

COMMUNITY DEVELOPMENT PLAN



A five year plan for strengthening and
connecting the community



Connected from Land to Sea 2008 - 2013

TABLE OF CONTENTS

MESSAGE FROM THE SHIRE PRESIDENT	4
EXECUTIVE SUMMARY	5
INTRODUCTION	8
3.1 Why Develop A Community Development Plan?	8
3.2 Strategic Context	8
3.3 Structure Of The Community Development Plan	8
3.4 Terms And Acronyms	8
BACKGROUND	9
4.1 What Is Community?	9
4.2 What Is Community Development?	9
4.3 Link To Economic Development	11
GOALS AND OBJECTIVES	12
SHIRE ROLE IN COMMUNITY DEVELOPMENT	13
KEY FINDINGS AND RECOMMENDATIONS	14
7.1 Communication & Engagement	14
7.2 Community Infrastructure	17
7.3 Community Participation / Activation	18
7.4 Community Services	20
7.5 Organisational Planning And Development	22
FINANCIAL IMPLICATIONS	28
GLOSSARY OF TERMS	30
TABLE OF ACRONYMS	31
ACKNOWLEDGEMENTS	32
REFERENCES	33
ACTION PLAN	34
Year 1 – 2008 - 2009	34
Year 2 – 2009 - 2010	36
Year 3 – 2010 - 2011	38
Year 4 – 2011 - 2012	40
Year 5 – 2012 - 2013	42

ATTACHMENTS

ATTACHMENT 1 RESEARCH & CONSULTATION SUMMARY

LIST OF TABLES

1. Community Development Activities And Measures	10
2. Goals And Objectives	12
3 . Communication And Engagment	14
4. Community Infrastructure	17
5. Community Participation / Activation	18
6. Five Year Cultural Plan And Cdp Alignment	20
7. Community Services	20
8. Organisational Planning And Development	22
9. Community Development Roles And Responsibilities - Current Versus Proposed	25
10. Community Development Focus Areas - Current Versus - Proposed	26
11. Estimate Of Investment Required	29
12. Table Of Acronyms	31

LIST OF DIAGRAMS

Plan Linkages	24
---------------	----

MESSAGE FROM THE SHIRE PRESIDENT

The Shire of Augusta-Margaret River has experienced significant population growth for more than a decade. With this situation likely to continue into the foreseeable future it is important we take steps to not only manage this growth but be proactive in working with the community to maintain our prosperity while retaining diversity in opportunity for people to live, learn, work and relax.

As well as the main towns of Augusta, Cowaramup and Margaret River there are a number of smaller settlements throughout the district, each with differing priorities and needs, but all contributing towards the shire's economic and social fabric. A challenge for Council is to acknowledge and support these differences while working to develop opportunities for the broader community of Augusta-Margaret River.

As the trend grows for people seeking alternative lifestyle opportunities away from the metropolitan area the shire will continue to face the impacts of demand for housing and land. This growth places immense pressures on the community therefore it is important that the Council builds and enhances a culture which nurtures a sense of community as the population grows, demographics change and new ideas and expectations become evident.

In 2005 - 2006 the Council consulted widely with the Augusta-Margaret River community and adopted its Strategic Plan. A key aspect of the Strategic Plan is to develop and resource community development opportunities which will 'add value and be valued' by the community.

To help achieve this strategy the Shire has undertaken the development of its first Community Development Plan: 'Connected from Land to Sea' 2008 – 2013. This process involved a dialogue with members of the community and other key stakeholders to ensure the Plan's outcomes addressed local ideas, passions and concerns, while adding value and strength to the broader shire community.

The Plan, like the community it was developed to serve, will change over its five year life as community priorities change. To maintain its relevance a process of review will be important. The Plan is not the end of the process to achieve the Council's community development strategy, but a guiding document which will be the basis for decisions about priorities and resourcing for the Shire's community development initiatives.

The involvement of many community members in the process of developing the Plan has been very important. I believe the outcome will add value because of your involvement. Thank you.

*Steve Harrison
Shire President*

September 2008

EXECUTIVE SUMMARY

Introduction and Background

When Council produced the Shire's Strategic Plan in 2006 it recognised the need to value and embrace its rich and diverse community by making a commitment to support and resource community development initiatives. The Community Development Plan: 'Connected from Land to Sea' 2008 – 2013 (the Plan) has been produced to provide a focused direction to the Shire of Augusta-Margaret River (AMRSC) Community Development Business Unit (CDBU) for the next five years.

In particular the Plan will:

- Define and explain the concept of community development
- Clarify the role of the Shire in regards to community development
- Provide clear direction for the Shire's Community Development Business Unit
- Be derived from consultation with the community and other stakeholders
- Inform decision making about priorities and resourcing for community development initiatives
- Help to consolidate existing plans and documents.

The overarching Community Development Plan: 'Connected from Land to Sea' 2008 – 2013

Goals and Objectives

Five key themes or Goal areas emerged from the consultation process for integration into the Community Development Plan.

GOAL	OBJECTIVES
Communication & Engagement	<ul style="list-style-type: none">• To clearly articulate community development concepts and initiatives• To develop local ownership and community decision making in community development initiatives / planning• To promote civic pride
Community Infrastructure	<ul style="list-style-type: none">• To provide a range of accessible, well maintained and appropriately planned community infrastructure
Community Participation / Activation	<ul style="list-style-type: none">• To support community groups / clubs / individuals that contribute to community participation / activation• To increase opportunities for positive social interaction and celebration within the community
Community Services	<ul style="list-style-type: none">• To assist in enabling the provision of adequate services to the community
Organisational Development & Planning	<ul style="list-style-type: none">• To continue to improve internal operations to support our function• To develop frameworks that guide priorities

encompasses the following two documents:

- Community Development Plan (this document)
- Community Development Plan - Research and Consultation Summary (Attachment 1).

Consultation Outcomes

Development of this Plan required engagement with the community. Extensive input was achieved through a variety of opportunities. This included:

- Three (3) qualitative workshops
- A shire wide survey
- Face to face interviews
- Officer workshop / feedback
- Website and newspaper engagement
- Councilor Workshop.

Consultation feedback identified that Augusta-Margaret River is home to over 10,000 people, who strongly value:

- The natural amenities
- The community infrastructure
- Their lifestyle
- The community spirit to which they contribute.

EXECUTIVE SUMMARY

Focus Areas

In line with meeting the expectations and needs of the community as identified through the consultation process, it is proposed that the CDBU engage the following key Focus Areas from 2009 / 2010

CURRENT CDBU FOCUS AREAS	PROPOSED CDBU FOCUS AREAS
Arts and Culture	Arts and Culture
Seniors	Seniors
Disability Access and Inclusion	Disability Access and Inclusion
Community Events	Community Events
Economic Development (Linkages)	Economic Development (Linkages)
Community Development Fund	Community Development Fund
Youth	Youth
Community Safety and Crime Prevention	Community Safety and Crime Prevention
Community Halls and Facilities	Community Facilities Management
Engaging / Development of Community Groups	Community Facility Planning
	Community Network Forums & Newsletters
	Community Group Development Program
	Volunteers Program
	Families
	Community Partnership Program



Role of the Shire's Community Development Business Unit

Roles which the CDBU will undertake in order to achieve outcomes within identified Goals and Focus Areas include:

- Leadership
- Coordination / Partnerships
- Policy and Planning
- Advocacy and Support
- Service and Facility Provision.

Over the lifecycle of each community development initiative, the CDBU will undertake a variety of roles. For example, where initially a Leadership role may be undertaken to assist a program to be established and operating effectively, once established the role of the CDBU may then change to one of Advocacy and Support. There may also be occasions, due to a perceived gap or Council decision, when the CDBU may engage a service provision role (e.g. Youth). By working in partnership with stakeholders, across a variety of roles, the CDBU will be able to increase the number and effectiveness of outcomes being achieved.

Resourcing the Community Development Plan

The Shire's CDBU competes for internal resources with a very broad range of local government services, functions and activities. It is essential that it is able to demonstrate the value of its effort and produces outcomes for the resources applied. Allocation of adequate funding to support the Plan will allow the role of community development to emerge and momentum to be achieved.

Success of the Plan will to a large extent be decided by the resources which are provided to match the recommended actions. If funding is not available some of the priorities or the timing of the planned outcomes may need to be reviewed.

At present there are two qualified Full Time Equivalent Staff (FTE's) supported by a Bursary (Training) role to deliver community development outcomes. The review has found that in relation to the human resources, these are inadequate to successfully fulfill stated outcomes in current plans and policies. This is not to say that the current resources are 'unsuccessful' at delivering outcomes, moreover that the capacity of current

staffing levels to achieve a growing number of outcomes and to meet increasing community expectations is unsustainable.

To remedy this situation, and to increase the number and quality of outcomes being achieved by the CDBU, additional human resources are required.

Review and Improvements

This strategic document will provide short and medium term direction to the Shire to build on existing strengths within the community. By endorsing the Community Development Plan the Council has taken a significant step towards strengthening the capacity of its community.

A community changes over time as people come and go and society undergoes changes. To remain effective as a tool which ensures the Shire works collaboratively and effectively with others to build on the things important to the community, the Plan will need to be revisited and will change over its five year life. The review of the Plan will require ongoing consultation and research to occur in the future.

