previously funded the Fortescue Community Support Program in which grants of up to \$5,000 were available for community projects within the Shire of Ashburton (as well as neighbouring LGA's). The website can be viewed at [www.fmgl.com.au](http://www.fmgl.com.au).

## Chevron

Chevron operates both the Gorgon LNG project on Barrow Island and the Wheatstone LNG project located south of Onslow.

'Working Together for Onslow' is a two-year partnership between the Chevron-operated Wheatstone Project and the Shire of Ashburton aimed at building an engaged, connected and spirited community in Onslow.

The partnership supports key community programs such as:

- Welcome to Onslow events
- Community concerts and events
- School holiday programs
- ANZAC Day celebrations
- Arts and culture events
- Community learning opportunities
- Onslow Keepers (over 55s)

The State Government, Shire of Ashburton and Chevron Australia have also been working together to deliver new infrastructure in Onslow including the Aquatic Centre, Onslow Airport, Onslow Shire Complex, a new power station, new hospital, and new wastewater management facility. During the peak of COVID-19 (April 2020), Chevron affirmed their support for the Shire by contributing \$1million to the Chevron Onslow Relief Fund to provide financial support and critical health services to Onslow residents, Aboriginal communities, local businesses and the unemployed.

The website can be viewed at [www.australia.chevron.com](http://www.australia.chevron.com).

## BHP Billiton

BHP Billiton's (BHP) Western Australia Iron Ore (WAIO) is an integrated system of four processing hubs and five mines connected by more than 1,000 kilometres of rail infrastructure and port facilities in the Pilbara region. The processing hubs are located in Newman, Yandi, Mining Area C and Jumblebar and typically exported out of the port at Port Hedland. BHP also operates the Macedon Gas Project near Onslow, 100km off shore.

Like other mining stakeholders in the region, BHP has provided the Shire of Ashburton with funding for the development of community assets such as new multipurpose sports courts in Onslow. The website can be viewed at [www.bhp.com](http://www.bhp.com).



## Business Support Partners

### Onslow Chamber of Commerce and Industry

The Onslow Chamber of Commerce and Industry (OCCI) is a not for profit organisation that promotes the interests of members and the business community in Onslow and the Pilbara region. Both Chevron and BHP sponsor the Chamber as their respective projects are the primary growth drivers in Onslow. OCCI focus on delivery networking and events, business support, and policy development and advocacy for its members. The OCCI Committee is comprised of 10 volunteer local business board members, lead by president Jason Varcoe – Managing Director of NTC Contracting. The website can be viewed at [www.onslowcci.com.au](http://www.onslowcci.com.au).

### Pilbara Business Centre

The Pilbara Business Centre is a not-for-profit organisation that supports business owners and provides advice and guidance to small and medium enterprises. The organisation hosts business workshops, a mentoring program and runs the Pilbara Women’s Network. The Business Centre Hub is based in Karratha, and the organisation is led by CEO Paul Jagger. The website can be viewed at [www.businesscentre.org.au](http://www.businesscentre.org.au).

### Pilbara Inland Chamber of Commerce

The Pilbara Inland Chamber of Commerce & Industry (PICCI), similar to OCCI, is a member of the Regional Chambers of Commerce and Industry WA and represents the interests of businesses operating in the region. PICCI was formerly known as the Tom Price and Paraburdoo Business Association.

## Local and Regional Government Authorities

### Western Australian Local Government Association

Formed in 2001, the Western Australian Local Government association (WALGA) operates as the peak industry body for all 138 LGAs in Western Australia and negotiates service agreements for the sector. The association is governed by 24 members, which consists of 12 state councillors from country constituencies and 12 state councillors from metropolitan constituencies. Tracey Roberts is the current President of WALGA and has held this position since March 2020. Tracey additionally holds leadership of the City of Wanneroo as Mayor, is the Vice President of the Australian Local Government Association and Deputy Chair of the National Growth Areas Alliance as the current President. WALGA’s head office is currently located in West Perth. The website can be viewed at [www.walga.asn.au](http://www.walga.asn.au)

### Pilbara Regional Council

The Pilbara Regional Council represents the four local governments within the Pilbara region – the Shire of Ashburton, Shire of East Pilbara, City of Karratha and Town of Port Hedland. The Pilbara Regional Council provides a coordinated approach to service delivery and advocacy for the Pilbara region. The Pilbara Regional Council consists of an Executive Team and Councillors (including Shire of Ashburton President Cr Kerry White), and is led by CEO Tony Friday. The website can be viewed at [www.prc.wa.gov.au](http://www.prc.wa.gov.au).

## State Government Authorities

### Department of Primary Industries and Regional Development

The Department of Primary Industries and Regional Development (DPIRD) was created in 2017 and is the amalgamation of former Regional Departments of Regional Development; Agriculture and Food; Fisheries with the State’s nine Regional Development Commissions. The department endeavours to develop and strengthen economic resources for industries and regions across



Western Australia under three pillars: Sustainability and Biosecurity; Industry and Economic Development; and Capability and Performance. The executive team is led by five members, which includes Ralph Addis as the current Director General.

The DPIRD oversees the delivery of the Regional Economic Development Grants Program for Western Australia. The initiative is funded by the State Government's Royalties for Regions Program and provides funding to community-oriented projects, as part of its plan to increase economic activity in regional Western Australia. The grant application process is managed by each region's respective Regional Development Commission, which is the Pilbara Development Commission for the Pilbara Region. The website can be visited at [www.dpird.wa.gov.au](http://www.dpird.wa.gov.au)

### **Pilbara Development Commission**

The Pilbara Development Commission's role is to coordinate and promote economic development in the Pilbara to maximise prosperity and well-being for the region. Established under the Regional Development Commissions Act 1993, the Pilbara Development Commission is responsible to the Hon. Alannah MacTiernan Minister for Regional Development. The Commission provides the regional link between government policy and planning and regional aspirations and needs. The Commission is governed by a board chaired by Brendan Hammond and the current CEO is Terry Hill. The website can be viewed at [www.pdc.wa.gov.au](http://www.pdc.wa.gov.au).

### **Department of Biodiversity Conservation & Attractions**

The Department of Biodiversity, Conservation and Attractions (DBCA) promotes biodiversity and conservation through sustainable management of WA's species, ecosystems, lands and the attractions in our care. The department works to conserve WA's biodiversity as well as cultural and natural tourism and recreation experiences. DBCA incorporates the Parks and Wildlife Service which manages Karijini National Park, Millstream Chichester National Park, and the Mackerel Islands. The website can be viewed at [www.dbca.wa.gov.au](http://www.dbca.wa.gov.au).

### **Department of Local Government, Sport and Culture Industries**

Department of Local Government, Sport and Cultural Industries is a State Government department that works with government agencies, community organisations and peak bodies to enable dynamic and inclusive communities through effective regulation and the facilitation of outstanding sporting and cultural experiences and opportunities. The Department provides the Shire of Ashburton with funding to host community workshops, courses and events, including the Active Ashburton Sports Star Awards. The website can be viewed at [www.dlgsc.wa.gov.au](http://www.dlgsc.wa.gov.au).

## **Federal Government Authorities**

### **Regional Development Australia**

Regional Development Australia (RDA) is an Australian Government initiative that brings together all levels of government to enhance the development of Australia's regions. RDA is a national network of 52 committees made up of local leaders who work with all levels of government, business and community groups to support the development of their regions. RDA is administered by the Department of Infrastructure, Transport, Regional Development and Communications.

There are nine RDA Committees in WA covering all areas of the state, including one RDA committee for the Pilbara. Former City of Karratha Mayor Fiona White-Hartig currently Chairs the committee, with Deputy Chair being Shire of Ashburton President Cr Kerry White. The website can be viewed at [www.rda.gov.au](http://www.rda.gov.au).

## Cooperative Marketing Partnerships

### Tourism Bodies

#### Tourism Western Australia

Tourism WA is the State's tourism marketing body which sits within the broader economic portfolio of Jobs, Tourism, Science and Innovation. Tourism WA is a statutory authority under the portfolio of the Minister for Tourism the Hon Paul Papalia CSC MLA and was established under the Western Australian Tourism Commission Act 1983.

Tourism WA works in partnership with industry, private sector and government to develop and promote WA's iconic tourism experiences and attract events to the State. Tourism WA lists the Pilbara Development Commission and Pilbara Regional Council (consisting of the City of Karratha, Shire of Ashburton, Shire of East Pilbara and Town of Port Hedland) as strategic partners. The website can be viewed at [www.tourism.wa.gov.au](http://www.tourism.wa.gov.au)

#### Western Australian Indigenous Tourism Operators Council

The Western Australian Indigenous Tourism Operators Council (WAITOC) is the peak representative body for Aboriginal tours and experiences in WA. WAITOC is a not-for-profit organisation with over 100 members which aims to create an authentic Aboriginal tourism industry for State, National and International visitors. A number of tourism operators and retailers located in the Pilbara are members of WAITOC including Karijini Eco Retreat, Martumili Artists (art gallery), Ngurrangga Tours, Peedamulla Campground, and the Roebourne Art Group. The website can be viewed at [www.waitoc.com](http://www.waitoc.com).

#### Department of Biodiversity, Conservation and Attractions – Parks and Wildlife Service

The Department of Biodiversity, Conservation and Attractions (DBCA) brings together the Parks and Wildlife Service, Botanic Gardens and Parks Authority, Zoological Parks Authority (Perth Zoo), Rottnest Island Authority, Conservation and Parks Commission, Swan River Trust and Biodiversity and Conservation Science. DBCA incorporates the Parks and Wildlife Service which manages Karijini National Park, Millstream Chichester National Park, and the Mackerel Islands. The website can be viewed at [www.dbca.wa.gov.au](http://www.dbca.wa.gov.au) and [www.dpaw.wa.gov.au](http://www.dpaw.wa.gov.au).

#### Australia's North West

Australia's North West is the regional tourism marketing body for the Kimberley and Pilbara regions of Western Australia, responsible for the promotion of the North West as a premier tourism destination in both domestic and international markets. The activities of Australia's North West Tourism are undertaken with assistance and financial support from the tourism industry and Tourism Western Australia. While the body focuses marketing efforts more so on the Kimberley region, Australia's North West promotes tourism assets within the Shire of Ashburton including Millstream National Park, Mackerel Islands, and Tom Price (Karijini National Park). The website can be viewed at [www.australiasnorthwest.com](http://www.australiasnorthwest.com).

#### Pilbara Tourism Association

The Pilbara Tourism Association was formed in 2019 to support emerging tourism businesses, by working with a range of stakeholders to develop and market tourism opportunities in the Pilbara. Supported by the Pilbara Development Commission, the Pilbara Tourism Association aims to ensure there is a connectedness among tour operators, tourism businesses and visitor centres which are all trying to achieve a greater visitor market.

