



Strengthening Community Capacity Plan 2020-25



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Alignment with Community Strategic Plan

This document relates to Key Result Area 2 in the Community Strategic Plan 2036



Key result area 2: Welcoming, inclusive and healthy communities

Strong communities are welcoming and safe and enjoy quality lifestyles that celebrate their local identities, diversities, cultures and histories. The Shire fosters community resilience, connection and wellbeing through its social planning, recreation, safety, education, preventative health and social justice strategies.

Acknowledgement of Country

The Shire of Augusta Margaret River would like to acknowledge that we are on Wadandi and Pibelmen country whose ancestors and their descendants are the traditional owners of this country.

The shire is home to one of Australia's most significant archaeological and anthropological sites at Devil's Lair which shows that human occupation of the area began at around 48,000 years ago making it one of the earliest sites in Australia and an important source of information about the timing and character of the first human colonisers of Australia.

We acknowledge that the Wadandi and Pibelmen have been custodians since the land was soft (creation times) and continue to perform age old ceremonies of celebration, initiation and renewal. We acknowledge their living culture and their unique role in the life of this region.

The shire is committed to Aboriginal Australians sharing fairly and equitably in the shire's cultural, social, environmental and economic future.



Executive Summary

There is no neat, linear approach to community development. The process required to support a welcoming, connected and resilient community needs to occur in partnership and utilise the knowledge, skills and wisdom of the community.

The key objective of the Shire's Strengthening Community Capacity Plan 2020-24 is to strengthen the capacity, and in turn the resilience, of the Augusta Margaret River community specifically of volunteers and community groups. The purpose of this work is to facilitate community action, where volunteers can be supported and empowered to achieve their aspirations and address identified community needs particularly those aligned with the United Nations Sustainable Development Goals.

The principles of this plan seek to support healthy people and places through:

- valuing the strengths of others
- partnering with community members and groups to achieve shared vision and goals
- acknowledging integration of community capital including physical, natural environment, economic, social and human assets
- supporting the development a fair and just community where no one is left behind, and
- supporting community groups to be sustainable in order to mitigate, adapt and protect all members of our community to withstand climate events.

The principles apply to three broad levels of activity:

- Individual: community members including families, extended families and small groups
- Organisations: Community based organisations including both informal and incorporated groups, community-controlled organisations, non-government organisations, and
- Broad system: local government and other state bodies operating at a local level.

The plan has been developed through examination of various research pieces; both from within and outside of the shire community. The analysis includes review of industry best practice from government and non-government agencies, as well as thorough community engagement conducted over 2019-20.

Findings from this analysis has identified three key goal areas to support the creation of a strong, connected and resilient community which is able to respond to crisis and local recovery efforts:

1. **Welcoming communities:** Welcoming Communities recognise that communities are healthier, happier and more productive when newcomers and community members are welcomed and participate fully in society and in the local economy.
2. **Connected and just communities:** Connected and just communities operate fairly and are beneficial for individuals, families as well as the whole community. Community members, volunteers and community group leaders know their communities best and have a huge opportunity to effect systematic change particularly in social justice.
3. **Resilient communities:** Resilient communities are able to respond to incidents, have the ability to cope effectively with crises, learn from adversity and respond to climate justice. This brings together health and human services agencies, our business sector, non-government and government agencies.

This plan also delivers a template for local recovery action in the case of a local emergency, with two key strategies to guide community response. This could be presented as a local recovery plan, bespoke for any climate related or social impact event, as shown in [figure 1](#).