INTRODUCTION

3.1 WHY DEVELOP A COMMUNITY DEVELOPMENT PLAN?

In any community there are competing interests, needs and expectations requiring ongoing attention. There are also community and individual skills, assets, resources and services available to the community. The challenge for local government is to identify and prioritise which of these needs / gaps should be addressed, what assets strengthened and mobilised, who will be responsible, what will it cost, and where the resources will come from.

To assist this process, the Shire has developed a Community Development Plan which will:

- Define and explain the concept of community development
- Clarify the role of the Shire in regards to community development
- Provide clear direction for Shire's Community Development Business Unit
- Be derived from consultation with the community and other stakeholders
- Inform decision making about priorities and resourcing for community development initiatives
- Help to consolidate existing plans and documents.

The Department of Planning and Community Development in Victoria suggests that the objective of such a plan is to produce some or all of the following benefits for the community:

- A greater sense of safety
- Improved health status
- Improved sense of control over their life
- To feel valued
- More involvement in civic life¹

3.2 STRATEGIC CONTEXT

Margaret River is a well known "brand name", recognised not only within Western Australia but also nationally and internationally as being an enviable region with a host of characteristics which together make the lifestyle world class. The Shire of Augusta-Margaret River (AMRSC) is a picturesque and expansive area that boasts natural attractions such as caves, beaches, surfing, Karri forests and fishing. It has a well-known wine industry and iconic features such as the Leeuwin Lighthouse, Masters International Surfing and Wine and Food Festivals. Industries and business in the shire include tourism and

hospitality, retail trade, agriculture, forestry and fishing. This ensures a diversity of opportunity for the people who choose to live here.

The Council's vision for the AMRSC is a world class lifestyle community which is recognised for:

- The high quality of life that can be enjoyed by our residents and visitors who value the unique and beautiful environment
- A successful and prosperous community with diversity in opportunity offered for people to live, learn, work and relax
- The value placed on diversity and safety within our community
- A well managed responsive and adaptive local government which provides strong, visionary and democratic leadership.

A strategy adopted by the Council is to develop and resource community development initiatives. The Plan was prepared through consultation with internal (Shire staff) and external (community) stakeholders. The outcome is the Shire's first Community Development Plan. It is central to the Shire's approach that community development initiatives in the Plan are focused on achieving outcomes that reflect community needs and add value to the local area.

3.3 STRUCTURE OF THE COMMUNITY DEVELOPMENT PLAN

The overarching Community Development Plan: 'Connected from Land to Sea' 2008 – 2013, was co-produced by Stephen Goode Consulting (SGC) and the Shire of Augusta Margaret River Community Development Business Unit. The community consultations, research and project planning was developed by SGC while ongoing review and feedback was provided by both parties in development of the final product comprising:

- Community Development Plan (this document)
- Community Development Plan - Research and Consultation Summary (Attachment 1).

3.4 TERMS AND ACRONYMS

This Plan has been prepared with the goal of continued community engagement. With this in mind, the information is intended to be understandable for non-professional users. Community development does have a "language

1. source : www.dvc.vic.gov.au

of its own” and there are many acronyms in common use. To assist readers there is a Glossary of Terms and a Table of Acronyms included in this report.

4.1 WHAT IS COMMUNITY?

A strong vibrant community is one that has and supports social networks, creates economic advantage, shares common values, allows for and encourages cultural and social expression, is able to encourage and accept diversity of interests and opinion, cares for its people and strives for personal, inter-personal and civic participation.

‘Community’ in the context of community development can be interpreted as a group of people with some common identity and connection which may be based on any number of factors. Examples include:

- Geographic location – State, region, town, suburb, street
- Cultural identity – ethnicity, age, religion
- Social connections – workplace, sports and hobbies, clubs and groups, political affiliation
- Special interests – industry, housing, disability, gender.

In this context almost everybody will belong to more than one community. It can be seen that Augusta - Margaret River is more than one community standing alone. Rather it comprises many independent and inter-dependent communities. This is a complexity for community development which should be recognised when discussing, planning and implementing community strengthening initiatives.

4.2 WHAT IS COMMUNITY DEVELOPMENT?

Community development is also referred to as community building. This is a process that helps to strengthen the community and contributes to creating a sense of belonging and wellbeing. It unites the efforts of people in the belief that by working together more can be achieved which will benefit all parts of the community.

Community development initiatives provide the community with:

- Opportunities for participation / interaction
- Opportunities to be involved in local decision

making

- The capacity for collective action to achieve the development of new projects, activities and other opportunities
- Access to information and knowledge
- Opportunities for collaboration to achieve common goals
- Shared community pride and the development of neighbourhood capacities for problem-solving.

The Department of Planning and Community Development in Victoria defines community strengthening as

“... a sustained effort to increase involvement and partnership among members of a community to achieve common objectives. It involves local people, community organisations, government, business and philanthropic organisations working together to achieve agreed social, economic and environmental outcomes.”

BACKGROUND

There are a number of activities that contribute towards community development and a number of ways their impact (or effectiveness) can be measured. Please refer to Table 1.

TABLE 1:

COMMUNITY DEVELOPMENT ACTIVITIES AND MEASURES	
COMMUNITY DEVELOPMENT ACTIVITIES	HOW CAN WE MEASURE THEIR IMPACT
Community programs, activities, events, festivals.	<ul style="list-style-type: none"> • Stakeholder satisfaction (as measured in surveys) • Local pride (attendance at events, training, seminars) • Number of partnerships developed and maintained • Support funding received
Supporting community groups / clubs / volunteers	<ul style="list-style-type: none"> • Number of social assets (number of groups, clubs, events and volunteers per population) • Number of initiatives implemented • Number of people attending workshops
Community Safety initiatives	<ul style="list-style-type: none"> • Improved community safety measured by annual survey • Vandalism / Graffiti levels
Partnerships	<ul style="list-style-type: none"> • Number of partnerships and projects developed / sustained • Economic / social activity generated from partnerships • Amount of resource sharing • Outcomes achieved
Community engagement	<ul style="list-style-type: none"> • Number of consultations and initiatives • Plans derived from consultations
Support (community) Services	<ul style="list-style-type: none"> • Number of services available • Ongoing sustainability of services
Network opportunities	<ul style="list-style-type: none"> • Number of network committees / forums • Number of initiatives resulting from networking
Facility provision for interaction	<ul style="list-style-type: none"> • Number of physical assets in good condition (number of community infrastructure such as rec. centre, halls, public art etc, as per the standard and the reported condition)

4.3 LINK TO ECONOMIC DEVELOPMENT

A clear link has been established between the building of community capacity and economic development outcomes. An effective community development focus can build innovation and community self reliance – key elements in communities which are distinguished by their economic vitality.

*"Innovation in rural towns is a result of both situation and of people. Some towns have a particular set of attributes that give them an edge. It might be a combination of circumstances, like being on a particular highway, having an attractive natural resource nearby, being a resource centre for a strong primary industry, or even operating the town in a particular way. In addition, the people in some communities seem to be what make the difference. This raises the obvious questions of whether there are (a) situations that favour one town over another, and (b) something about the people who prefer to live in rural towns that leads to innovation, or to conservatism and resistance to change. If these contextual and personal characteristics could be better understood, more effective social and political management and policy development could be implemented."*³

AMRSC has an enviable opportunity. Margaret River is a world class "brand name" and the shire community is active and diverse. If the social capital is built effectively through the initiatives of the Community Development Plan associated economic opportunities will emerge to strengthen the local economy.

In simple terms, the following community

development achievements / outcomes all enhance a local economy and its future prosperity, either directly or indirectly. Examples include increased visitor frequency and length of stay, higher satisfaction levels and greater destination spend. This also includes attraction of new residents, investment of new business opportunities with flow on impacts for employment and associated industries.

- Local and regionally significant community events, festivals and activities
- Skilled, effective and active community groups / volunteers
- Iconic public art installations and cultural events
- Supported and connected community members / groups / volunteers
- A safe community
- Well maintained, affordable and accessible facilities for all demographics
- Young people that are actively engaged and developed
- Seniors are respected and valued
- Consideration provided for access and inclusion needs.



3. Why Some Towns Thrive While other Languish, Plowman et al, Dec 2003

GOALS AND OBJECTIVES

The research and consultation undertaken identified a number of key issues for the Shire in relation to community development. These have been detailed in the section Key Findings and Recommendations.

In order for the CDBU to address these issues, five (5) Goal areas encompassing nine (9) Objectives were created (as shown in Table 2). The Goals will be engaged across key Focus Areas including arts / culture, youth, community safety and crime prevention, seniors, events, disability access and inclusion, community facility planning and management, community funding, community group and volunteer development, families, economic development and events.

TABLE 2:

GOAL	OBJECTIVES
COMMUNICATION & ENGAGEMENT	<ul style="list-style-type: none">• To clearly articulate community development concepts and initiatives• To develop local ownership and community decision making in community development initiatives / planning• To promote civic pride
COMMUNITY INFRASTRUCTURE	<ul style="list-style-type: none">• To provide a range of accessible, well maintained and appropriately planned community infrastructure
COMMUNITY PARTICIPATION / ACTIVATION	<ul style="list-style-type: none">• To support community groups / clubs / individuals that contribute to community participation / activation• To increase opportunities for positive social interaction and celebration within the community
COMMUNITY SERVICES	<ul style="list-style-type: none">• To assist in enabling the provision of adequate services to the community
ORGANISATIONAL DEVELOPMENT & PLANNING	<ul style="list-style-type: none">• To continue to improve internal operations to support our function• To develop frameworks that guide priorities

SHIRE ROLE IN COMMUNITY DEVELOPMENT

The role of local government differs between each authority and is generally based on its community strengths and needs. In terms of the CDBU achieving its goals and objectives, it is important that the Shire's role is clearly articulated.