## TRC Tourism

TRC Tourism is an international tourism, recreation and conservation consulting business based in Australia and New Zealand. TRC Tourism has been engaged to undertake the first stage of the Pilbara Trails Master Plan which has been endorsed by the Shire of Ashburton Council. The stakeholder engagement process run by TRC Tourism will inform future development of trails in the Pilbara. The website can be viewed at [www.trctourism.com](http://www.trctourism.com).

## Tom Price Visitor Centre

The Tom Price Visitor Centre is located on Central Road in the centre of town. The Centre features the Tom Price tourism brand and offers free maps of the town and Karijini as well as other tourism brochures and information. The Shire funds Visitor Centre staff to assist with operations and provide local information to tourists. Rio Tinto mine tours and Karijini National Park tours can be booked via the Visitor Centre. The Centre has its own digital presence which can be visited at [www.tomprice.org.au](http://www.tomprice.org.au).

## Onslow Visitor Centre

The Onslow Visitor Centre is located on Second Avenue in Onslow and is run by an active volunteer base. The Visitor Centre doesn't have its own website but does have a Facebook account @onslowvisitorscentre.

## Local Operators

### Karijini Eco Retreat & Onslow Beach Resort

The Karijini Eco Retreat, Onslow Beach Resort and Mackerel Islands are owned and operated by Mackerel Islands Pty Ltd, led by CEO Drew Norrish (Note: desktop research indicates that Gumala Enterprises owns and operates Karijini Eco Retreat with Tim Larkin as CEO as at 30/07/2020). This presents a significant opportunity for the Shire of Ashburton to partner with these businesses to achieve a coordinate, collaborative tourism marketing approach.

The Onslow Beach Resort houses 84 apartments, with the clientele estimated to currently be 80% corporate/business and 20% leisure. The resort has a maximum capacity of approximately 160 guests and current trading performance indicates there is capacity to increase occupancy.

The Mackerel Islands features 12 beach cabins, with 10 available to a tourism audience over the next 2 years. Occupancy for the island each year is estimated at 50%. The islands feature 23 moorings for recreational boaters as well as 34 single and double bed dongers – however this accommodation is booked out by Chevron for workers until the end of 2022.

The Karijini Eco Retreat, purchased by Mackerel Islands Pty Ltd in March 2020, features eco cabins and camp sites and has a capacity of 300 guests. The retreat offers 'glamping' style accommodation which is a draw card for tourists both nationally and internationally.

There is opportunity for the Shire to participate in cross promotion and joint campaigns with these local businesses in order to expand its marketing footprint and reach as well as reinforce the Shire as supporting the local economy. These local providers are already leveraging the Shire's 'reef to range' positioning statement (see Karijini Eco Retreat example below).

**OUTBACK RANGES TO REEF ROAD TRIP**

See the amazing Pilbara region with this road trip adventure deal, taking you off the beaten track on an unforgettable experience. From some of the world's most stunning ancient natural landscapes, dating back 3.5 - 4.3 billion years, to a bucket list island escape, discover the real Aussie outback from the ranges to the reef.

**\$2,400 value packed 6 night package for 2 people - for travel Saturdays to Fridays. Discount available for 2 couples travelling together.**

**INCLUDES:** 2 nights at the Karijini Eco Retreat in a Deluxe eco tent with continental breakfast  
 \* 1 night at the Onslow Beach Resort in an Executive Suite with cooked breakfast  
 \* Leave your car at the resort for your island stay, includes free parking  
 \* Travel from Onslow to the Mackerel Islands on a 45 minute boat transfer  
 \* 3 nights at the Mackerel Islands in a Beachfront Cabin, stand up paddle board & kayak hire  
 \* Return boat transfer to Onslow

**T&C'S APPLY. CALL 9184 6444 OR EMAIL BOOKINGS@MACKERELISLANDS.COM.AU**

ecoretreat karijini    Onslow BEACH RESORT    MACKEREL ISLANDS ONSLOW, WESTERN AUSTRALIA

*Example of newspaper advertisement leveraging 'reef to range' brand, sourced from the Weekend West, 16 June 2020.*

It is estimated that for every dollar spent on the Mackerel Islands another dollar is spent in Onslow. By supporting the operations of Mackerel Islands Pty Ltd this Shire is in turn supporting the local economy.

### Lestok Tours

Based in Tom Price, Lestok Tours is a family owned and managed company that has operated in the Pilbara since 1986. The business conducts guided tours of Rio Tinto's Tom Price mining operation (one of the most popular tours in the Pilbara) as well as day tours to Karijini National Park.

The principals of the operation are Bob and Sue Stump who have lived in the Pilbara since 1992. The company is a member of the Tom Price Visitor Centre, WA Tourism Network, Australia's Northwest tourism and is a National accredited tourism business.

The business offers group charters as well as an airport transfer service from Tom Price town centre to Paraburdoo airport daily.

### West Oz Active

West Oz Active Adventure Tours is an award winning adventure tour company based in Karijini National Park. This tour company offers unique adventure experiences as their licensing and experience allow them to access gorges within the park that other tour operators cannot. The tour company also offers guided hikes up Mt Meharry and Mt Bruce – the Shire of Ashburton's two tallest mountains.

West Oz Active offer group booking for corporate team building, school groups and emergency team response training – potentially attracting large groups from across the state to visit the region.

# Strategy Implementation Process

## How Does the Shire Communicate?

### ▪ **Spokesperson, recommendations**

- The Shire of Ashburton President or delegated authority is the spokesperson and will act as the face of the Shire. This will help to take the Shire from a faceless entity to a responsive and human, proactive community leader
- The spokesperson should be as honest and upfront as possible in all communications
- They will be quoted in media releases
- They will be positioned as the expert in major Shire activities
  - A technical expert (delegated authority) may be required in cases where more detailed responses are needed, or where it would benefit the community to hear from a registered professional
- The Spokesperson must be familiar with crisis and emergency response communication
- The Spokesperson must play a role in developing the key messages in order to deliver them well

### ▪ **Speak from approved speaking notes**

- Have a list of key messages when responding to interviews
- Speak in a conversational tone, support key messages with anecdotes and examples
- Restate your key messages, bring the conversation back to your key messages

### ▪ **Create consistency in voice and language**

- Be enthusiastic, paint the Shire as an energetic, progressive, proactive and passionate entity that is action orientated and welcoming. In order for this to be achieved the spokesperson must similarly be energetic, proactive and passionate about whatever they are saying.

### ▪ **Review channels vs message type**

- Select the right platform to suit your messages.

### ▪ **Media training**

- Any individual who may be responsible to communicate with the media, approached by the media or act in such a capacity in the absence of the main spokesperson shall be media trained



## Shire of Ashburton Communications Policy

The following is a sample/recommended Policy that the Shire can adopt encompassing all communications.

### Purpose

The Shire of Ashburton Communications Policy details the framework for communication between the Shire and its internal and external stakeholders. The ability to actively and effectively provide information and community engagement opportunities is vital to building and promoting a positive identity and reputation for the Shire. Proactively creating awareness of the services, projects, achievements and other activities of the Shire will present the Shire as a community participant and leader.

To achieve effective communications the Shire must regularly consult with the community, distribute regular and consistent messages and must be open and honest in all matters.

### Scope

This policy applies to councillors, employees, contractors, consultants and any other persons including volunteers who undertake activities for the Shire of Ashburton.

Communications Stakeholders include:

- Ratepayers and residents
- Potential residents of the Shire of Ashburton
- Shire Councillors
- Employees and volunteers of the Shire
- Visitors to the region
- Investors, developers and individuals with business interests within the Shire
- Customers who seek products or services or information from Council
- Community and government organisations
- Local, regional and national media.

### Definitions

*Communication* is the imparting or exchanging of information by speaking, writing, or using some other medium between a representative of the Shire and its stakeholders.

*Community* includes all people who live, work, study or conduct business in, or who visit, use and enjoy the services, facilities and public places of the Shire of Ashburton.

*Consultation* is the provision of timely information and engagement by the Shire with its community and stakeholders (internal and external) that provides them the opportunity to respond with any concerns, queries of issues that can be considered or actioned before a final decision is made or implemented.

Via this policy the Shire aims to ensure its communications methods will:

- Be regular and consistent, with the Shire communicating in a timely manner on projects and activities to all stakeholders
- Create a positive and professional image for the Shire
- Increase awareness of the Shire's activities, major projects and achievements
- Foster a meaningful community consultation process

- Implement timely, regular and consistent internal communication
- Effectively manage negative messaging
- Effectively manage unexpected crisis/disaster issues or events
- Comply with the Disability Inclusion Act 2014 for print, web based and electronic communication layouts
- Use a variety of methods to communicate and to provide information in formats that accommodate the needs of all stakeholders.

## Social Media

The Shire proactively uses social media platforms to communicate information regarding its services, activities/events, achievements and projects to external stakeholders.

The use of social media is governed by *EMP42 Directive Social Media* and *ADM07 Social Media Procedure* documents located at addenda 2.

## Customer Service

The way the Shire is perceived by Stakeholders is impacted by all communications received from Shire Officials. This references the way representatives of the Shire answer and respond to phone calls, letters and any electronic communications as well as face to face contact with stakeholders whether that be one on one or at events or community forums.

Any representative of the Shire or Shire Official must ensure correct, effective, efficient and customer orientated responses are created and provided to develop and maintain a positive reputation for Council.

It is recommended that a telephone etiquette/email etiquette be produced internally detailing scripts for messages on hold and voice messaging services.

## Events

Shire events shall be planned in accordance with an event toolkit/procedure/policy in order to ensure all checks and balances are followed when developing an event.

Events play an important role in community life creating a sense of belonging, engagement and are a way to entertain and create social interaction. Events help to instil a sense of place and pride in a locality. Shire events are commonly staged to celebrate important historical dates, recognise community achievements and/or can be developed as a means to promote a specific key message, activity, project or interest.

This avenue allows for the establishment of mutually beneficial partnerships between the Shire and the community which assist to raise the profile and improve the reputation of the Shire.

Such events need to be tracked and measured against success indicators which are established through the implementation of an event toolkit.



## **Employee Relations/Internal Communications**

Elected representatives and employees are the Shires public relations and communications ambassadors. It is vital that all employees and elected representatives receive timely, relevant, consistent and user friendly information to ensure that they are adequately informed on the Shire's services, activities/events, achievements and projects to minimise and instances of misinformation in the community.

Effective internal communication also encourages participation in change management, increases morale in the workplace and develops more effective communication between employees across department and management levels.

## **Media Relations**

The local media, including newspapers, radio, television and digital media is a significant source for Shire information to the community. There are times when regional, state and national media interest, across platforms, is generated or occurs due to external conditions.