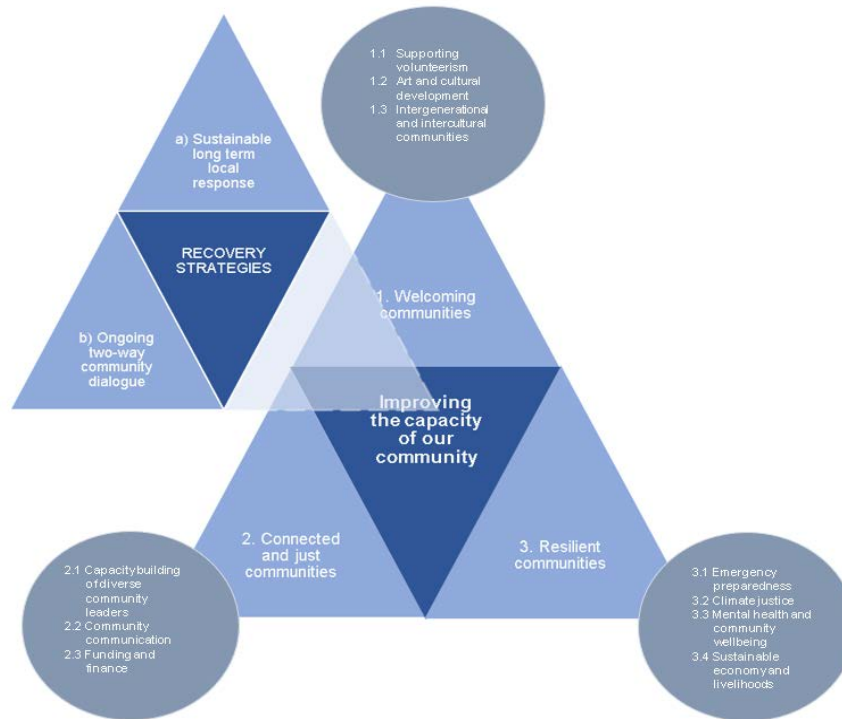


Figure 1: The framework of the Shire's Strengthening Community Capacity Plan

In recent years the Shire has been in recovery and response phase multiple times and this is anticipated to continue in light of climate change and other social dynamics. It is acknowledged planning and facilitating the community response and recovery in recent years has used significant staff resources with Shire community development staff, delaying the implementation of usual programs and activities, with recovery actions taking priority. Responding to incidents can therefore require additional resources in order to best respond to incidents and this should be planned for accordingly.

The Shire's overall response is focused on the support for non-profit and community groups, particularly across the following areas:

- Community activation
- Volunteering
- Funding and finance
- Research and evaluation, and
- Advocacy.

Through the application of an Asset Based Community Development approach in both planning and service development, this plan enables sustainable initiatives, integrated services, programs and projects, which contribute to a connected, inclusive and resilient Augusta Margaret River community. As such, integration with other Shire and community development plans and key documents is provided in [appendix 1](#).



“This is a plan to continue to build strength and resolve in our community capacity, wellbeing and resilience.

It aspires to help us remain a welcoming and connected community; through adversity as well as triumph.”

**Ian Earl, Shire of Augusta
Margaret River President, 2020**

About our community

Our community demographic

Augusta Margaret River (the shire) is located in the South West Region of Western Australia, about 250 kilometres south of Perth. The shire is located on Wadandi-Pibelmen country whose ancestors and their descendants are the traditional owners of this country, bounded by the City of Busselton in the north, the Shire of Nannup in the east, the Southern Ocean in the south, and the Indian Ocean in the west.

The main townships are; Augusta, Cowaramup and Margaret River, and smaller settlements at Gracetown, Karridale, Prevelly/Gnarabup and Witchcliffe. The shire is largely rural land, used largely for agriculture; in particular for viticulture, beef and dairy farming, sheep grazing and horticulture. It is also a popular tourism destination and wine region, well known for its national parks, caves, restaurants, coastal scenery and world class surf.

The 2016 Census reported the usual resident population of the shire was 14,258, living in 7,797 dwellings with an average household size of 2.39 and medium age of 39 years (noting Augusta as an outlier with 59 years average age) and an anticipated population rise of 1.7% each year. Estimates for 2018 anticipates this has risen by nearly double; increasing by 3.05% to 16,172 residents.

Diversity of the community

The Augusta Margaret River area is home to a variety of cultures. The 2016 census shows 70% of shire residents stated that they were born in Australia while 7.6% were born in England and 3% in New Zealand. 26% of persons in the shire had both parents born overseas while 49% had both parents born in Australia. 85% of shire residents indicate that English only is spoken at home, which is higher than the WA and Australia average, and this data also showing shire families who speak a second language at home increasing from 3.1% of the population in 2006 to 8.4% in 2016.

The shire also has higher proportions of family households compared to Australia with lower proportions of single person and group households. It appears that through the 2016 census the proportion of single parent families increased from 13.5% to 14% while the proportion of those separated or divorced remained stable.