The AMRSC has a small team of officers who are responsible for the community development functions of the Shire; the CDBU.

To ascertain the most appropriate approach for any given Goal and Objective, the CDBU may adopt any of the following Roles.

It is important to note however that the Shire's role can and does change over the lifecycle of a project, program or service. For example, where initially a Leadership role may be undertaken to assist a program to be established and operating effectively, once established the role of the CDBU may then change to one of Advocacy and Support.

Leadership

To provide strategic leadership in the area of community development by taking an active role in mobilising community assets, identifying gaps and facilitating solutions. An important outcome of effective community development is to establish the concept of leadership as a shared activity – emphasising 'we' and moving away from 'me', thereby reducing the expectation that the leader will always do for and on behalf of others.

Coordination / Partnerships

Develop and maintain relations between organisations to ensure that service provision is maximised within the Shire. The CDBU will also identify potential partners and sponsors to fund new initiatives and to collaborate on the provision of community services.

Policy & Planning

To provide clear and transparent processes upon which decisions are made. In particular, a structured approach to prioritising and addressing perceived needs will be provided. In some cases it will also be important for policies to be reviewed and updated or new policies developed to assist work practices.

Advocacy & Support (support, encourage, promote)

To provide a mechanism for individuals and communities to express themselves and possibly negotiate on their behalf for resources, funding and recognition with the aim of supporting individuals and communities to flourish.

Service & Facility Provision

To provide limited services (programs & events) and / or facilities (infrastructure) either entirely or in partnership with government, community or business.

KEY FINDINGS AND RECOMMENDATIONS

7.1 COMMUNICATION & ENGAGEMENT

TABLE 3

(Shaded area indicates from which source the finding was obtained)

KEY FINDINGS IDENTIFIED	CD STAFF	EXTERNAL STAKEHOLDER WORKSHOP	EXTERNAL STAKEHOLDER SURVEY	INFORMATION REVIEW
COMMUNICATION & ENGAGEMENT				
7.1.1 Need to understand community expectations / meeting expectations of the diverse community				
7.1.2 Raising the awareness / build the profile of community development				
7.1.3 Integration of CD throughout the organisation				
7.1.4 Need for clear communication of the Disability Access & Inclusion Plan				
7.1.5 Need to communicate and promote civic pride				
7.1.6 Need to promote a balanced focus				
7.1.7 Effectively engaging with stakeholders				

KEY FINDINGS AND RECOMMENDATIONS

7.1.1 Need to understand community expectations / meeting expectations of the diverse community

Internal stakeholders raised this point as the single biggest issue facing their organisation in terms of delivering community development initiatives. Coupled with this, they felt meeting the needs of the diverse and growing population was a challenge, however these have been separated as two issues with the latter addressed under point 7.5.3.

In terms of item 7.1.1, the CDBU team will need to implement an effective communications strategy that includes defining their role to stakeholders; offering opportunities for open dialogue and feedback; and networking with organisations. John Martin refers to networking as a central part of the innovation process,

'...Strong ties to other organisations mitigate uncertainty and promotes adaption by increasing communication and information sharing'.⁴

Recommendation: Develop and implement a Communication Strategy (incorporating community networking forums, community newsletter, Community Development brochure / Plan, print ads, email database, mail out database).

7.1.2 Raising the awareness / build the profile of community development

This finding relates to point 7.1.1 and was identified through the workshops and survey, and supported by staff feedback. Without its stakeholders understanding the role of the Community Development Business Unit, there is uncertainty about direction and confusion as to what it should be delivering. A well implemented communication strategy that clearly defines what Community Development is and the Shire's role (through the CDP) is crucial (Please refer to item 7.1.1).

Recommendation: As per 7.1.1 plus conduct regular research / consultation.

7.1.3 Integration of Community Development throughout the organisation

The Community Development Business Unit appears to operate in isolation from the rest of the organisation whereas ultimately it should be a concept that is considered through all aspects of the Shire. The CDP should be used to influence the way the Shire interacts with its community.

Recommendation: Incorporate an internal focus in the Communications Strategy.

7.1.4 Need for clear communication of the Disability Access & Inclusion Plan (DA&IP)

Many of the actions in the DA&IP are based on communication, for example, brochures, signage and internal communications with the Shire's building and maintenance staff. The Plan has budget ramifications with expenditure in the areas of signage, staff training, building renovations and so on.

Recommendation: Form an internal working team and develop a prioritised schedule of works to implement the Disability Access and Inclusion Plan.

7.1.5 Need to communicate and promote civic pride

Workshop feedback revealed attendees have a sense of civic pride that they would like to commemorate. Civic pride projects can preserve and commemorate heritage whilst at the same time revitalising streets and public open spaces. Suggestions from residents included public art, entry statements to the Shire (ie signage, artworks) and festivals.

Recommendation: Develop a policy for public art and seek funding partners to support seed funding from the Shire.

KEY FINDINGS AND RECOMMENDATIONS

7.1.6 Need to promote a balanced focus

Survey respondents and workshop attendees voiced their concern about the inequity between Margaret River and Augusta, believing that Augusta received distinctly less Council attention. Interestingly the Cowaramup community members were less inclined to this view. In a community development sense however it is not so much whether or not there is an inequity – the perception is real and needs to be addressed to create the environment for building social capital. Margaret River is the largest town in terms of population and encompasses the central business district and could be considered a hub; however an equitable approach needs to be considered by the Shire.

Recommendation: The concern about equity between Margaret River and other centres should be recognised and when developing strategies to achieve the actions of the Community Development Plan, an equitable approach needs to be considered.

7.1.7 Effectively engaging with stakeholders

Residents expressed their desire to be consulted by the Shire, believing it would make the shire a better place for all. Some examples of comments are:

“A voice for residents which is heard by Shire”
“More open Council”
“Empowering community members in the decision making process”

It is not uncommon for community members to feel there is a lack of engagement between the local government and stakeholders. This occurs even when there is a very clear commitment by the Council. The perception gap often occurs because the local government does not have a cohesive and clear consultation and engagement plan which stakeholders can understand. It is vital to close the gap between perceptions and reality. This may be achieved by reviewing and updating the consultation and engagement policy and practice.

Recommendation: Review the ‘Consultation’ policy and practice.



KEY FINDINGS AND RECOMMENDATIONS

7.2 COMMUNITY INFRASTRUCTURE

TABLE 4

(Shaded area indicates from which source the finding was obtained)

KEY FINDINGS IDENTIFIED	CD STAFF	EXTERNAL STAKEHOLDER WORKSHOP	EXTERNAL STAKEHOLDER SURVEY	INFORMATION REVIEW
COMMUNITY INFRASTRUCTURE				
7.2.1 Need to maintain current facilities to a satisfactory level				
7.2.2 Funding for community facility provision by developers				
7.2.3 Need for additional facilities				
7.2.4 Provision for health, child care and other relevant family facilities				
7.2.5 Halls requiring attention (upgrade / redevelop) – but maintain for cultural / heritage value				

7.2.1 Need to maintain current facilities to a satisfactory level

7.2.2 Funding for community facility provision by developers

7.2.3 Need for additional facilities

7.2.4 Provision for health, child care and other relevant family facilities

7.2.5 Community Halls requiring upgrading

The above issues are addressed as follows:

The Shire's Draft Community Facilities Plan (CFP) was developed in April 2008 and details the required facilities along with a suggested approach and potential funding sources. The document is supported by residents' feedback with 50% of survey respondents believing that there was a need for additional community infrastructure within the shire. Many of these facilities include general public amenities to improve public spaces, while toilets also featured as an issue in all areas of research.

KEY FINDINGS AND RECOMMENDATIONS

Other community facility suggestions from residents were categorised under the following headings:

- sport / recreation; arts / culture; beaches; environmental; family / children; seniors; young people; transport; and technology

Feedback from survey respondents and workshop attendees included concerns regarding the maintenance of the Shire's current community assets. The CFP assessment of the condition of the Shire's facilities found 16.3% to be in poor condition and 11.3% in average condition. One of the main themes emerging from the consultation relates to the state of and lack of Shire public

toilets (in fact almost half of the 16.3% related to public amenities). As stated in the draft CFP, "the provision of appropriately planned community infrastructure assists the Shire with achieving its vision." The Draft Plan's 'Community Facilities Planning Cycle' places emphasis on planning, implementing, maintaining and enhancing.

Recommendation: CDBU to work in partnership with an Internal Community Facilities Team (representatives from finance, maintenance, recreation, libraries, planning, infrastructure and CDBU) to develop a plan for capital works and maintenance that prioritises the recommendations from the draft CFP (Link all future developments with the DA&IP requirements for new buildings).