The Shire is committed to good media relations requiring a commitment to good governance, transparency and regular media contact in addition to a strategic outlook, political sensitivity and access to senior staff/information.

Only the Shire President and CEO (or delegated officer) are authorised to speak to the media on behalf of the Shire.

## **Legislated Advertising**

The Shire is committed to fulfilling the responsibilities as set out in the Local Government Act and the Local Government Legislation Amendment Act 2019.

# Marketing Channels

## Digital/Online

- Website
- Social Media – Facebook, Instagram, LinkedIn
- Email Marketing
- Google Business
- Google advertising
- Facebook advertising
- YouTube
- Video Production for example, project updates/project case studies, council decision updates
- Content Marketing and Search Engine Optimisation (SEO)



## Traditional

- Publications – Annual Reports, Strategic Documents
  - Case Studies - projects (can also be digital/video productions)
    - Innovations in projects
    - New project developments
- Forms and policy documents
- Media:
  - Print – Pilbara News (7West Media), North West Telegraph (7West Media), The West Australian (7West Media), The Sunday Times (7West Media)
  - TV (local) – Win & GWN (7West Media)
  - Radio (local) – ABC Radio National 107.3FM, Red FM (Paraburdoo 101.3, Pannawonica 102.9, Tom Price 103.3), Spirit Radio (Pannawonica 101.3, Paraburdoo and Tom Price 765AM), Vision Radio 101.9FM, Gumala Radio (Paraburdoo 102.9FM, Tom Price 106.5FM), ABC North West 567AM
- Sponsorships
- Events
- Banners and Billboards
- Signage
- Entry Statements
- Flyers/brochures
- Stationery (Business cards, Letterheads)
- Uniforms





Recent examples of the Shire of Ashburton's tourism marketing via traditional channels include the below print advertisements developed for The West Australian Travel publication. Published on the 6 June, the below print advertisement was accompanied by a 500-word advertorial in the Sunday Times.

**WA'S ULTIMATE REEF TO RANGE HOLIDAY**

Pristine coastline.  
Spectacular gorges.  
One locality.

Explore the warmth and natural beauty of Ashburton. The perfect base for a coastal adventure on the Mackerel Islands or a journey through some of the oldest land forms in the world at Karjini National Park. Experience a unique 'reef to range' holiday in Ashburton this winter.

shire of Ashburton  
reef to range

P: 9188 5488 E: visitorcentre@ashburton.wa.gov.au www.tomprice.org.au

**CONQUER WA'S FOUR TALLEST MOUNTAINS**

Mt Nameless, Mt Bruce, Mt Shella and Mt Meharry. Visit Ashburton this winter and tackle the Big 4!

shire of Ashburton  
reef to range

P: 9188 5488 E: visitorcentre@ashburton.wa.gov.au www.tomprice.org.au

**MACKEREL ISLANDS**

Pristine coastline and untouched wilderness. An adventure playground for the whole family.

shire of Ashburton  
reef to range

P: 9188 5488 E: visitorcentre@ashburton.wa.gov.au www.tomprice.org.au

**KARIJINI NATIONAL PARK**

Red rock gorges and breathtaking waterfalls. Day trip from Tom Price to see some of the oldest land forms in the world.

shire of Ashburton  
reef to range

P: 9188 5488 E: visitorcentre@ashburton.wa.gov.au www.tomprice.org.au

## Sponsorship

The Shire of Ashburton's Community Support Grants are aimed at supporting community groups, local not-for-profit organisations and sporting clubs. In the first half of the 2019/20 financial year, the Shire received 22 applications of which 15 received funding to the value of \$32,100. Grants are assessed based on the extent to which the project directly benefits Ashburton residents and whether there are other funding sources available to that project.

In addition to Community Support Grants (which applicants can apply for more than once each financial year, so long as the total amount is less than \$2,500), the Shire offers Small Assistance Donations of up to \$500.

Applications are made via the Shire of Ashburton website.

The Shire of Ashburton responds to and supports a range of requests. Records of funding provided is known, however, improvements can be made to the record or capture of all sponsorships that the Shire participants or assists with (including in-kind support).

## Events

The Shire of Ashburton event schedule was disrupted in 2020 due to the coronavirus pandemic. In a typical calendar year, the Shire's main events include the following:

### Shire of Ashburton Events

- Staircase to the Moon markets – occur on the second night of Staircase to the Moon from May to October at Front Beach and Onslow Beach Resort.
- ANZAC Day – hosted at Onslow War Memorial and RM Forrest Memorial Hall.
- WA Day Festival – hosted in Onslow.
- Galas – hosted in June in Pannawonica and October in Onslow.
- Annual Christmas Event – typically hosted in Onslow.

### Rio Tinto Events

- Nameless Jarndunmunha Festival – hosted in Tom Price in August each year, with the Shire of Ashburton as a Principal Partner (as well as with Rio Tinto). The festival has run for over 40 years, includes a Festival Ball and has previously included guest performers such as Shannon Noll, Reece Mastin, and the Potbelleez.

### Chevron Events

- Passion of the Pilbara – hosted in Onslow every two years, with the next event scheduled for September 2021. In 2019, Chevron and the Shire of Ashburton were the major Festival Partners. Previous events have included local musicians and food vendors as well as Masterchef past contestants.

### Other Events

- Karijini Experience – held in April each year, the Karijini Experience is a celebration of culture, art, food and music on country in the Karijini National Park. The five day festival includes free and ticketed events, and the Shire of Ashburton is a Platinum event sponsor. In 2019, the Karijini Experience attracted 2,045 visitors, featured 98 artists, headlined 57 individual events, represented 16 Aboriginal language groups and was supported by 32 partners and sponsors.
- Town Rodeos – occur in Onslow, Tom Price, Paraburdoo and Pannawonica annually.

- Campdraft Events – hosted in Pannawonica and Tom Price.
- Paraburdoo Red Dirt Rocks Event.

There is opportunity for the Shire of Ashburton to leverage event marketing and sponsorship in order to improve relations with local operators, increase marketing reach, and encourage a greater visitor market to the region. This recommendation is subject to COVID-19 travel restrictions being lifted and sufficient accommodation being available for visitors.

Market Creations has consulted with local tourism operators and key stakeholders regarding a potential future events schedule for the Shire. These ideas are detailed below for consideration:

- **Seafari** – an annual event hosted on the Mackerel Islands and supported by Perth based and South West tackle shops. The event typically attracts specialty media outlets such as Camping WA and Western Angler. Negotiations are currently underway with Ranger Outdoors to promote the existing event in a new format to their customer base. The Shire of Ashburton should consider sponsorship of this upscaled event, as spend on the Mackerel Islands is likely to translate to spend in Onslow.
- **Mack 10k Fishing Club** – increase the size of this event, currently hosted by Ashburton Anglers Club and sponsored by the Shire of Ashburton and Chevron. By increasing the prize pool to \$20,000 (\$10,000 for first place, \$7,000 for second, \$3,000 for third), the event would rival that of GameX in Exmouth with the potential to attract a great audience from elsewhere in Western Australia as well as Eastern States residents. The benefit of attracting an interstate audience is that visitors who have travelled greater distances are likely to stay longer and spend more within the region. In 2019, the event attracted 90 participants, with the winner being a local Onslow resident.
- **Four Tallest Mountains** – a Shire-run event which promotes a significant tourism asset for the region - Western Australia's four tallest mountains (Mt Nameless, Mt Bruce, Mt Sheila and Mt Meharry). Could include a passport activity where climbing to the summit of each destination achieves a 'stamp' and completed passports can be submitted into a raffle for a significant prize (e.g. \$10,000 voucher to Anaconda or BCF retail stores). The event could be run over a weeklong period with different drawcard events hosted at each mountain (e.g. long table dinner under the stars, live music performance, cooking masterclass, guided tour with Indigenous elder).

## Changes to the Local Government Act – Channel Selection

On Wednesday 10 April 2019 a Bill passed the Government of Western Australia's Legislative Assembly and was read into the Legislative Council on Thursday, 11 April 2019 resulting in a number of amendments to the Local Government Act 1995 (LG Act), creating the Local Government Legislation Amendment Act 2019.

To review the circular No 03-2019 issued by the Duncan Ord OAM, Director General on 18 April 2019 please see addenda item number 3.

Of major note to this document is the new public notice requirements.

The specific changes as detailed in the Director General's circular are as follows:



*The specific requirements for the publication of local and State-wide notices is being removed from the LG Act and will be included in regulations. This will enable the flexibility to adapt to changes in technology in the future.*

*A local public notice will require a notice to be published on the local government's official website and via at least three of the following mediums:*

- in a newspaper that circulates generally throughout the district (if available)*
- on a State Government website;*
- on a social media platform;*
- published in a newsletter or newsletters available to the majority of residents throughout the district;*
- exhibited on a notice board at every local government office and library within the district; or*
- electronic mail distribution list.*

*A state-wide notice will require local governments to publish the notice in a newspaper that circulates throughout the State, in addition to the requirements of a local public notice.*

### *Administrative Efficiencies*

#### *Authorised persons*

*Currently a local government has the power to appoint persons to exercise powers under a number of pieces of legislation, including the LG Act. A valid appointment must be in writing and the person appointed provided with a certificate.*

*The requirement to issue a certificate is no longer considered the best practice method for establishing a person's identity or authority to exercise enforcement or other powers.*

*The Bill introduces a change to the appointment process so that when a local government appoints an authorised person under the LG Act, they must issue an identity card with the following:*

- the official insignia of the local government;*
- the name of the person;*
- a recent photograph; and*
- a list of each law that the person's appointment relates (on the rear of the card).*

*A detailed appointment certificate which lists each piece of legislation and the relevant section or regulation numbers will still need to be signed by the CEO and retained by the local government.*

*Transitional arrangements will ensure that current appointments remain valid.*

# Key External Communications Strategies

The Shire of Ashburton Key External Communication Strategies detail activities recommended to be conducted in order to reach the desired outcomes as detailed in the Shire of Ashburton Economic and Tourism Development Strategy and the Strategic Community Plan – Living Life 2017-2027. The strategies aim are:

- To increase visitation by 15 percent annually over the next 7 years
- Increase awareness of The Shire of Ashburton’s brand and Council services
- Promote investment opportunities in the Shire of Ashburton
- Promote liveability and facilities of the Shire
- Promote the unique indigenous community