This community also demonstrates a broad range of values, as evidenced in the Shire's Community Strategic Plan 2036. This plan was developed from a wide-ranging Community Reference Group over a 12-month period. The 2036 vision developed (pages 16-17) demonstrates the unique diversity of personality, wisdom and experience alive in the shire. From the environment, to the sports, the arts and beyond; this community is greatly diverse in its human activity.

Aboriginal communities

The Shire recognises the Wadandi and Pilbulmum peoples as the traditional owners of this land. A resilient community values the intrinsic value of the diversity and strength of Aboriginal and Torres Strait Islander cultures. For an inclusive community, one where the social and economic advantages can be fully enjoyed by all individuals and groups in community.

There are many stories and places in and around the shire that contain evidence of the rich connection to country, although with an increasing population and visitation, there is greater need to ensure these stories are shared, understood and respected. Census data shows Aboriginal people residing in the shire at only 1.4%, less than the national average of 2.8% (2016 ABS). This lesser local aboriginal population may place greater pressure on local elders, who play a sacred role in preserving the stories, traditions and meaning for our aboriginal community and contribute irrevocably to our community life and wellbeing.

Aboriginal cultures and communities were severely and irreversibly harmed by the arrival of European settlers, explorers, whalers and settlers who forcibly took land from the Wadandi and

Pilbulmum peoples. This has taken a great toll on Aboriginal Australians. Shire officers continue to work on genuine engagement with our local elders and aboriginal population, with development of an appropriate document over time to guide the Shire on actions necessary in continually moving toward reconciliation.

Disadvantage

The Shire acknowledges there are structural causes of injustice and that there are some groups in our community who are particularly disadvantaged and vulnerable, and who experience discrimination and marginalisation. Examples include the unaffordability of housing, the insufficiency of government income support payments to cover cost of living, and racial and gendered discrimination.

Research shows there is disadvantage and a socio-economic divide in our local community. The SEIFA Index of Disadvantage measures the relative level of socio-economic disadvantage based on a range of Census characteristics. SEIFA provides a general view of the relative level of disadvantage in one area compared to others. [Figure 2](#) shows how the SEIFA index varies across the shire. The SEIFA Index of Disadvantage for AMR in 2016 was 1,025 compared with Western Australia at 1,016. This means that people living in AMR are scored as being less disadvantaged than the state average, although Augusta-Hamelin Bay sits below the regional WA and Bunbury score. Although it is noted that statistics don't necessarily show the full picture of a community.

SEIFA index of Advantage and Disadvantage, 2016		export	reset
Shire of Augusta-Margaret River - Usual residence			
Area			IRSEAD index score
Gnarabup and Prevelly			1,083.1
Cowaramup and District			1,033.8
Forest Grove and Surrounds			1,022.4
Western Australia			1,015.0
Margaret River and District			1,010.2
Shire of Augusta-Margaret River			1,005.0
Australia			1,003.1
Margaret River			992.9
Karridale - Alexandra Bridge and Surrounds			982.5
Bunbury SA4			972.0
Regional WA			965.0
Augusta - Hamelin Bay			930.3

Source: Australian Bureau of Statistics, [Census of Population and Housing 2016](#). Compiled and presented in atlas.id by [id_](#), the population experts.

Figure 2: SEIFA index by townsite and village in the Augusta Margaret River shire.

An independent research report published in May 2019 further highlights a socio-economic divide in AMR and the impact on community mental health and wellbeing. The *Mental Health and Wellbeing in the Shire of Augusta Margaret River* report¹ developed by the University of Newcastle identifies a strong local perception of rich and poor across the community. Researchers note how this issue can be easily hidden within the extremes of data. This perceived divide was characterised by unemployment or underemployment, mortgage and financial stress, and homelessness in some sectors compared to other groups in the community who were socially and economically advantaged. This divide exists in contrast to the perception of the region as one of idyllic lifestyles. It was also suggested that this divide was rarely acknowledged by decision makers and affects the ability of the region to attract resources and services.

Volunteering and community groups

Research and community engagement demonstrate that Augusta Margaret River Shire has a strong volunteer culture. 2016 Census data shows the shire has a higher proportion of people who

¹ Mental Health and Wellbeing in the Shire of Augusta Margaret River, Centre for Rural and Remote Mental Health, commissioned and facilitated by the Lishman Health Foundation, May 2019

volunteered for an organisation or group; 28.0% reported performing voluntary work, compared with 23.3% for Regional Western Australia.