7.3 COMMUNITY PARTICIPATION / ACTIVATION

TABLE 5

(Shaded & checkbox area indicates from which source the finding was obtained)

KEY FINDINGS IDENTIFIED	CD STAFF	EXTERNAL STAKEHOLDER WORKSHOP	EXTERNAL STAKEHOLDER SURVEY	INFORMATION REVIEW
COMMUNITY PARTICIPATION / ACTIVATION				
7.3.1 Importance of youth focused programs				
7.3.2 Need for more community / social activities and events				
7.3.3 Large number of community groups contributing to community's capacity				
7.3.4 Large volunteer community in the Shire				
7.3.5 Five Year Cultural Plan				

KEY FINDINGS AND RECOMMENDATIONS

7.3.1 Importance of youth focused programs

Shire staff feedback rated their delivery of youth programs as the third biggest issue facing the Shire, which is supported by the community consultation (43% of survey respondents wanted to see more activities for young people) and the Community Safety and Crime Prevention Plan (CS&CPP).

Demographics for the shire however indicate a relatively low proportion of 15 to 25 year olds compared to the state average, so whilst emphasis and resources should be maintained on this group, the programs should be clearly linked with the CS&CPP and outsourcing for service providers should be sought. This will allow funding sources to increase through the Office for Crime Prevention and minimise internal resource allocation (i.e. the Shire's resources should be focused towards identifying partnerships with other youth program providers for example, the Salvation Army and other Churches, or other organisations such as PCYC) to support their provision of programs as opposed to being the direct program provider.

Recommendation: Review the Youth Plan which considers sourcing partnerships to provide youth services.

7.3.2 Need for more community / social activities and events

Community consultation revealed that over 50% of survey respondents wanted to see more community events and activities. This was also highlighted as a favourable response when asked 'What do you believe will assist in supporting the community and making it a better place for all?' Some of the responses included;

- "More social events and music events which are safe for all people"
- "More social events"
- "Another weekly / fortnightly market NOT aimed at tourists. Generally more services & activities for the locals"
- "More community events"
- "More festivals to promote different events within the region"
- "More activities for young people"

Community events are an excellent tool for celebrating what a community values, promoting the uniqueness of an area, and to build up relationships between groups and organisations. In the second year of the CDP, the Shire's

Community Funding Program could be increased to offer seed (start up) funding to community groups to initiate new events.

Recommendation:

- a) Develop a community events calendar**
- b) Consider increasing the annual allocation of Community Development Funding in year 2**

7.3.3 Large number of community groups contributing to community's capacity

The Community Survey revealed a very significant 80% of respondents belonging to a community group / club, with the largest proportion involved in sporting / recreation clubs. The Shire's initiative in fostering support, skills development and access to facilities will contribute to the sustainability of these clubs / groups and the individuals that belong to them.

Recommendation: Develop and implement a suite of opportunities for community clubs/groups including the Community Development Fund, community newsletter (promotion / information), community network forums, and training.

7.3.4 Large volunteer community in the Shire

According to the results of the Community Survey, the level of volunteerism in the Shire (60%) is well above the state non-metro average of 45%. Efforts should be made to maintain this level as the community benefits through increased social cohesiveness and the strengthening of community spirit.

Recommendation: Develop and implement a suite of opportunities to support and promote volunteering in the Shire, e.g. Training, 'Thank You' Event, awards, community network forums, community newsletter (information / promotion).

7.3.5 Five Year Cultural Plan

The Five Year Cultural Plan evolved from an original report produced by Community Arts Network WA (CANWA) in 2003 - 2004. The main concern was that the Shire's resource capacities were not taken into account, and as a consequence the cost for the implementation of the plan was not budgeted for.

While Council did not endorse the Five Year Cultural Plan, since 2006 the Shire has provided

KEY FINDINGS AND RECOMMENDATIONS

\$45,000 annually to Arts Margaret River to support employment of a Technical Officer and Administration Assistant, plus free rental and utilities at the Margaret River Cultural Centre (MRCC). The Shire has also been very supportive of capital works requests for the MRCC with approximately \$40,000 funding provided.

In exchange for the Shire's support, Arts Margaret River provided a commitment to oversee all MRCC bookings, advertise and promote events plus control ticketing and sales and to provide technical support for cultural centre events and performances.

The Cultural Plan however does contain strategies that are supported by the consultation findings. The strategies of the Five Year Cultural Plan that support the CDP are listed in Table 6.

As part of the CDP, it has been proposed that a policy position on Cultural Development be considered within the next two years.

TABLE 6

Five Year Cultural Plan	CDP
Develop Arts / Events Calender	see point 7.3.2
Establish Arts Grants	See point 7.3.3 (Community Development Fund)
Community Transport	See point 7.4.3

Recommendation: Communicate the CDP actions (in particular those that refer to 7.3.5 and 7.2.1 - 7.2.5) to Arts Groups.

7.4 COMMUNITY SERVICES

TABLE 7

(Shaded area indicates from which source the finding was obtained)

KEY FINDINGS IDENTIFIED	CD STAFF	EXTERNAL STAKEHOLDER WORKSHOP	EXTERNAL STAKEHOLDER SURVEY	INFORMATION REVIEW
COMMUNITY SERVICES				
7.4.1 Possible need for more affordable housing				
7.4.2 Possible need for additional child care services				
7.4.3 Need to consider more local public transportation				
7.4.4 Current service delivery by the Shire				

KEY FINDINGS AND RECOMMENDATIONS

7.4.1 Possible need for more affordable housing

This was raised in both the workshops and the survey and is generally speaking a nation-wide issue. Rather than direct service provider, the Shire's prime role here could be to advocate and support for research to identify needs (planning) and shortfalls in service delivery, then investigate links between organisations and individuals. The focus here may be to increase the opportunities to better access the State Government services available. The Shire must also ensure that it does not build any impediments into planning requirements which hinder efforts to address affordability.

Recommendation: To advocate and support further research (through consultation and networking) to assist the development of a Shire policy position on affordable housing.

7.4.2 Possible need for additional child care services

The need for additional child care services is highlighted in the CFP in addition to the Community Survey. The issue of not enough child care services is considered a nation wide issue and the provision of places overlaps local, state and federal governments. The Shire has a direct provider role in child care services through the Margaret River Recreation Centre. Its current involvement should not necessarily lead to expansion in that capacity. There is an opportunity for the AMRSC to take a leadership and coordination role similar to point 7.4.1.

Recommendation: To advocate and support further research (through consultation and networking) to assist development of a Shire policy position on child care services.

7.4.3 Need to consider more local public transportation

Identified throughout the consultation as a community benefit, contributing to community activation and participation. The example of the "beach bus" initiative was well regarded. This is a service that the community would like to see continued and supported.

Recommendation: Research transport service providers / service provision and through a partnership approach investigate improved transport opportunities.

7.4.4 Current service delivery by the Shire

The review of literature revealed that the Shire is currently offering relevant services to the community that could be further developed to support priority areas. These are the Youth Zone Room and the Community Development Fund.

Recommendation:
Youth Zone Room (see point 7.3.1)
Community Development Fund (see point 7.3.3 & 7.3.5)

KEY FINDINGS AND RECOMMENDATIONS

7.5 ORGANISATIONAL PLANNING AND DEVELOPMENT

TABLE 8

(Shaded area indicates from which source the finding was obtained.)

KEY FINDINGS IDENTIFIED	CD STAFF	EXTERNAL STAKEHOLDER WORKSHOP	EXTERNAL STAKEHOLDER SURVEY	INFORMATION REVIEW
ORGANISATIONAL PLANNING & DEVELOPMENT				
7.5.1 Need to update policies relevant to CDBU				
7.5.2 Plans need to be linked and measurable				
7.5.3 Meeting the needs of a growing and diverse community				
7.5.4 Inadequate resources to effectively implement stated outcomes				
7.5.5 Need for short to medium term direction for community development				
7.5.6 Limited resources				
7.5.7 Demographics				

KEY FINDINGS AND RECOMMENDATIONS

7.5.1 Need to update policies relevant to CDBU

A review of the Shire's policies in relation to community development revealed that they do not support the current programs. The active policies relating to the CDBU were:

- Cultural Policy
- Art on Loan
- Art Acquisition.

It is suggested that in the first year of the Plan focus is given to developing the necessary policies to support the community development program for the following years. New policies to support the CDBU that could be considered include:

- Communications Policy (see points 7.1.1, 7.1.2 & 7.1.3)
- Consultation / Engagement Policy (see points 7.1.7)
- Volunteer Support Policy (see point 7.3.4)
- Community Development Fund Policy (see point 7.3.3)
- Community Services Policy (see points 7.4.1, 7.4.2 & 7.4.3)
- Disability Access & Inclusion Policy (see point 7.1.4)
- Public Art Policy (see point 7.1.5)
- Community Infrastructure Development Policy (see section 7.2).

Recommendation: Review and redraft Community Development Policies.

7.5.2 Plans need to be linked and measurable

The Shire's CDBU has several detailed plans for specific program areas, i.e. disability access and inclusion, community safety and crime prevention, youth and community facilities. All of these plans support the Council's Strategic Plan Goal 5 of Sustainable Development; however an overarching plan (i.e. the CDP) will provide broader direction, link objectives and resources, and provide indicators that can measure the success of the team's achievements. Linking actions from the CDP to Officer's position descriptions and performance outcomes are paramount to the success of the Plan. Including the outcomes established through the CDP in the Inter Plan performance management system will improve focus and accountability. Celebrating milestones and achievements in the CDP is also recommended, to acknowledge staff and communicate with stakeholders that the

stated goals are being reached. The benefits of which are:

- Identifies synergies between the programs
- Minimises duplication
- Provides clearer direction.