## **The 3 Pillars of invest, live, tour provide guidance around activities to achieve the aims:**

- Invest
  - Improve engagement with business community
  - Attend business events, ensure The Shire is represented and has a voice
  - Create investment prospectus by December 2020
  - Create video investment prospectus December 2020
  - Promotion of investment opportunities to business community
- Tour
  - Visitors extending their stay
  - Visitors engaged in the brand uploading organic content
  - Collaborate with tour operators, hire car, accommodation providers
  - Collaborate with Tourism promotion bodies ensuring the shire is represented in regional or destination marketing
  - Present Shire at travel expos and caravan shows utilise experience experts to champion the attractions of the regions
  - Improve merchandise offer in Visitor Centre
  - Improvement to images - tourism - photography/video people doing activities /celebrity/social media influencer/ grey nomad/ families
- Live
  - Promotion of Regional Land Booster offers and associated concessions
  - Engage with State Government on further promotion opportunities
  - Community
  - Assist local community with growth of events and activities
  - Opportunity of job availability, high paying jobs, equal opportunity for both genders

**The major 3 pillars are supported by overarching communication strategies that drive engagement with the Shire:**

- Influencing other levels of government
- Develop and improve Social Media strategy and implementation
- Improve engagement with local business
- Improve engagement with mining sector
- Brand and Style Guide refresh and improvement of style guide policy in relation to how sub brands work
- Improve the content, quality and distribution of Shire publications particularly create and investment prospectus
- Creation of a rolling content (promotional plan) for all the key projects occurring in the Shire that impact stakeholders internally and externally
- Development of a new website – the website will be produced to industry best practice standards and provide the Shire with heightened visibility, improved accessibility and meet legislative requirements as per the Local Government Legislation Amendment Act 2019
- Creation of a Sponsorship Strategy
- Creation of a Communications Policy, ensuring adherence to the Local Government Act, 5 ways to be compliant in communicating

# Marketing Strategies – External Strategies, in detail

The strategies on the following pages detail action items and activities required to achieve the required aims and targets as detailed in this document.

## Strategy 1: Create an improved and recognisable image for the Shire of Ashburton

- Assess the current brand hierarchy as well as the tourism sub brands and detail a forward plan of use.
- Establish the Shire of Ashburton as a proactive, action-orientated leader in the community by improving the consistency of branding and messaging across the Shire.
- Improve and establish awareness of the Shire with business, community groups and the wider community as a proactive, responsive and action-orientated council.
- Promote the brand attributes reflecting the uniqueness and diversity of the Shire.

### Initiatives

1.1 Assess the current branding hierarchy including sub brands		
Person/Role Responsible:	Commence by:	Completed:
Estimated Budget:	Priority: High	
Further Information:		
1.2 Ensure collateral is consistent with hierarchy rules		
Person/Role Responsible:	Commence by:	Completed:
Estimated Budget:	Priority: High	
Further Information:		
1.3 Review the signage plan, rollout the new brand identity across all signage		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
1.4 Make the brand identity consistent across all electronic and printed materials		
Person/Role Responsible:	Commence by:	Completed:
Estimated Budget:	Priority: High	
Further Information:		
1.5 Make the brand consistent across all merchandise, improve merchandise across all touchpoints		

Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	

Further Information:

**1.6 Create a photo library, (can also form part of merchandise sales)**

Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	

Further Information:

**1.7 Create a video library**

Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	

Further Information:

## Strategy 2: Creation of a rolling content (promotional plan) – key projects

- This plan is to include all the key projects occurring in the Shire of Ashburton that impact stakeholders internally and externally.
- Each project will have its own stakeholder engagement plan

### Initiatives

<b>3.1 Develop a promotional plan for key projects</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: High	
Further Information:		
<b>3.2 Develop a stakeholder engagement plan for major projects</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>3.2 Implement promotional and stakeholder engagement plans for major projects</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		



## Strategy 3: Become more digitally accessible to the community via social media

- Establish the Shire of Ashburton as an entity with a corporate profile, that is active in the community and is more accessible and responsive to the community.
- Build and create relationships via social media
- The Social Media Audit was completed in June 2020

### Initiatives

<b>3.1 Develop a Social Media Strategy</b>		
Person/Role Responsible:	Commence by:	Completed:
Estimated Budget:	Priority: High	
Further Information:		
<b>3.2 Implement the Social Media Plan</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: High	
Further Information:		
<b>3.3 Review analytics periodically and report/suggest improvements</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 4: Improve digital presence - development of a new website and intranet

- Create a website, produced to industry best practise standards and provide the Shire of Ashburton with heightened visibility, improved accessibility and meet legislative requirements as per the Local Government Legislation Amendment Act 2019.
- Launch an improved online presence via a user centric website

### Initiatives

<b>4.1 Create a new website design, prepare the sitemap</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: High	
Further Information:		
<b>4.2 Update content and create new content, include improved engagement tools</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: High	
Further Information:		
<b>4.3 Update content regularly</b>		
Person/Role Responsible:	Commence by:	Complete by: Ongoing
Estimated Budget:	Priority: High	
Further Information:		
<b>4.4 Create an associated intranet to improve internal communications</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>4.5 Review analytics</b>		
Person/Role Responsible:	Commence by:	Complete by: Ongoing (monthly)
Estimated Budget:	Priority: Medium	
Further Information: Monthly google analytics report		

## Strategy 5: Actively engage with Shire residents and ratepayers

- Implement regular newsletter
  - E-Newsletters will allow the Shire to communicate latest updates, news and information related to activities, projects and events, within the Shire as well as any major external influences that could affect the way of life in the Shire
  - A strong focus for this communication is activities of the mining industry within the region and impacts of the mining industry on the Shire
  
- Social media has been addressed separately but impacts on this strategy
- Events have been addressed separately but impacts on this strategy

### Initiatives

**5.1 Keep the newsletters brief with high level approved content sent monthly. Ensure the most important information is highlighted first as many readers will only skim the first few points.**

Person/Role Responsible:	Commence by:	Complete by: Monthly
Estimated Budget:	Priority: Medium	
Further Information: MC designed Mailchimp template		

**5.2 Monitor feedback and results**

Person/Role Responsible:	Commence by:	Complete by: Quarterly
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 6: Increase visitation, increase length of stay

### Initiatives

<b>6.1 Promote caravan and camping opportunities, availability</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>6.2 Increase accommodation options, pop up glamping</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>6.3 Work closely with operators to improve accessibility and increase accommodation numbers</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>6.4 Promote the Shire in travel media (Consider North West Travel Guide)</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 7: Enhance the visitor experience

### Initiatives

<b>7.1 Improvement to the Visitor Centre</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>7.2 Work closely with operators to improve accessibility and increase accommodation numbers</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>7.3 Improve signage and wayfinding in the towns, on entry to the Shire and in major tourism precincts</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>7.4 Improve the visitor centre including the visitor centre's website</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>7.5 Promote usage of the Onslow tourism app</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 8: Improve the Indigenous Culture offer

### Initiatives

<b>8.1 Engage with Indigenous Community</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>8.2 Develop merchandise that reflects the unique indigenous community</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>8.3 Create a unique interactive indigenous exhibition</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		



## Strategy 9: Improve engagement with business community

### Initiatives

<b>9.1 Create an up to date database of the business community</b>		
Person/Role Responsible:	Commence by:	Complete by: Quarterly
Estimated Budget:	Priority: Medium	
Further Information:		
<b>9.2 Create a consistent platform for communicating with the business community</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>9.3 Engage the business community in events, providing opportunity for promotion and sponsorship</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 10: Assist community groups with development and promotion of local events and activities

### Initiatives

<b>10.1 Create an up to date database of community groups</b>		
Person/Role Responsible:	Commence by:	Complete by: Quarterly
Estimated Budget:	Priority: Medium	
Further Information:		
<b>10.2 Create a consistent platform for communicating with community groups</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>10.3 Provide assistance to community groups in the form of promotion of their activities and events</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>10.4 Create an avenue for community groups to apply for funding or in kind support to build their activities and events</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 11: Develop a signature event for the Shire – develop the marketing presence of this and other Shire and Shire supported events

### Initiatives

11.1 Develop a concept for a signature event, review existing events ascertain commitment required for growing existing event or creating a new event		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
11.2 Plan the event, consider logistics		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
11.3 Promote the event		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
11.4 Run the event		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
11.4 Review the event		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 12: Increase awareness of Council Services

### Initiatives

<b>12.1 Create fact sheets detailing council services on the website</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>12.2 Include pamphlet about council services with rates mailout</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>12.3 Create stories of council staff carrying out council services on social media</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>12.4 Create 'a day in the life of' you tube videos of staff carrying out council services for YouTube</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 13: Increase awareness of liveability and facilities within the Shire

### Initiatives

<b>13.1 Create an improved presence on the website showcasing why people should move to the Shire – way of life, beauty, facilities, government grants, business opportunities</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>13.2 Run google ad campaigns promoting moving – way of life, beauty, facilities, government grants, business opportunities</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>13.3 Improve media engagement to present the Shire to a wider audience as a proactive, welcoming community with great facilities and beautiful natural vistas.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>13.4 Create ‘a day in the life of’ YouTube videos of residents in the community</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>13.5 Consider promotion opportunities on real estate websites and programs</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		

## Strategy 14: Increase awareness of investment opportunities within the Shire

### Initiatives

<b>14.1 Articulate the investment opportunities.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>14.2 Engage with local stakeholders and community to provide input into investment opportunities</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>14.3 Create an investment prospectus</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>14.4 Promote the investment prospectus in business forums /attend relevant business events/conferences to promote the investment opportunities</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>14.5 Promote the investment opportunities in Business News</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		



## Strategy 15: Increase local awareness of tourism opportunities within the Shire

### Initiatives

<b>15.1 Create an improved presence on the website to help educate locals on tourism opportunities within the Shire - weekend activities, day trips etc.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: High	
Further Information:		
<b>15.2 Launch 'local buy' currency to encourage residents to engage with local tourism operators.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>15.3 Include tourism information in existing Shire marketing materials which target residents, such as the Inside Ashburton newsletter.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		
<b>15.4 Create video content for Facebook and YouTube featuring local families engaging with tourism activities within the Shire.</b>		
Person/Role Responsible:	Commence by:	Complete by:
Estimated Budget:	Priority: Medium	
Further Information:		


# Internal Communications

Internal communications has not formed part of this strategy document, however it is recommended that this is considered and included as a major driver to effective external communications emanating from the Shire. Major areas for consideration:

- Improve and maintain effective communication and support for internal stakeholders, improve staff team spirit, improve staff morale
- Introduction of an intranet as a key driver for internal communications. (A recommendation has been included above in strategy 4).

# Ensuring rollout – Marketing & Communications Implementation Plan

The below image displays a sample of a Marketing & Communications Implementation Plan. Plans such as these provide a detailed rolling prompt for the implementation of marketing strategies such as those detailed in this document. It is recommended an implantation plan is developed, followed and used as a tool to implement the strategies detailed in this document. Please note the plan should be regularly reviewed and updated throughout the period giving consideration to environmental and world impacts.