The shire has a long history of active volunteerism and community engagement as part of its local culture. Examination of the number of incorporated community groups active within the shire shows the quantity has averaged approximately 200 non-for-profit groups each year for the last five years. As of 2020, the shire relies on volunteer state emergency services, bushfire and ambulance personnel.

Figure 3 provides more demographic information for the shire community, based on ASB data.²

² <https://profile.id.com.au/augusta-margaret-river>

Our Community

Shire of Augusta Margaret River

Population
2019 est.

16,172



Male 50%
Female 50%



Families
3,678

Median Age
(Australian 38)

39

Voluntary work for
organisation/group

2016 – Count of persons aged
15 years and over

28%



3.7%

Average annual growth
rate 2011-2016

Population expected to increase to around **17,500**
in 2026 with **1.8%** average annual growth



3.3%

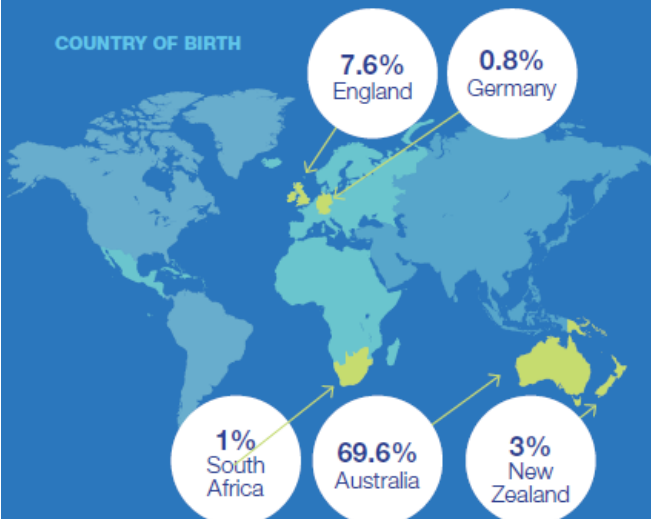
Unemployment
Rate 2016



\$860m

Gross regional
product 2015/16

COUNTRY OF BIRTH



	Shire	Australia
Born in Australia	69.6%	66.7%
Aboriginal people	1.4%	2.8%
Married	48.7%	47.7%
De facto married	16.6%	10.4%
Not married	34.8%	41.9%
Couples with children	43.2%	44.5%
Couples with no children	42.2%	37.8%
One parent family	14%	15.8%
Average vehicles per dwelling	2	1.8
Median weekly household income	\$1,285	\$1,438
Median weekly rent	\$300	\$335
Median monthly mortgage	\$1,733	\$1,755
Unoccupied dwellings	29.2%	11.2%

DWELLING STRUCTURE

Owned outright	31%
Mortgaged	36.8%
Rented	29%



94.5%

Separate
House

[Australia 74.1%]



3.4%

Semi-detached
townhouse

[Australia 12.9%]



2.1%

Apartment
and/or flat

[Australia 13.3%]

Source: ABS, Census of Population and Housing 2016

Figure 3: Demographics of the Shire of Augusta Margaret River community based on 2016 Census data.

Vulnerable communities

Analysis of data from social atlas (powered by Profile ID) provides an indication of vulnerable people particularly throughout regional areas of the Augusta Margaret River shire.

- **Aboriginal communities**
Census data shows Aboriginal people residing in the shire at only 1.4%, less than the national average of 2.8% (2016 ABS). It is noted that this lesser local population of aboriginal people may place greater pressure on local elders, who play a sacred role in preserving the stories, traditions and meaning of aboriginal community and contribute irrevocably to our community life and wellbeing.
- **Lone person households aged 65+:**
Data shows Augusta and surrounds ([figure 4](#) - Warner Glen, Nillup, Alexandra Bridge, Courtenay, Scott River, Molloy Island, East Augusta) has a higher proportion of lone person households over 65 years old. These individuals particularly vulnerable as there is an increased likelihood of feelings of social isolation, depression and may lead to barriers in accessing vital needs, services and information.