Please refer to diagram 1 below which demonstrates the linkages:

Recommendation: Link current CD plans into the CDP 2008 – 2013, and actions of the CDP into position descriptions.

KEY FINDINGS AND RECOMMENDATIONS



7.5.3 Meeting the needs of a growing and diverse community

Staff feedback revealed their concerns about “meeting the high expectations of a very diverse, educated and vocal community with limited resources – particularly given the high numbers of people seeking to relocate to the community”. Clearly defining the Shire’s role in terms of what it can deliver through the five year plan is vital. Community expectation can be incredibly high and local government is the point to which people turn as it is viewed as a not-for-profit facilitator that can draw together the community for the benefit of the community. Additionally many people tend to look at their Shire to fill the gap as State and Federal programs fail or are withdrawn. The CDP will define community development, the Shire’s role and what the Shire can realistically achieve with the resources available.

Recommendation: The CDP receive Council endorsement, allow public comment and following Council adoption, be implemented, including an active focus on identifying and enlisting partners to address community development priorities.

7.5.4 Inadequate resources to effectively implement stated outcomes

At present there are two qualified Full Time Equivalent Staff (FTE’s) supported by a Bursary (Training) role. The Bursary role requires a percentage of time from the two FTE’s for mentoring, training and direction. This in itself is a community development initiative by ‘up skilling’ a community member. The review has found that in relation to the human resources, there are:

- 1) Inadequate resources to successfully fulfill stated outcomes in current plans and policies.
- 2) Unclear linkages between the roles and stated outcomes in current plans and policies.

This is not to say that the current resources are ‘unsuccessful’ at delivering outcomes, moreover that the capacity of current staffing levels to achieve a growing number of outcomes and to meet increasing community expectations is unsustainable. Furthermore, given the sheer geographical size and location of towns, coupled with the increasing population and recognition of

KEY FINDINGS AND RECOMMENDATIONS

the importance that community development has a key function within local government, it is vital that adequate resources are made available. It is not the intention of the CDP to be the provider of all things community development to the community and funded by the Shire, however a realistic approach to supporting a key function of local government is being suggested.

Table 9 below highlights the current positions within the business unit and their roles, and lists a 'proposed' column with the adjusted roles and a new position in order to support the CDP. Table 10 lists both the current focus areas and the proposed focus areas to support the CDP.

TABLE 9
Community Development Business Unit roles and responsibilities – Current versus Proposed

JOB TITLE	CURRENT ROLE & RESPONSIBILITIES	PROPOSED ROLE & RESPONSIBILITIES
Community Development Manager	<ul style="list-style-type: none"> Budgets Research & Planning Staff management Reporting Arts & Culture Seniors Community halls & facilities Funding & grants Disability access and inclusion Community events Link – Economic Development Engagement with and development of community groups 	<ul style="list-style-type: none"> Research & planning Communication & consultation Budgets Staff management Community Facility management & planning Community network forums & newsletters Policies & management practices Link – Economic Development Community Partnerships Program
Community Development Officer	<ul style="list-style-type: none"> Youth Program (YAC, Youth Plan, programs and activities) Engagement with and development of community groups Community Safety & Crime Prevention 	<ul style="list-style-type: none"> Youth Community Safety and Crime Prevention Seniors Volunteer program Disability Access & Inclusion
Community Development Project Officer (Bursar Position – non qualified)	Assisting with: <ul style="list-style-type: none"> Youth, Arts & Culture, Disability Access & Inclusion, & Engagement with and development of community groups Administration 	<ul style="list-style-type: none"> No change
NEW - proposed Community Development Officer		<ul style="list-style-type: none"> Arts Community Events Community Funding Program Community Group Development Program Families

Recommendation:

- **Review job descriptions**
- **Develop a job description for a (proposed) new position**
- **Link to Internal Plans**
- **Budget for 2009 - 2010**
- **Recruit for position**

KEY FINDINGS AND RECOMMENDATIONS

TABLE 10

Community Development Business Unit focus areas – current versus proposed

CURRENT CDBU FOCUS AREAS	PROPOSED CDBU FOCUS AREAS
Arts and Culture	Arts and Culture
Seniors	Seniors
Community halls & facilities	Community facility management
Disability Access & Inclusion	Community facility planning
Community events	Disability Access & Inclusion
Economic Development (Linkages)	Community events
Engaging / development of community groups	Economic Development (Linkages)
Community Development Fund	Community network forums & newsletters
Youth	Community Group Development Program
Community Safety & Crime Prevention	Community Development Fund
	Volunteers Program
	Youth
	Families
	Community Safety & Crime Prevention
	Community Partnerships Program

7.5.5 Need for short to medium term direction for community development

The current focus of the CDBU has grown over the past few years on an ad-hoc basis. The research and consultation conducted for this CDP should be considered as the initial process which will be built upon in the future.

The research and consultation revealed various findings and the CDP has sought to identify the priority areas that the Shire should focus on taking into account resource limitations and the Council's strategic direction. Rather than the Shire trying to 'be all things to all people', the Plan has defined the concept of community development and the Shire's role in contributing to this.

Recommendation: Implement the actions in the CDP.

7.5.6 Limited Resources

A challenge for the Shire is to be able to maximise its capacity as community builders with the finite resources available. Staff feedback revealed

the importance of partnerships in being able to successfully achieve their goals. This is supported by the literature review, it being clear that successfully leveraging Shire funding through grant programs and other partnerships is essential. A program which encourages potential partnerships and recognises established partnerships will assist the Shire in achieving the outcomes of the CDP. A focused approach to sourcing external funds where possible should be adopted.

Recommendation: Develop a Partnerships Program that recognises links with other businesses, community groups, non government agencies and governments, and source alternative funding streams for projects where possible.

7.5.7 Demographics

Research identified that there are a high proportion of families with young children of school age relative to other age cohorts. This has been identified as an issue due to the fact that the CDBU does not have any significant resources dedicated to this area, and it is important that the

KEY FINDINGS AND RECOMMENDATIONS

provision for health, child care and other relevant services and facilities needs to be considered in Shire planning.

It should be noted however that the Shire does engage the families and children demographic through services provided at its recreation centre and child care program as well as its two libraries. There are also a number of community groups operating locally that also engage these groups.

Similar to the State, the shire has a significant ageing population which also requires consideration in planning. The Department for Communities (Seniors Interests and Carers) has recently provided a \$16,000 grant to assist the Shire conduct an Age Friendly Community Study.

Recommendation:

- a) Consider allocating additional resources to support planning and implementation of family focused initiatives.**
- b) Conduct a report on Age Friendliness of the shire.**



FINANCIAL IMPLICATIONS

The proposals within the CDP include an emphasis on improved maintenance of existing community infrastructure (as per the CFP) and funding of the DA&IP. These initiatives are not new expenditures arising from the CDP and should be funded through appropriate budget allocations which respond to the recommendations in those plans.

Community development will require a financial investment if the purpose of the Plan is to be achieved. The Shire has many demands for financial support and only limited funding capacity. It is therefore crucial that the Plan is realistic in what it sets out to achieve. Obtaining supporting funding through partnerships will enable a relatively modest investment to achieve important outcomes. Many partnerships are possible including grant programs, working with other agencies and through sponsorship from the development sector and other private sector partners. The recommended initiatives for the CDBU are phased in over the first 3 years of the Plan. When fully implemented the estimated new annual expenditure required is \$80,000. Table 11 presents an estimate of the investment required.

The most important new initiative is an additional Community Development Officer. This position is planned for the 2009 - 2010 year which is the second year of the Plan. A full year cost for the position is estimated at \$60,000, which includes salary, superannuation and other employment costs.

RATIONALE FOR NEW POSITION

In 2003, the Shire's Community Development team consisted of two full time equivalent (FTE) officers and a Bursary (Scholarship/Trainee) position. In 2008, the CDBU continues to operate with the same structure, however over this time:

- The number of residents and their geographical spread has significantly increased
- Community expectations have significantly increased
- The level of external state and federal government support for activities, programs and services has decreased. For example, the CS&CPP which received seed funding for only year one of a five year program
- The number of CDBU focus areas has significantly increased in response to community and internal needs. For example, Leavers, Community Events (such as the Margaret River Region Wine Festival, Margaret River Pro, Great Escapade Bike Ride), Volunteers, Seniors, Families, Disability Access and Inclusion, Community Safety and Crime Prevention, Community Halls
- The number of internal support requests to assist with community engagement strategies and project involvement has also increased.

Consequently, the CDBU has had to take on additional roles and responsibilities in order to fill gaps and to meet the growing demands of internal and external stakeholders without an increase in resources to assist these tasks.

In order to implement the recommendations and strategies within this plan, additional resources (in the form of Level 5 FTE Community Development Officer) will be required. Focus areas for the new FTE as outlined in Table 9 (page 30) would include:

- Arts and culture
- Community events
- Community funding
- Community groups development
- Families.

Provision of an additional resource would also free other CDBU staff to achieve enhanced outcomes in areas such as economic development, policy and management practices, community facility planning and management, partnership and resource sharing, seniors, volunteers, community safety and crime prevention, youth (including Leavers and Zone Room) and regional events (Margaret River Wine Region Festival, Augusta River Festival, Great Escapade Bike Ride).