		Marketing Implementation Plan															
		July 2020 - June 2021															
		Jul-20				Aug-20				Sep-20				Oct-20			
<b>w/c (Mon) Week</b>		6-Jul	13-Jul	20-Jul	27-Jul	3-Aug	10-Aug	17-Aug	24-Aug	7-Sep	14-Sep	21-Sep	28-Sep	5-Oct	12-Oct	19-Oct	26-Oct
		1	2	3	4	6	7	8	9	10	11	12	13	14	15	16	17
National Key Dates																	
Ashburton Key Dates																	
Projects & Partnerships																	
Digital Marketing	Facebook																
	LinkedIn																
	Instagram (Visitor Centre)																
Website																	
Intranet																	
Monthly eNewsletter																	
Media (local newspaper)																	
Local TV																	
Radio																	
Sponsorships																	
Brand																	

SAMPLE

# Evaluation and Reporting

Evaluation of the Marketing Strategy generally occurs either 6 or 12 months after the implementation to measure success against the marketing objectives. Depending on the communication tools implemented following the acceptance of the strategy, the evaluation tools may include, but are not limited to:

- Website analytics
- Social media responses (impressions, hits, shares, likes, etc)
- Customer feedback and/or complaints
- Attendance at events
- Surveys and/or focus groups
- Increases in visitor numbers
- Increases in new home development and real estate sales
- Increase in attendance at Shire run business forums
- Increase in mining sector engagement in local community activities
- Improvement in understanding and engagement with indigenous culture
- Improvement in staff satisfaction

# Market Creations

## Our Portfolio

Market Creations have developed comprehensive Marketing Strategies for a wide range of clients, from small start-ups to established companies wanting to expand into new markets. To see a sample of clients we have worked with, please view the Portfolio on our website at [www.marketcreations.com.au](http://www.marketcreations.com.au).

## About Us

Market Creations is an innovative full service marketing and technology agency encompassing all elements of graphic design, marketing, communication, public relations, web development, social media, advertising, publications, and information technology.

Market Creations has been providing business, government agencies and community groups with original, innovative and imaginative solutions to connect with their customers for over 20 years.

Our talented team of professionals has a wealth of knowledge – we understand how important your business is to you, that's why we work with you to find the perfect solution.

Market Creations is a WALGA preferred supplier for Marketing and Media Services under the following categories:

- Corporate Communications & Public Relations
- Creative Design & Print
- Community Engagement
- Events and Activation
- Marketing Services

The company also holds preferred supplier status for:

- ICT and Related Services
- Telecommunication Services

## Document Authors

This strategy document has been prepared by Market Creations in consultation with the Shire of Ashburton.

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## Published Date

20 August 2020

## Addenda

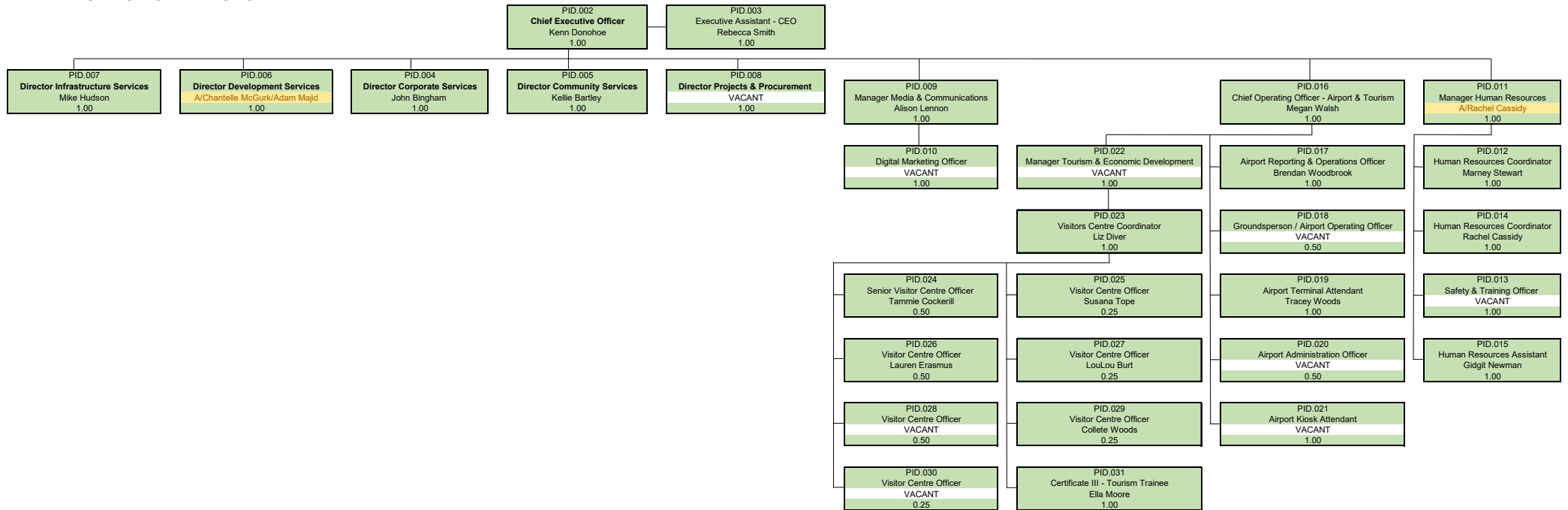
Items referenced within the main body of this document follow.

1. Organisational Chart as at August 2020
2. Social Media EMP42 Directive Social Media and ADM07 Social Media Procedure
3. Circular No 03-2019 issued by the Duncan Ord OAM, Director General on 18 April 2019