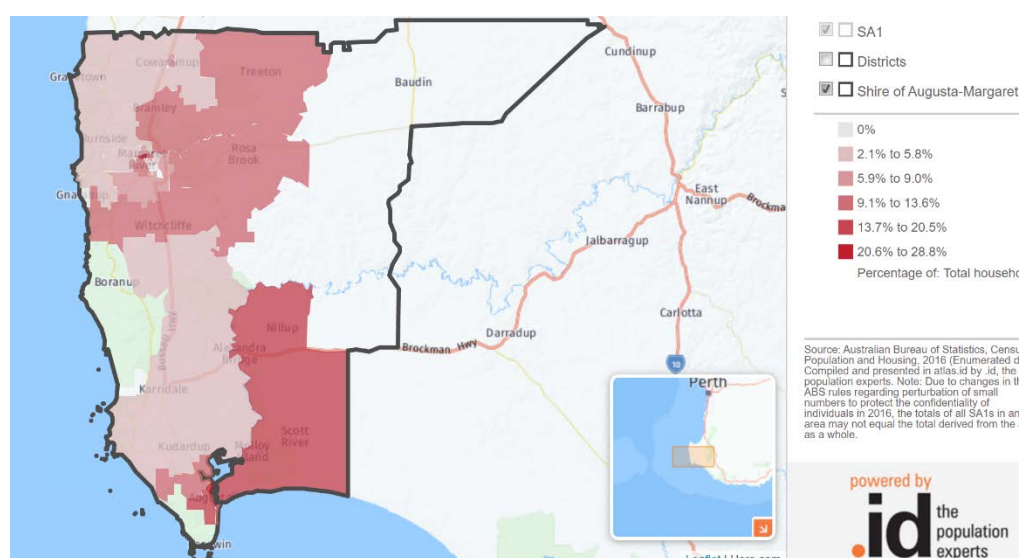


Figure 4: The areas indicated on the map with the highest number of lone person householders 65+ within the Shire. Note: Can also indicate the location of retirement villages data.

- **People living with disability**
In 2016, 401 people (or 2.8% of the population) in the Shire of Augusta-Margaret River reported needing help in their day-to-day lives due to disability. This was a similar percentage to 2011. Read more in the Shire's *Access and Inclusion Plan 2018-22*.
 - Augusta and surrounds – 86 persons
 - Margaret River and surrounds – 219 persons
 - Cowaramup and surrounds – 52 persons
- **People with no internet access at home**
In this age, people with no access to the internet are extremely vulnerable in the case of an as the majority of information, particularly local is available through the internet and social media. Generally, these populations access information through connecting with others when in town or participating in local activities. Households without internet:
 - Augusta - 114 persons
 - Margaret River - 127 persons
 - Karridale, Hamlin Bay, Deepdene, Kudardup - 61 persons
 - Rural adjacent to Prevelly - 46 persons
 - Cowaramup (areas surrounding town centre) - 36 persons
 - Rosa Brook & Rosa Glen - 39 persons

- Bromley, Treeton & Osmington – 32 persons
- Forest Grove- 30 persons
- Redgate & Witchcliffe - 27 persons
- **People with no motor vehicles at the household**
People with no access to transport, particularly those in rural locations of the Shire, are generally considered vulnerable due to their geographic location and limited access to services.
 - Margaret River - 47 households
 - Augusta – 19 households
 - Burnside & Gracetown – 9 persons
 - Rosa Brook & Rosa Glen – 6 households
 - Rural adjacent to Prevelly - 6 households
 - Forest Grove- 5 households
 - Warner Glen, Nillup, Alexandra Bridge, Courtenay, Scott River, Molloy Island, East Augusta - 4 households
- **Disengaged youth (15-24 year olds neither in education nor employment)**
Disengaged youth relate to young people who are both unemployed and not participating in any formal training or education programs:
 - Pockets of Margaret River & close surrounds - 12 persons
 - Redgate & Witchcliffe – 6 persons
 - Augusta – 5 persons
 - Rural adjacent to Prevelly – 5 persons
- **People experiencing homelessness**
Due to the nature of life for people experiencing homelessness, it is widely acknowledged Census data is difficult for understanding homelessness. ASB’s “Estimating Homelessness” shows this issue is increasing year on year, with approximately 9,022 people experiencing homelessness in WA, 415 in the South West and 57 in Augusta Margaret River³. Local grassroots social group Just Home Margaret River Inc commenced an advocacy project in 2017 which with Shire funding has delivered two year of data to assist in understanding this as a local issue. Their second-year project report showed:
 - Between July 2017 and June 2019, a total of 75 community members have registered with the service: 39 male and 36 females, of whom 61 have children who either currently live with them or would live with them if the clients had housing
 - Most clients were aged above 26
 - More than half had lived in the shire for more than 10 years, 24 had for 2-10 years, and 10 clients for less than one year
 - Almost 70% of clients were born in Australia, six (8%) were Aboriginal or Torres Strait Islander, and nearly all clients were single
 - Nine women and 1 man currently experience family violence, and 18 women and 3 men have historical experience of family violence that still affects their housing stability.