ESTIMATE OF INVESTMENT REQUIRED

YEAR	NEW INITIATIVE	ESTIMATE
2 (2009 -2010)	<ul style="list-style-type: none"> • Additional Funding for Community Funding Program to support local activities • Capital Works (Public Art Project as seeding funds to attract additional funds) • New Staff Position (Level 5 - Salary \$50,000 pro rata 9 months, plus on costs) • TOTAL YEAR 2 	\$10,000 \$10,000 \$42,000 \$62,000
Beyond Year 2	As for year 2 (with new position full year)	\$80,000



GLOSSARY OF TERMS

COMMUNITY

Community in the context of community development can be interpreted as a group of people with some common identity and connection which may be based on any number of factors. Examples include:

- Geographic location – State, region, town, suburb, street
- Cultural identity – ethnicity, age, religion
- Social connections – workplace, sports and hobbies, clubs and groups, political affiliation
- Special interests – industry, housing, disability, gender.

COMMUNITY ANIMATION

Refers to a community made livelier by drawing out and stimulating the spirit of the people and their place.

COMMUNITY CAPACITY

Is about developing the capacity of individuals, local groups and organisations to participate in planning, decision making and community action in order to:

- Improve the lifestyle for the whole community
- Provide communities with greater control over the conditions that affect their lives

COMMUNITY DEVELOPMENT

Community development is also referred to as community building. It is a concept that helps to strengthen the community and contributes to creating a sense of belonging and wellbeing. It unites the efforts of people in the belief that by working together more can be achieved which will benefit all parts of the community.

COMMUNITY DEVELOPMENT PLAN

A Community Development Plan is to provide direction for the Council's resources to contribute towards the development of a strong and self reliant community.

COMMUNITY FACILITIES

Community facilities refers to the permanent structures or installations (like public halls, playgrounds and public art) which support community development.

COMMUNITY PARTICIPATION

Community participation refers to people within the shire becoming involved in activities which increase interaction with others. It may also offer the opportunity for greater involvement in civic matters.

COMMUNITY STRENGTH AND VIBRANCY

Community development seeks to unite the efforts of people in the belief that by working together the community is fundamentally strengthened and a more interesting, diverse and active community can be supported.

COMMUNITY STRENGTHENING

Refers to actions which contribute to building the strength of a community, resulting in an improvement in the health, safety and individual contributions in a community.

COUNCIL

Refers to the body of publicly elected officials (Councillors) that represent the residents of the shire.

ECONOMIC VITALITY

A link has been demonstrated between towns which have an active, diverse and vital community and economic strength. This translates to economic vitality where creative and interesting businesses are created and facilitated. In turn they contribute to the vibrancy of the community.

KEY STAKEHOLDERS

This term is used to identify those individuals or institutions which are expected to be important to achieving the Council's community development goals.

NATURAL AMENITY

In the context of this plan natural amenity refers to the pleasant natural environment which is frequently identified as being highly valued by the community. This can include amenities such as the coast / beach, forest, waterways, parks, reserves etc.

PLACE ACTIVATION

Place activation addresses the vitality and accessibility of the public domain (parks, beaches and other public space). A poorly designed and maintained space is uninviting and may encourage anti-social behaviour. Conversely place activation can be an important contributor to building safer, more active and more connected communities.

SELF RELIANT COMMUNITY

The idea of community development is for the community to be helped to reach a point where less involvement from the Shire or other agencies is needed. Initially the Shire will work collaboratively with community groups and agencies to meet local needs and over time the Shire aims to have less direct involvement.

GLOSSARY OF TERMS / TABLE OF ACRONYMS

SENSE OF PLACE

Most people want to live in an environment which is comfortable and reflects the values, attitudes and identity of their local community. Creating a sense of place is about turning public spaces into places where people feel comfortable, where they can meet or just feel involved.

Shire

The Shire of Augusta-Margaret River as the local government authority.

shire

The locality of Augusta-Margaret River in a geographical context.

SOCIAL CAPITAL

Social Capital is a measure of a community's social strength and capacity. It can be measured by the number of partnerships, networks or other community activities that act to enhance the well being of that community.

SOCIAL SUSTAINABILITY

The concept of a sustainable community recognises the interdependence of the economic, environmental and social well being of the shire. The measure of social sustainability is how well the aims of the community development plan can be achieved so that community members working collaboratively with community groups, the Shire and other agencies meet local needs for a strong and vibrant community.

WELLBEING

This term describes the state of being happy, healthy or prosperous.

TABLE OF ACRONYMS

TABLE 12

CDP	Community Development Plan	C&C	Communication & Consultation
MCS	Manager Community Services	AMRSC	Shire of Augusta-Margaret River
CDM	Community Development Manager	RSM	Recreation Services Manager
CDO	Community Development Officer	LSM	Library Services Manager
CDPO	Community Development Project Officer	CSM	Customer Services Manager
CS Admin	Community Services Admin Officer	CS&CPP	Community Safety & Crime Prevention Plan
CD	Community Development	DA&IP	Disability Access & Inclusion Plan
CFP	Community Facilities Plan (Draft)	DSC	Disability Services Commission
CDBU	Community Development Business Unit	CF	Community Facilities
CANWA	Community Arts Network Western Australia	AMRTA	Augusta Margaret River Tourism Association
YAC	Youth Advisory Council	ABS	Australian Bureau of Statistics
PCYC	Police and Citizens Youth Club	OCP	Office of Crime Prevention
OCY	Office of Children and Youth	OSI	Office of Seniors Interests and Carers
FaHCSIA	Department of Families, Housing, Community Services and Indigenous Affairs	CS Admin	Community Services Officer

The reference (REF) column in the tables is a cross reference to the findings and recommendations section of the Community Development Report.

ACKNOWLEDGEMENTS

Shire Officers

James Trail – Chief Executive Officer

Cary Green – Director Community & Corporate Services

Darren Jones – Manager Community Services

Paul Gravett – Community Development Manager

Rance Driscoll – Community Development Officer

Moana Lutton – Community Development Project Officer

Cameron Agnew – Recreation Services Manager

Melanie Pimm – Library Services Assistant Manager

Sally Wenman – A/Community Services Administration Support Officer

249 Survey respondents

Workshop Attendees as follows:

Sat 8 March 2008: D. Littlewood, N. Williams, F. Yates, J. Abfermit, P. Ayers, H & P Matthews, V. McCartney, I. Esslemont, L. Brandes, L. Serventy, A. Del Fante, M. Esslemont, N. Tyler, S. Harrison, B. Middleton, D & D Holland

Monday 10 March 2008: P. Gray, L. Ker, B. Maidment, J & C Knudson, C. Buys, H. Locke, J. Barber, B. Timmons, D. McAlary, J. Murray, E. Biddalyn, G. Penfold, J. Akerman, J. McGregor, S. Harrison, A. Parker, A. Shepherdson, J. James, J. Woodward, L. Bremer

Saturday 29 March 2008: J. White, E. Biddle, D. Hoskin, B. Stiles, B. Neal, H. McKenzie, J. Ryan, P. Wood, J & J. Benbow, S. Juniper

- The Department of Planning and Community Development in Victoria website www.dvc.vic.gov.au
- Economic and Community Development through Innovative Local Government, p 4. J.Martin, Sustaining Regions v.1 no.1 Oct 2001
- Why Some Towns Thrive While others Languish, Plowman et al, Dec 2003

Additional Reading

- Shire of Augusta-Margaret River - Strategic Plan 2006
- Shire of Augusta-Margaret River - Community Safety & Crime Prevention Plan 2007 – 2010
- (Youth) Zone Development Advisory Committee - Youth Zone Plan 2002-2007
- Shire of Augusta-Margaret River - Community Development Business Plan 2007-2008
- Shire of Augusta-Margaret River - Disability Access & Inclusion Plan 2007- 2008
- Five Year Cultural Plan - Implementation of the Augusta Margaret River Cultural Plan – Tasks, Estimates of Costs and Timetable, Final Report
- Shire of Augusta-Margaret River – Draft Margaret River Townsite Strategy February 2008
- Augusta-Margaret River Regional Profile – A background document into the location, demographics, economy and the environment of the Shire of Augusta-Margaret River
- Community Development Fund Guidelines and Application Form 2007-2008
- Draft Community Infrastructure Plan – Shire of Augusta Margaret River, Syme Marmion & Co April 2008