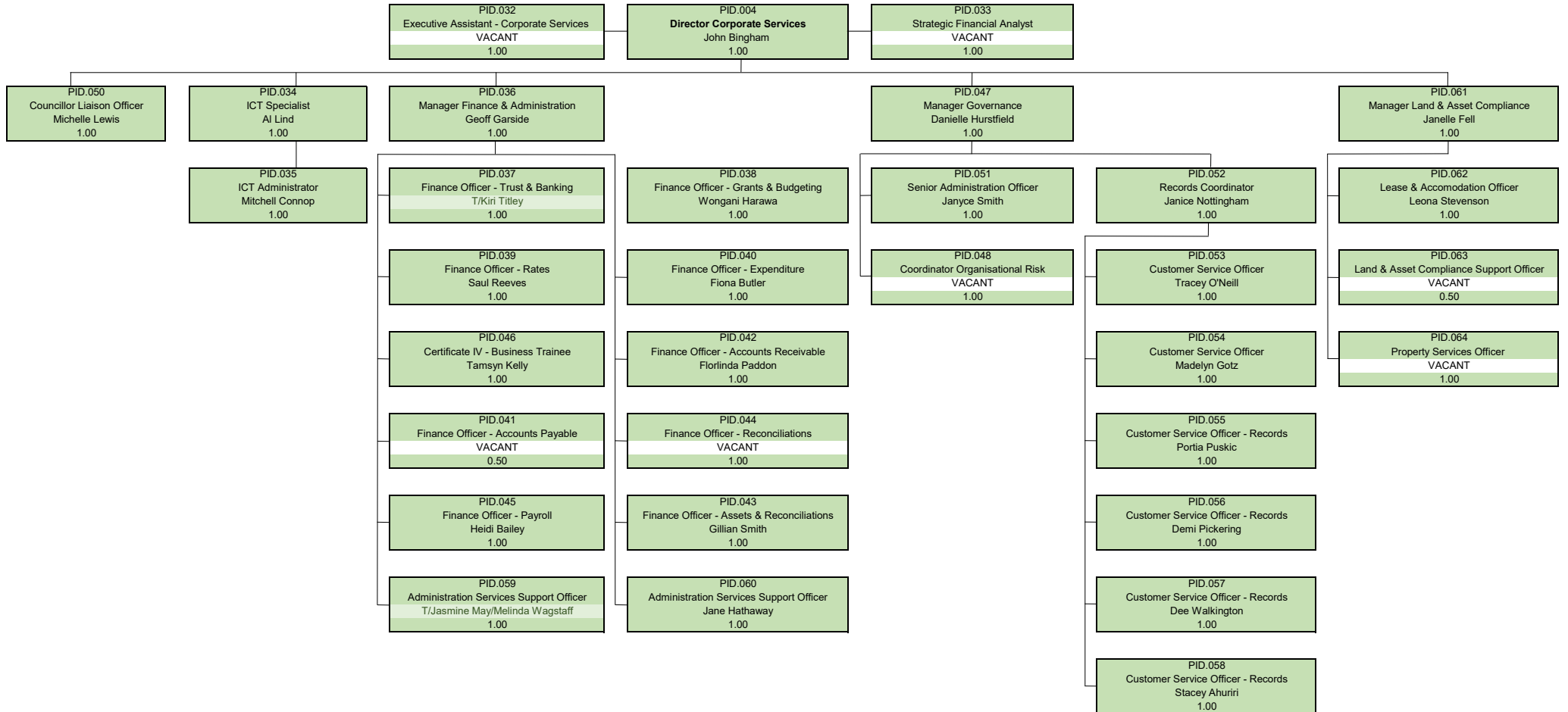
# ADDENDA 1

## OFFICE OF THE CEO



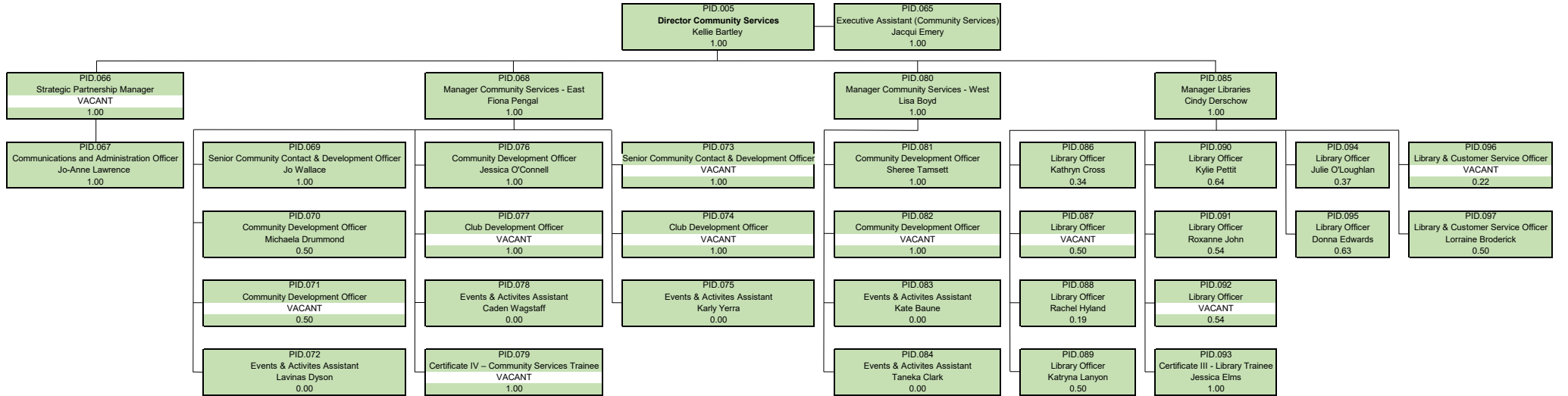
# ADDENDA 1

## CORPORATE SERVICES



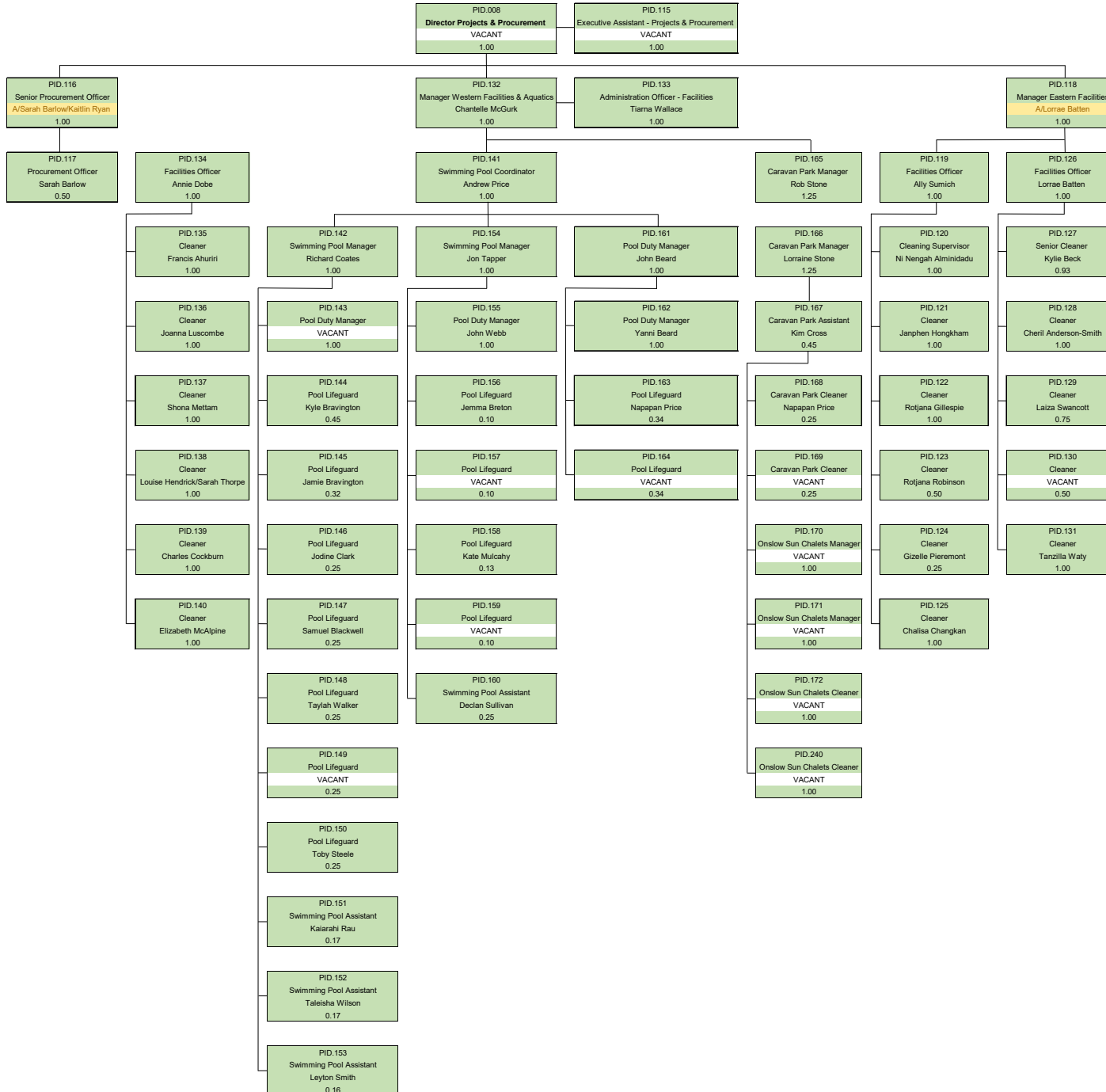
# ADDENDA 1

## COMMUNITY SERVICES



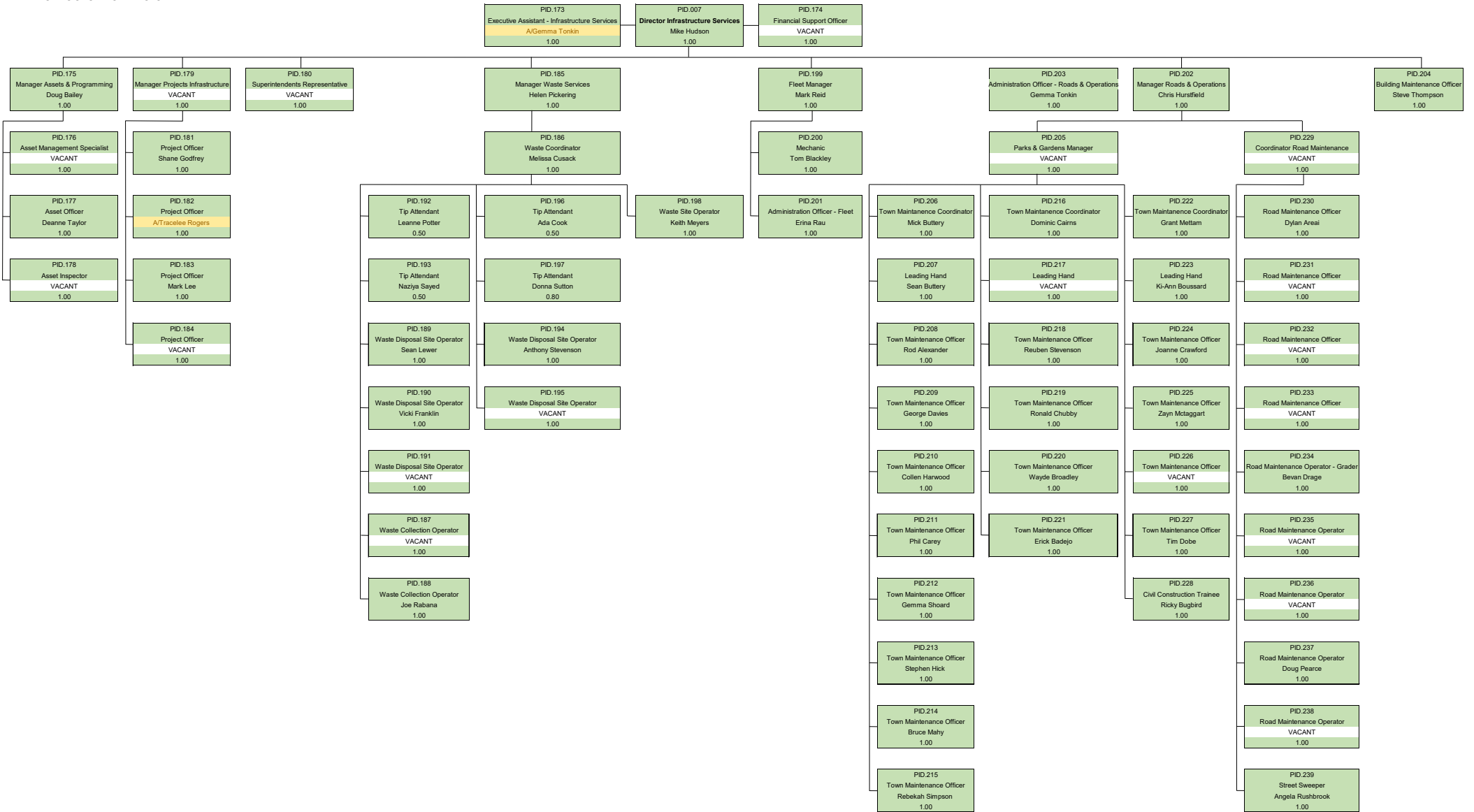
# ADDENDA 1

## PROJECTS & PROCUREMENT

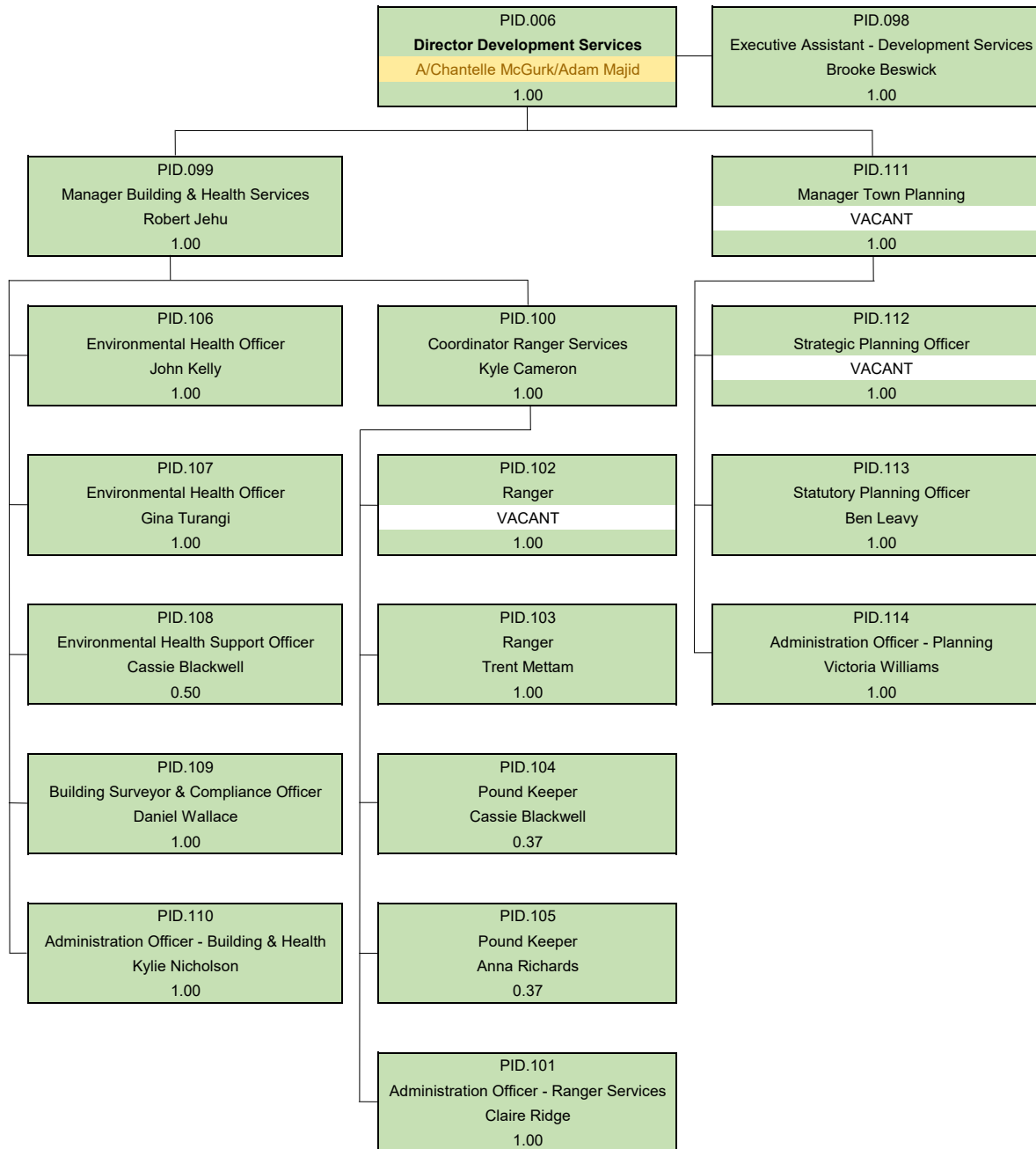


# ADDENDA 1

## INFRASTRUCTURE SERVICES



DEVELOPMENT SERVICES





## ADM07 Communications and Social Media - Social Media Procedure

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### Introduction

The Shire of Ashburton recognises that effective use of digital media should be part of an integrated and proactive approach to communication.

It is evident that communication patterns have changed, and we as local government with a focus on establishing vibrant and active communities, need to adapt and embrace new ways of communicating to ensure we achieve a strong reach and engagement with our audience

This also fits with our aim of establishing an efficient platform of integrated communication using various media formats such as the website, social media, print and electronic media, newsletters and mobile technologies. These mediums in turn help facilitate communication about latest news and events, community engagement campaigns, tourism strategies and emergency information in a time of crisis.

### Facebook

Within the limitations of the Shire's staff resources, the Shire of Ashburton Facebook page is monitored and maintained on a daily basis to:

- plan and schedule content that fits within the overarching communications strategic goals;
- upload content;
- respond to queries or comments where required;
- ensure appropriate user behaviour.

Only designated staff registered as Social Media Administrators can upload content and respond on behalf of the Shire of Ashburton. Content will be uploaded to the Shire of Ashburton Facebook page only, and staff are not permitted to upload directly on behalf of the Shire to any other social media sites. Posts can be *shared from* the Shire of Ashburton Facebook onto other Social Media sites.

In accordance to the Strategic Media Policy only the approved Media Officers are permitted to post information related to Shire announcements, Council or emergency situations.

### Community Development Social Media Administrator

At the discretion of the Director Strategic & Community Development, a staff member in each town can be a registered Social Media Administrator and will have responsibility for uploading *event content only* for their town. All event content will be pre-scheduled to avoid conflicting posts and to enable a coordinated 'whole-of-Shire' social media communications plan.

All event communication, including social media, must be in accordance with the relevant stakeholder and partnership agreements.

Event posters and information is also required to be forwarded to the Media Department for upload to the Shire's website and events calendar.

### **Recruitment Social Media Administrator**

At the discretion of the Manager Organisational Development, a staff member can be a registered Social Media Administrator and will have permission to upload *job vacancies* only to the Shire's Facebook page and relevant Jobs Board in each town.

### **Library Social Media Administrator**

At the discretion of the Manager Community Development, a staff member can be a registered Social Media Administrator and will have permission to upload *library related content* only to the relevant Library and Shire Facebook pages.

### **Tom Price Visitor Centre Social Media Administrator**

At the discretion of the Director Strategic & Economic Development, a staff member can be a registered Social Media Administrator and will have permission to upload *tourism and Visitor Centre* related content to the Tom Price Visitor Centre Facebook and Instagram pages.

### **Responsibilities of Social Media Administrators**

It is the responsibility of the Social Media Administrator to ensure all posts are without spelling errors, grammatically correct, non-offensive and have no potential political risk. If in doubt, consultation with the CEO is required.

Social Administrators must also be aware of, and assess the considerations required, under the Shire's various partnership agreements. If in doubt, consultation with Media or the relevant partnership manager is required.

Enquiries, questions and comments that require action will be responded to in a timely manner (generally within 48 hours, during office hours).

Wherever possible and appropriate, responses to questions and enquiries will link back to the relevant Shire website pages that offer more expansive content, forms, information and other online services. Customer service enquiries and complaints, if they cannot be resolved online, will be redirected to the Shire's official procedures (and requested to complete a Customer Action Request (CAR) form, or to contact the Shire Customer Service Desk directly by telephone or email).

Any public comment or post that is deemed offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright or is otherwise unlawful will be immediately deleted.

The Shire does not have the resources to monitor other social media sites.

**With the exception of an emergency (such as a bushfire or cyclone), the Shire of Ashburton will not comment directly onto other discussion boards and forums.**

### Record Keeping

Social media communications are recorded and documented in line with our requirements as governed by the State Records Act 2000.