Read more on vulnerable communities here: <https://www.amrshire.wa.gov.au/services/community-development>

³ Census of Population and Housing: Estimating homelessness, 2016; <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2049.02016?OpenDocument>

Challenges for the community

In planning to meet the needs of the shire community, the shire faces external pressures like increasing compliance and cost shifting from state and federal government, alongside increasing community expectations for high quality services in a regional local government environment. This environmental analysis is detailed each year in the Shire's Corporate Plan⁴.

Population and visitor growth

The shire has experienced consistent growth in visitor and resident population over the last ten years and this is projected to continue into the future. It is currently anticipated that the shire will reach a population of approximately 19,000 by 2031 at an average annual growth rate of 1.7%. It is assumed that the population of Margaret River will grow at a higher rate than the remainder of the shire between 2016 and 2031 (around 2.2% average) and that the remainder of the shire will increase at an average annual growth rate of around 1.2%.

The average of annual estimated visitors to the shire has increased by 30% over the last two years of data across state, interstate and international visitors. The shire saw an average of 650,400 over 2014, 2015 and 2016 calendar years. Tourism is an integral driver of the local economy and directly impacts on the strength of the community and its ability to respond to its needs. The COVID-19 pandemic highlights the areas dependence on intrastate and international tourism, with impacts of the regional lock down still fully unrealised but providing further evidence for action to develop a more sustainable local economy.

Service and asset management

Local governments across Australia face issues with ageing infrastructure and with increasing demand for quality and standards. This challenge is increased for our Shire due to its profile as a premier visitor destination, with increasing visitor numbers and high expectations for local facilities, services and amenities provided by the Shire. There is also an ongoing increase of new residents in the shire who have come from urban areas and expect a higher level of service and infrastructure than the Shire is able to meet. The Shire faces real challenges to meet major ongoing upgrades of community facilities within present funding levels, increasing risk these facility users and disruption to community services.

Ageing population

The shire is faced with an ageing population in the face of declining state service provision for aged care. According to the 2016 Census data the differences in the shire's age structure from 1996 to 2016 demonstrates significant ageing of the shire's population over time. The proportion of persons aged 65 or over increased from 12.5% to 14.4%, while the proportion of persons aged 0-19 remained stable. This is a particular risk for the Augusta population, with a greater average age than the rest of the shire and increased distance from essential services in the Margaret River or Busselton townships.

This change has a great impact on community development in the coming years, with a significant number of older volunteers in our shire. For example, there are 10 bushfire brigades in the shire with 365 members. With 287 member ages supplied, we know that 85% of these bushfire volunteers are over the age of 55 and 34% over the age of 65. There is a great need to rejuvenate interest in volunteering in younger populations and facilitate appropriate succession planning across various groups who provide critical support services in the community.

Climate change and climate justice

Climate change is an ongoing threat to the shire's future; environmentally, socially, culturally and economically. It is predicted to continue to impact the shire's weather patterns, rainfall, extreme weather events and a harsher fire-weather climate. In 2018-19, the Shire drafted a Climate Action Plan in close collaboration with the broader community. This plan details local government actions

⁴ <https://www.amrshire.wa.gov.au/council/leadership-team/integrated-strategic-planning>

to mitigate and minimise carbon emissions as best possible, as well as broader community response across the business sector and within community groups.