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 1 – 2008 - 2009						
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6 7.1.7	Communication & Engagement	To clearly articulate community development concepts and initiatives	<ul style="list-style-type: none">Clearly defining the role of community development through production and promotion of the CDP and a CD brochure, linked to Shire website and integrated into the CD Communications Strategy	Brochures produced and distributed; website updated	CDM	AMRSC CD budget
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6		To develop local ownership and community decision making in community development initiatives / planning	<ul style="list-style-type: none">CD Communications Strategy Development:<ul style="list-style-type: none">1. Form an internal working team2. Develop Communications Strategy3. Commence implementation of the communication strategy to stakeholders (integrating strategies from DA&IP and the CS&CPP	Communications Strategy approved by Senior Management	C&C Team: MCS CDM Communications / PR Officer CS Admin CSM	AMRSC CD budget
7.1.7		To promote civic pride	<ul style="list-style-type: none">Review the policy and strategy for consulting with stakeholders		C&C Team	
7.1.5			<ul style="list-style-type: none">Develop Public Art Policy and Strategy and prepare capital budget for 2009-10 project	Consultation strategy approved by Executive Management Consultation Policy adopted Public Art Policy adopted	CDM & consultant	AMRSC CD budget
7.2.1 7.2.2 7.2.3 7.2.4 7.2.5	Community Infrastructure	To provide a range of accessible, well maintained and appropriately planned Community Facilities	<ul style="list-style-type: none">Coordinate a review of the Shire's community hallsSupport the progression of community facility planning, ensuring integration with CD planning principles (DA&IP) into future CF initiatives / management	All Leases and financial agreements finalised by end of the year All community halls included into the Shire's Asset Management Program Participation on project team No of projects reflecting DA&IP principles	CDM CF Team: CDM RSM LSM Finance Rep Buildings/Maintenance Rep Planning Infrastructure	Operational AMRSC Capital budget & various external providers as outlined in the CFP
7.3.3 7.3.4 7.3.5	Community Participation / Activation	To support community groups / clubs / individuals that contribute to community participation / activation	<ul style="list-style-type: none">Coordinate a Forum for community groups / clubs and volunteers to identify priority needs for skill developmentUsing existing programs and services (database, funding program) package and offer to community groups / clubs and volunteersLaunch Community Group / Volunteer Skill Development ProgramSeek an increase in CD Fund annual allocationImplement Stage 2 of the CS&CPP (maintaining links into the Youth Plan)	Priority needs for volunteers identified Draft program approved by Executive Management Number of attendees at launches Skill development workshops conducted Funding secured As per key indicators in the CS&CPP	CDO (current) CDM CDPO CS Admin CDM CDO	AMRSC CD budget Partnerships with State Govt (Dept of Sport & Rec) and resource sharing with Local Govt (e.g. Shire of Busselton)

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 1 – 2008 - 2009						
7.5.1 7.5.2 7.5.5	Organisational Development	To continue to improve internal operations to support our function	<ul style="list-style-type: none"> Review current and create relevant policies to support the business unit Develop new position description Link all PD's to CDP outcomes via PES and Inter Plan 	<p>New policies adopted (Community Funding, CD Communications, Consultation, Partnerships)</p> <p>PD completed and approved by Executive Management</p> <p>Performance Appraisals conducted</p>	<p>CDM</p> <p>CDM</p> <p>CDM MCS</p>	<p>AMRSC CD budget</p> <p>Operational</p>
7.5.2 7.5.7		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Conduct an 'Aged Friendly' Report (Seniors needs identified) Review the Youth Plan and commence implementation Establish a reporting mechanism for the outcomes of the DA&IP (implemented through the Community Facility Maintenance Program and the Communications Strategy) 	<p>Consultant's Brief completed. Consultant engaged. Report adopted</p> <p>Links with CS&CPP and Plan Adopted</p> <p>Strategies from the DA&IP implemented and reported to Executive Management and DSC</p>	<p>CDM</p> <p>CDO (current), CDPO</p> <p>CDO</p>	<p>AMRSC CD budget & funding OSI</p>

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 2 – 2009 - 2010						
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6 7.1.7	Communication & Engagement	To clearly articulate community development concepts and initiatives To develop local ownership and community decision making	<ul style="list-style-type: none">• Implement Stage two of the following plans; • Consultation Strategy • CD Communications Strategy	Satisfaction level as indicated through Annual CD Survey (linked to Consultation Strategy)	C&C Team: CDM Communications / PR Officer CS Admin CSM	AMRSC CD budget
7.1.5		To promote civic pride	<ul style="list-style-type: none">• First piece of public art commenced	Artists Agreement Completed	CDM & CDO (new)	AMRSC, local businesses, State Govt (ArtsWA), developers
7.2.1 7.2.2 7.2.3 7.2.4 7.2.5	Community Infrastructure	To provide a range of accessible, well maintained and appropriately planned Community Facilities	<ul style="list-style-type: none">• Support progression of community facilities planning	Improvement on 'Condition of Facilities' rating (less than 16.3% in poor condition)	CF Team: CDM RSM LSM Finance Rep Buildings/Maint Rep Planning Infrastructure	AMRSC Capital budget & various external providers as outlined in the CFP
7.3.2 7.3.5 7.3.2	Community Participation / Activation	To increase opportunities for positive social interaction and celebration within the community	<ul style="list-style-type: none">• Community Events: • Hold a forum with local businesses and arts organisations to identify existing and planned events and possibilities for partnerships • Develop and implement a Community Events Calendar that complements and promotes events already occurring in the Shire	Number of attendees at the forum; Number of opportunities identified Brochure / website promoting events produced Level of attendance and satisfaction at community events measured through 'spot' surveys	CDO (new) with arts groups, AMRTA and local businesses CDO (current) CDPO	AMRSC budget local businesses, Lotterywest and Healthway for events
7.3.1			<ul style="list-style-type: none">• Implement strategies from the Aged Friendly Report• Implement the actions in the revised Youth Strategy• Implement Stage 3 of the CS&CPP (maintaining links into the Youth Strategy)	Attendance numbers and satisfaction at programs /activities Attendance numbers and satisfaction at programs /activities Relevant KPI's from the CS&CPP met As per key indicators in the CS&CPP	CDO (current) CDPO CDO (current) CDPO CDO (current)	AMRSC CD budget and State Govt (OSI) AMRSC CD budget and State Govt (OCP, OCY, FAHCSIA, Healthway, Lotterywest)
7.3.3 7.3.4 7.3.5		To support community groups / clubs / individuals	<ul style="list-style-type: none">• Further develop and implement Community Group Skill Development Package	Level of community volunteer participation and community group / club involvement measured through the	CDO (new), CS Admin	AMRSC and Partnerships with State Govt. (Depart.

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 2 – 2009 - 2010						
		that contribute to community participation / activation	<ul style="list-style-type: none"> Develop a region appropriate Volunteer Program (Volunteer Resource Centre and shared services researched) 	CD annual survey		Sport & Recreation), & Local Govt. (Busselton
				Plan endorsed by Executive Management	CDO (current)	
7.4.1 7.4.2 7.4.3	Community Services	To assist in enabling the provision of adequate services to the community	<ul style="list-style-type: none"> Develop a research / consult approach to determine gaps in community service delivery (e.g. child care, transport) 	Gaps identified and prioritised in 'Improving Service Delivery' report completed	CDM & CDO (new) & consultant	AMRSC CD budget, external funds from relevant agency (SWDC, Dept for Communities)
7.5.1 7.5.2 7.5.5	Organisational Development	To continue to improve internal operations to support our function	<ul style="list-style-type: none"> New Staff Position recruited 	Commence implementation of key goals (e.g. annual community events Calendar, Families Plan)	CDM & CS Admin	AMRSC CD budget
7.5.6			<ul style="list-style-type: none"> Partnerships Program created and launched 	Number of partnership agreements and number of attendees at the launch	CDM	AMRSC CD budget
7.5.2 7.5.7		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Investigate priority needs for Families with Young Children and prepare a plan to guide future commitments 	Families with Young Children Plan completed and endorsed by Executive Management	CDO (new)	AMRSC CD budget
			<ul style="list-style-type: none"> Conduct the annual review the outcomes of the DA&IP (implemented through the Community Facility Maintenance Program and the Communications Strategy) 	Review endorsed by Executive Management	CDO	AMRSC CD budget

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 3 – 2010 - 2011						
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6 7.1.7	Communication & Engagement	To clearly articulate community development concepts and initiatives To develop local ownership and community decision making	<ul style="list-style-type: none">• Implement Stage 3 of the following plans; Consultation Strategy• CD Communications Strategy	Satisfaction level as indicated through Annual CD Survey (linked to Consultation Strategy)	C&C Team: CDM Communications / PR Officer CS Admin CSM	AMRSC CD budget
7.1.5		To promote civic pride	<ul style="list-style-type: none">• Public Art - Prepare capital works budget for 2011-12 project	First piece of public art completed and launched. Artist's final payment	CDM CDO (new)	AMRSC, local businesses, State Govt (ArtsWA), developers
7.2.1 7.2.2 7.2.3 7.2.4 7.2.5	Community Infrastructure	To provide a range of accessible, well maintained and appropriately planned Community Facilities	<ul style="list-style-type: none">• Continue to support progression of community facility planning	Plan endorsed by Executive Management	CF Team: CDM RSM LSM Finance Rep Buildings/Maint Rep Planning Infrastructure	AMRSC Capital budget & various external providers as outlined in the CFP
7.3.1	Community Participation / Activation	To increase opportunities for positive social interaction and celebration within the community	<ul style="list-style-type: none">• Implement the actions in the Youth Strategy	Attendance numbers and satisfaction at programs /activities. Relevant KPI's from the CS&CPP met	CDO (current) CDPO	AMRSC CD budget and State Govt (OCP, OCY, FAHCSIA, Healthway, Lotterywest
7.3.2			<ul style="list-style-type: none">• Implement Stage 2 Aged Friendly Report• Continue to implement annual Community Events Calendar• Implement actions from the Families with Young Children Plan• Implement Stage 4 of the CS&CPP (maintaining links into the Youth Plan)	Level of satisfaction, feeling of connectedness and access measured by specific seniors survey Continued support from partners Level of attendance and satisfaction at community events measured through 'spot' surveys Level of satisfaction, feeling of connectedness and access measured by specific families survey As per key indicators in the CS&CPP	CDO (current) CDPO CDO (new) with arts groups and local businesses CDO (new) CDO (current) CDPO	AMRSC CD budget and State Govt (OSI) AMRSC CD budget local businesses, Lotterywest and Healthway for events AMRSC budget
7.3.3		To support	<ul style="list-style-type: none">• Continue to implement the following	Level of community volunteer	CDM	AMRSC CD Budget