### Libraries

The four Shire libraries will continue to operate their Facebook pages. (Which were established in March 2013).

Refer to separate Library Facebook guidelines.

*List of Facebook links associated with the Shire*

Shire of Ashburton Facebook Page:  
<http://www.facebook.com/shireofashburton>

Tom Price Library:  
<http://www.facebook.com/TomPricePublicLibrary>

Paraburdoo Library:  
<http://www.facebook.com/ParaburdooPublicLibrary>

Pannawonica Library:  
<http://www.facebook.com/PannawonicaPublicLibrary>

Onslow Public Library:  
<http://www.facebook.com/OnslowPublicLibrary>

### Social Media guidelines – general staff

Unless you are an approved Social Media Administrator, no staff member may comment in the social media environment on behalf of the Shire, even if you know the answer to a query. This includes implying that you are authorised as a spokesperson of the Shire, or give the impression that the views you express are those of the Shire.

Any Shire related issues and conversations being discussed within the broader social media environment that staff become aware of should be brought to the attention of the Media administrators for further monitoring.

For further guidelines on the above reference Council Shire Strategic Media Policy ADM07.

### Social Media Personal Use

The Shire recognises that staff may wish to use social media in their personal life however staff are reminded to adhere to the Employee Code of Conduct.

Employees have a duty of confidentiality and are expected to act in the best interests of the Shire. These obligations extend to any comments made on online forums or social media sites, even outside normal work hours.

All social media users must be sensitive to the privacy of the Shire President, Councillors, CEO, all employees, volunteers, associates and other relevant stakeholders.

Only discuss publicly available information and never use or disclose any confidential information obtained in your capacity as an employee/contractor of the Shire. Staff are discouraged from playing an active role in local government elections, for example, commenting on social media sites and critiquing candidates.

### Social Media guidelines – SM Administrators

Appointed Social Media Administrators have a responsibility to manage social media conversations and interactions in accordance to Shire policy.

Social Media Administrators must:

- Ensure that all content published is accurate and not misleading and complies with all relevant policies.
- Consider any potential risk to Council, the Shire, stakeholders and corporate partners prior to publishing content.
- Pre-schedule posts to avoid saturation of content and conflicts with other information.
- Review timeline of existing scheduled posts before uploading new content to the schedule, and consider potential time/information conflicts.
- Monitor the reactions to your posts, report any that cause concern. Do not reply or comment without consultation with the Director and/or CEO.
- Never mention or quote colleagues or stakeholders without their approval.
- Never commit the Shire to any action or initiative without appropriate authority.
- Never post material that is, or might be construed as, offensive, obscene, defamatory, threatening, harassing, bullying, discriminatory, hateful, racist, sexist, infringes copyright, or is otherwise unlawful.

- Ensure comments are respectful of the community with which they are interacting online.
- Be polite and respectful of others' opinions.

Approved response protocol for Shire of Ashburton:

- A response protocol flow chart has been developed to guide the appropriate action for all social media engagement. A copy of this is included at the end of this document.

### **Social media for a specific service, event or project**

Setting up an independent social media site for a specific event or Shire related project will be kept to a minimum, and only established where such a facility will be of benefit to the community, and with Director's and CEO's agreement. Responsibility will be maintained by a dedicated project officer or allocated staff. Any social media site must be set up in accordance with the Strategic Media policy, with clear guidelines in place for content management and maintenance.

### **Discussion Boards and Email network**

There are several active Facebook pages in the Shire including Discussion Boards for each local town as well as a Moaners and Groaners page for Tom Price and Paraburdoo. The Shire of Ashburton's Social Media Administrators will not monitor or post directly onto these pages (except for emergency situations like cyclones or bushfires and with the prior permission from the CEO).

The community administrators of the Facebook Discussion Boards do actively monitor the Shire's website and social media activity and share information where relevant.

Some of our communities each have their own community email networks. All contributions to these email networks must be checked for spelling, grammar and political risk, and be in line with the Shire's policies.

The Shire of Ashburton has its own email subscription database which is used for the electronic distribution of Inside Ashburton as well as for the quick relay of important news alerts, emergency information and community information. These are distributed via the Media department.