Climate change has been called the biggest global health threat of the 21st century and it has serious implications for our population and health system. Climate health not only relates to our physical resilience in the presence of climate events, but also to our mental and community wellbeing in the face of ongoing threats and content allied with environmental collapse⁵. Climate justice highlights how climate change affects our mental wellbeing, as well as family and domestic violence, poverty, discrimination, access and inclusion, substance misuse, housing and homelessness, employment and livelihoods. The slow onset and rapid events resulting from climate change affects human rights by exacerbating existing inequalities and disadvantages in our community. This means that community members will experience climate change differently, with unequal impacts and experiences that intensify and reinforce injustices that already exist. Groups of people who are particularly at risk to the impacts of climate change include Aboriginal peoples, women, children and young people, people on low incomes, people of colour, people with a disability, farmers, LGBTQIA+ peoples, people in casual and seasonal employment and climate-reliant industries, people with caring responsibilities, people living with pre-existing health and mental health illnesses⁶.

Climate resilience is largely referenced in adaptation planning, policy development, and implementation, at different administrative scales. The climate resilience concept appears to be particularly pertinent for framing urban planning and development policies and programmes. At the international level, this has become evident by a number of influential publications, conferences, and projects focusing on climate change adaptation. For example, the World Bank published a “primer” on “climate resilient cities”⁷, which was directed at urban decision-makers in East Asia. International urban capacity-building programmes and conferences have used notions of resilience prominently in their approach and programming, such as “urban climate change resilience”. In Australian policy, the Council of Australian Governments, the peak intergovernmental forum involving representatives of all three levels of government, adopted a National Strategy for Disaster Resilience in 2011⁸. The strategy, aimed at providing high-level guidance on disaster management, makes ample reference to climate change impacts as an important factor in working towards greater disaster management. Reference to resilience can also be found in many municipal climate change strategies and plans.

Liveability of the shire

Findings from various community studies in the shire show a strong misconception around the wealth and socio-economic status of the Augusta Margaret River area, with many disadvantaged in the community often going unnoticed.⁹

ABS statistics relating to increasing housing unaffordability is one of the few data sets which can help inform this misperception. Data shows the shire has the most severe housing unaffordability in the South West; comparable to large urban cities like Melbourne or Sydney¹⁰. The median household income of the shire was \$1,285 per week in 2016, lower than Australia’s median household income of \$1,438 per week (2016 ABS). The shire had greater labour force participation than Australia in 2016, but less of the labour force employed full time. Accordingly, the proportions of part time employees are higher in the Shire and it has a lower unemployment rate. The data also shows 43% of unoccupied dwellings in Augusta and 29% in the shire as a whole.

⁵ The Medical Journal of Australia; *The MJA–Lancet Countdown on health and climate change: Australian policy inaction threatens lives*. 2018; 209 (11):474. || doi: 10.5694/mja18.00789

⁶ <https://humanrights.gov.au/our-work/rights-and-freedoms/projects/climate-change-and-human-rights#2>

⁷ *Climate Resilient Cities, A Primer on Reduced Vulnerabilities to Disasters*; By Neeraj Prasad, Federica Raghieri, Fatima Shah, Zoe Trohanis, Earl Kessler, Ravi Sinha, Published by the World Bank, 2009.

⁸ Australia’s National Strategy for Disaster Resilience, Council of Australian Governments, February 2011 <https://knowledge.aidr.org.au/resources/national-strategy-for-disaster-resilience/>

⁹ *Mental Health and Wellbeing in the Shire of Augusta Margaret River, 2019 & Tackling Disadvantage and Inequality through the Economic Development Strategy 2018*

¹⁰ *AMR Shire Affordable Housing Strategy 2015*

Community planning and development

Planning and implementing community development is both a process and an outcome. Central to this is the notion of community development as 'doing with' rather than 'doing to' or 'doing for' communities. Community development approaches seek to harness all of the potential resources at the disposal of communities by bringing together individuals, community groups, social enterprises, businesses, government departments to develop healthy, vibrant and sustainable communities.

What do communities need?