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 3 – 2010 - 2011						
7.3.4 7.3.5		community groups / clubs / individuals that contribute to community participation / activation	<ul style="list-style-type: none"> packages; Community Group Skill Development Volunteer Development 	participation and community group / club involvement measured through the CD annual survey	CDO (new)	
7.4.1 7.4.2 7.4.3	Community Services	To assist in enabling the provision of adequate services to the community	<ul style="list-style-type: none"> Develop appropriate links to limit shortfalls in community service delivery 	Number of partnerships developed and maintained	CDM CDO (new)	AMRSC and partners (State Govt., Community Service Providers)
7.5.2 7.5.3 7.-5.6	Organisational Development	To continue to improve internal operations to support our function	<ul style="list-style-type: none"> Partnerships Program 	Number of partnerships developed	CDM	AMRSC
7.5.5		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Review CDP (and associated plans) in line with Shire planning cycle 	Research & Consultation report complete, Adjustments to CDP made and endorsed by Executive Management	CDM	AMRSC CD budget
7.5.7		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Develop Arts and Cultural Plan Conduct the annual review the outcomes of the DA&IP (implemented through the Community Facilities Maintenance Program and the Communications Strategy) 	Funding secured - Internal and External Review endorsed by Executive Management	CDO (new) CDO	AMRSC CD Budget / CANWA AMRSC CD budget

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 4 – 2011 - 2012						
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6 7.1.7	Communication & Engagement	To clearly articulate community development concepts and initiatives To develop local ownership and community decision making	<ul style="list-style-type: none">Implement Stage 4 of the following plans;<ul style="list-style-type: none">Consultation StrategyCD Communications Strategy	Satisfaction level as indicated through Annual CD Survey (linked to Consultation Strategy)	C&C Team: CDM Communications / PR Officer CS Admin CSM	AMRSC CD budget
7.1.5		To promote civic pride	<ul style="list-style-type: none">Second piece of public art commences	Artists Agreement Completed. Artist commissioned	CDM CDO (new)	AMRSC, local businesses, State Govt (ArtsWA), developers
7.2.1 7.2.2 7.2.3 7.2.4 7.2.5	Community Infrastructure	To provide a range of accessible, well maintained and appropriately planned Community Facilities	<ul style="list-style-type: none">Continue to support progression of community facilities planning	Plan developed and endorsed by Executive Management	CF Team: CDM RSM LSM Finance Rep Buildings/Maint Rep Planning Infrastructure	AMRSC Capital budget & various external providers as outlined in the CFP
7.3.1	Community Participation / Activation	To increase opportunities for positive social interaction and celebration within the community	<ul style="list-style-type: none">Implement the Youth Strategy	Attendance numbers and satisfaction at programs /activities. Relevant KPI's from the CS&CPP met	CDO (current) CDPO	AMRSC CD budget and State Govt (OCP, OCY, FAHCSIA, Healthway, Lotterywest
7.3.2			<ul style="list-style-type: none">Implement Stage 3 Aged Friendly ReportContinue to implement annual community events CalendarImplement actions from the Families with Young Children plan	Level of satisfaction, feeling of connectedness and access measured by specific seniors survey Continued support from partners Level of attendance and satisfaction at community events measured through 'spot' surveys Level of satisfaction, feeling of connectedness and access measured by specific families survey	CDO (current) CDPO CDO (new) CDO (New)	AMRSC CD budget and State Govt (OSI) AMRSC budget local businesses, Lotterywest and Healthway for events AMRSC budget
			<ul style="list-style-type: none">Review and commence planning for the next CS&CPP	New CS&CPP endorsed by Exec Management	CDM and CDO (current) CDPO	

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 4 – 2011 - 2012						
7.3.3 7.3.4 7.3.5		To support community groups / clubs / individuals that contribute to community participation / activation	<ul style="list-style-type: none"> Continue to implement the following packages; Community Group Skill Development Volunteer Development 	Level of community volunteer participation and community group / club involvement measured through the CD annual survey	CDO (new), CS Admin CDO (current)	AMRSC and Partnerships with State Govt (MSR), and Local Govt Resource sharing (Busselton)
7.4.1 7.4.2 7.4.3	Community Services	To assist in enabling the provision of adequate services to the community	<ul style="list-style-type: none"> Continue to develop appropriate links that limits shortfalls in community service delivery 	Number of partnerships developed	CDM & CDO (new)	AMRSC CD budget & partnerships
7.5.2 7.5.3 7.5.6	Organisational Development	To continue to improve internal operations to support our function	<ul style="list-style-type: none"> Partnerships Program 	Number of partnerships maintained	CDM	AMRSC CD budget
7.5.7		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Conduct the annual review the outcomes of the DA&IP (implemented through the Community Facilities Maintenance Program and the Communications Strategy) Develop and Implement Arts and Culture Plan 	Review endorsed by Executive Management Develop project brief Engage consultant Executive Management / Council endorse Plan	CDO (current) CDO (new)	AMRSC CD budget

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 5 – 2012 - 2013						
7.1.1 7.1.2 7.1.3 7.1.4 7.1.6 7.1.7	Communication & Engagement	To develop local ownership and community decision making To clearly articulate community development concepts and initiatives	<ul style="list-style-type: none">• Implement Stage 5 of the following plans; Consultation Strategy• CD Communications Strategy	Satisfaction level as indicated through Annual CD Survey (linked to Consultation Strategy)	C&C Team: CDM Communications / PR Officer CS Admin CSM	AMRSC CD budget
7.1.5		To promote civic pride	<ul style="list-style-type: none">• Public Art Program Project two finalisation	Second piece of public art completed and launched	CDM & CDO (new)	AMRSC, local businesses, State Govt (ArtsWA), developers
7.2.1 7.2.2 7.2.3 7.2.4 7.2.5	Community Infrastructure	To provide a range of accessible, well maintained and appropriately planned Community Facilities	<ul style="list-style-type: none">• Continue to support progression of community facilities planning	Need for this additional services measured through annual CD survey	CF Team: CDM MRS MLS Finance Rep Buildings/Maint Rep Planning Infrastructure	AMRSC Capital budget & various external providers as outlined in the CFP
7.3.1 7.3.4	Community Participation / Activation	To increase opportunities for positive social interaction and celebration within the community	<ul style="list-style-type: none">• Continue to implement Youth Strategy• Implement Stage 4 Aged Friendly Report• Continue to implement annual community events Calendar• Implement actions from the Families with Young Children plan• Commence implementation of new CS&CPP for next five years	Attendance numbers and satisfaction at programs /activities. Relevant performance indicators from the CS&CPP met Level of satisfaction, feeling of connectedness and access measured by specific seniors survey Continued support from partners Level of attendance and satisfaction at community events measured through 'spot' surveys Level of satisfaction, feeling of connectedness and access measured by specific families survey As per key indicators in the CS&CPP	CDO (current) CDPO CDO (current) CDPO CDO (new) CDO (current) CDO (current) CDPO CDO (new), CS Admin CDO (current)	AMRSC CD budget and State Govt (OCP, OCY, FAHCSIA, Healthway, Lotterywest AMRSC CD budget and State Govt (OST) AMRSC budget local businesses, Lotterywest and Healthway for events AMRSC budget, State Govt, Healthway
7.3.3 7.3.4 7.3.5		To support community groups / clubs / individuals that contribute to community participation / activation	<ul style="list-style-type: none">• Continue to implement the following packages; Community Group Skill Development Volunteer Development	Level of community volunteer participation and community group / club involvement measured through the CD annual survey		Partnerships with State Govt Dept. Sport & Rec, and Local Govt (Busselton)

REF	GOAL What are our priority areas	OBJECTIVES What is the theme	KEY OUTCOMES What will we do	KEY INDICATORS What is our measure of success?	RESPONSIBILITY Who is Responsible?	BUDGET Where will the money come from?
YEAR 5 – 2012 - 2013						
7.4.1 7.4.2 7.4.3	Community Services	To assist in enabling the provision of adequate services to the community	<ul style="list-style-type: none"> Develop appropriate links that limits shortfalls in community service delivery 	Number of partnerships developed	CDM & CDO (new)	AMRSC CD budget
7.5.6	Organisational Development	To continue to improve internal operations to support our function	<ul style="list-style-type: none"> Manage Partnerships Program 	Number of partnerships developed	CDM	AMRSC CD budget
7.5.7		To develop frameworks that guide priorities	<ul style="list-style-type: none"> Review CDP and develop 2013-2018 plan in line with Shire planning cycle Conduct the annual review the outcomes of the DA&IP (implemented through the Community Facilities Maintenance Program and the Communications Strategy) 	Research & consultation complete. Draft Plan endorsed by Executive Management Review endorsed by Executive Management	MCS, CDM CDO (current)	AMRSC CD budget