### **Future Social Media Channels**

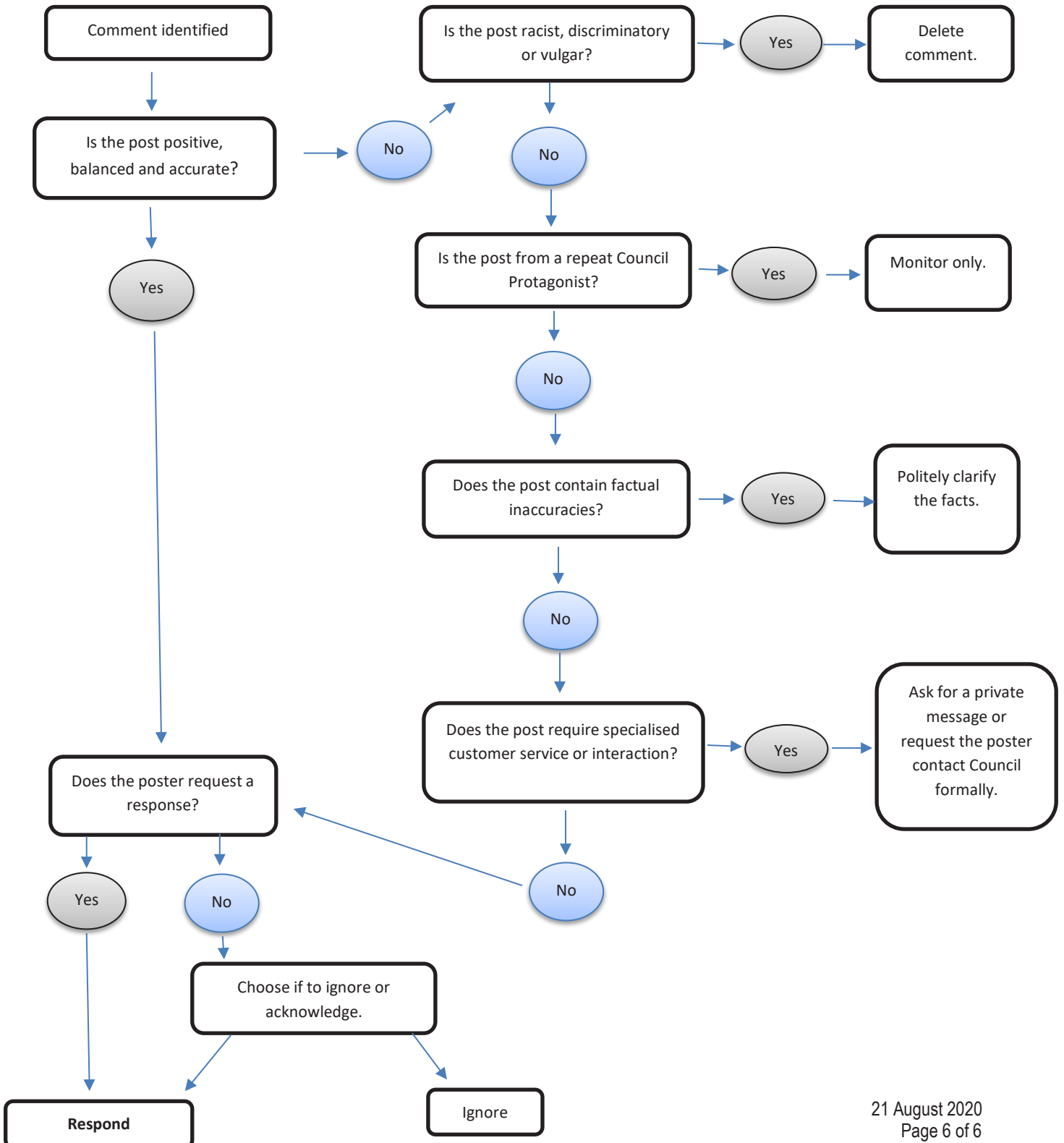
The Shire of Ashburton will consider the introduction of other social media channels that fit into the strategic communications plan, as deemed appropriate.

Such activity will require the approval of the CEO.

Process Instruction

**Facebook Response Protocol**

**START**







# EMP42 Directive Social Media

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<b>File No:</b>	GV20
<b>Version Number:</b>	V1
<b>Approval Date:</b>	12/03/2020 (EMT)
<b>Approval Method:</b>	Authorised by CEO
<b>Monitor and Review:</b>	Manager Human Resources
<b>Review Period:</b>	4 yearly

Endorsed by:



**Paul Sheedy**  
Acting Chief Executive Officer

#### **Variation to this Document**

This document may be cancelled or varied from time to time at the discretion of the Chief Executive Officer. All Shire employees will be notified of any variation to this document by the normal correspondence method.

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## 1 INTRODUCTION

### 1.1 Purpose

This Directive outlines the protocols for employees of the Shire of Ashburton (**Shire**) for using social media on behalf of the Local Government, and provides guidance for employees when using their personal social media accounts.

### 1.2 Scope

This Directive applies to all employees, contractors and volunteers at the Shire who access and use social media for professional or social purposes whether via personal devices or those supplied by the Shire.

## 2 DEFINITIONS

### 2.1 Social Media

Social media means websites and applications whereby users create or participate in online communities to share information, ideas, personal messages, photos, videos and other content.

Examples of social media platforms include:

- Social networks such as Facebook, LinkedIn and Twitter;
- Media sharing networks such as Instagram, YouTube and Snapchat;
- Discussion forums such as Reddit;
- Content curating networks such as Pinterest;
- Consumer review networks such as TripAdvisor and Yelp; and
- Blogging and publishing networks such as WordPress and Tumblr.

## 3 SHIRE USE OF SOCIAL MEDIA

The Shire may direct employees to use social media via the Shire's social media accounts. Only employees with appropriate training and knowledge who are expressly authorised by the Chief Executive Officer may use social media for Shire purposes.

Employees who are authorised to use social media in the course of their work must:

- ensure information posted is truthful, accurate, professional and in the best interest of the Shire;
- not post commercially sensitive government-held information;
- not post personal information about employees and rate payers;
- use spell check and proof read each post before publication;
- know the facts and verify the sources of those facts;
- be respectful of all individuals and communities when interacting online;
- not post or engage with any material that is inappropriate or unlawful, or infringes on any intellectual property rights;
- seek to conform to the cultural and behavioural norms of the social media platform being used;
- acknowledge and correct any errors promptly after disclosing the error to the line manager;
- comply with any procedure for social media posts to be approved by the line manager; and
- be aware that the Shire is responsible and liable for any social media posts made on behalf of the organisation.

## 4 PERSONAL USE OF SOCIAL MEDIA

### 4.1 Shire Social Media Accounts

An employee cannot comment on behalf of the Shire on social media unless expressly authorised by the Chief Executive Officer.

An employee may share links, 'like' a post or comment on a post published by the Shire, provided the interaction complies with the Code of Conduct and the personal use of social media provisions in clause 4.2 of this Directive.

### 4.2 Personal Social Media Accounts

Employees who use personal social media accounts must not, at any time:

- disclose any Shire information that is not otherwise publically available;
- infer or state they are speaking on behalf of the Shire;
- use their personal social media accounts in such a way that it interferes with their ability to work professionally, efficiently and impartially;
- use a work email address to register personal social media accounts; and
- criticise decisions of, Shire Councillors or employees of the Shire.

Personal use of social media by an employee may be considered inappropriate and may result in disciplinary action if it is:

- likely to damage the employer's interests;
- likely to damage the relationship between the Shire and the employee; or
- incompatible with the employee's duty as an employee.

Employees should be mindful that content published on the internet, including posts on social media are permanently retained and even if an employee is posting on their private social media account, this may be viewed by the public.

## 5 CONSEQUENCES OF BREACHING THIS DIRECTIVE

This Directive constitutes a lawful instruction to employees. Any breach of this Directive may lead to disciplinary action including, but not limited to, termination of employment.

## 6 VARIATION TO THIS DIRECTIVE

This Directive may be cancelled or varied from time to time. All the Shire of Ashburton's employees will be notified of any variation to this Directive.

## 7 RELATED DOCUMENTS

- Shire of Ashburton Code of Conduct (ELM04)
- Shire of Ashburton Internet & Mobile Usage (EMP32)

**Statement of Understanding –  
EMP42 Social Media Directive**

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I confirm that I have read and understood the Shire's Social Media Directive. I understand that it is a condition of my employment or engagement with the Shire of Ashburton that I consent to and must comply with the terms and conditions contained within this Directive.

Please do not sign this document unless you fully understand the contents and requirements.

Person's Printed Full Name:	
Person's Signature:	Date:

***Please forward signed copy to the Human Resources Officer.***

# Circular No 03-2019 Regarding the Local Government Legislation Amendment Bill 2019 Duncan Ord OAM Director General

Our Ref: E1910217

TO ALL LOCAL GOVERNMENTS

CIRCULAR NO 03-2019

## **LOCAL GOVERNMENT LEGISLATION AMENDMENT BILL 2019**

In June 2017, the McGowan Government announced a review of the Local Government Act 1995 (LG Act).

As a result of consultation undertaken as part of phase one of the review, the Local Government Legislation Amendment Bill 2019 was drafted. I am pleased to advise that the Bill passed the Legislative Assembly on Wednesday, 10 April 2019, and was read into the Legislative Council on Thursday, 11 April 2019.

While the Bill makes a number of amendments to the LG Act and other pieces of legislation administered by the Minister for Local Government, there are some changes which will require local governments to commence activities to prepare for when the Bill passes.

### **Improved transparency**

The Bill includes reforms to enable local governments to be more efficient and flexible while ensuring that the community and other stakeholders have greater access to information held by the local government.

#### *Access to information held by a local government*

The Bill introduces the requirement for information that is currently made available at the local government office during business hours, to be available on the local government's website. Some additional information will also need to be made available for inspection and on the local government's website (see attachment A for details).

Local governments will no longer be required to make available the CEOs employment contract. There is also no requirement for the rate record or electoral roll to be published on the website.

Some amendments will require real time reporting and posting of information on the local government's website, for example the gifts register. This has been referred to in the Bill as an 'up-to-date version', and local governments will be required to post an updated version of the document or register on their website as soon as practicable after it has been amended.

*New public notice requirements*

The specific requirements for the publication of local and State-wide notices is being removed from the LG Act and will be included in regulations. This will enable the flexibility to adapt to changes in technology in the future.

A local public notice will require a notice to be published on the local government's official website and via at least three of the following mediums:

- in a newspaper that circulates generally throughout the district (if available)
  - on a State Government website;
  - on a social media platform;
  - published in a newsletter or newsletters available to the majority of residents throughout the district;
  - exhibited on a notice board at every local government office and library within the district;
- or
- electronic mail distribution list.

A state-wide notice will require local governments to publish the notice in a newspaper that circulates throughout the State, in addition to the requirements of a local public notice.

**Administrative Efficiencies***Authorised persons*

Currently a local government has the power to appoint persons to exercise powers under a number of pieces of legislation, including the LG Act. A valid appointment must be in writing and the person appointed provided with a certificate.

The requirement to issue a certificate is no longer considered the best practice method for establishing a person's identity or authority to exercise enforcement or other powers.

The Bill introduces a change to the appointment process so that when a local government appoints an authorised person under the LG Act, they must issue an identity card with the following:

- the official insignia of the local government;
- the name of the person;
- a recent photograph; and
- a list of each law that the person's appointment relates (on the rear of the card).

A detailed appointment certificate which lists each piece of legislation and the relevant section or regulation numbers will still need to be signed by the CEO and retained by the local government.

Transitional arrangements will ensure that current appointments remain valid.

The Bill contains a number of other changes, including the introduction of mandatory training for council members, a model code of conduct for council members and a new framework for council members and CEOs receiving gifts.



I encourage you to review the Bill and Explanatory Memorandum, which is available on [the Parliament's website](#).

For further information, please contact the Strategic Initiatives team via email at [actreview@dlgsc.wa.gov.au](mailto:actreview@dlgsc.wa.gov.au).



Duncan Ord OAM

DIRECTOR GENERAL

18 April 2019