Mid-20th century psychologist Abraham Maslow's 'Hierarchy of Needs' is a popular view which can assist to describe the role of community development. Maslow's theory details the list of human needs that lead to positive mental health. He saw mental health as a pyramid of sorts, where a person's needs start at the most basic – food, water, air, shelter – then ascend to safety and security, then belonging, self-esteem, and finally self-actualization. The more the needs at the bottom of the pyramid are fulfilled, the easier it is to fulfil the needs above them. Conversely, unfulfilled needs at one level make achieving other needs at higher levels more difficult. [Figure 5](#) shows how this model could look for community development in our community.¹¹

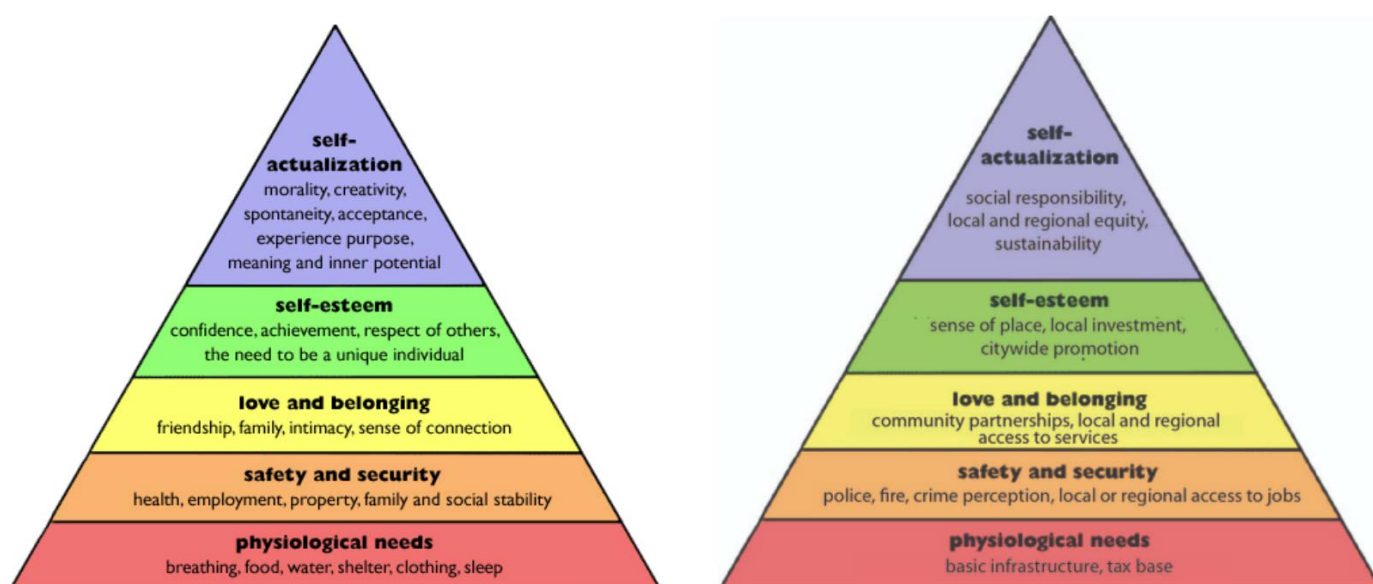


Figure 5: Abraham Maslow's Hierarchy of Needs (left) and a Community Development interpretation (right).

Asset Based Community Development (ABCD) operates from the basic assumption that communities do not develop from the 'top down' or from 'the outside in'. ABCD believes that communities need to build from 'the inside out', and for their residents to invest themselves, ideas, assets, capabilities and resources in the process.

This philosophical basis incorporates the following ten fundamental operational beliefs:

1. Meaningful and lasting community change always originates within, and local residents within that community are the best experts on how to activate that change.
2. Community residents act responsibly when they care and support what they create.
3. Building and nourishing relationships is at the core of building healthy and inclusive communities.

¹¹ ABRAHAM MASLOW'S HIERARCHY OF NEEDS AND ASSESSMENT OF NEEDS IN COMMUNITY DEVELOPMENT, Dr. E. O. Aruma and Dr. Melvins Enwuvesi Hanachor, International Journal of Development and Economic Sustainability, Vol.5, No.7, pp.15-27, December 2017

4. Communities have never been built by dwelling on their deficiencies, needs and problems. Communities respond creatively when the focus is on resources, capacities, strengths and aspirations.
5. The strength of a community is directly proportional to the level that the diversity of its residents / members desire and are able to contribute their abilities and assets to the wellbeing of their community. Every single person has capacities, abilities, gifts and ideas, and living a good life depends on whether those capacities can be used, abilities expressed, gifts given, and ideas shared.
6. In every community something works. Instead of asking “What’s wrong and how to fix it?” ask ... “What’s strong? What has worked and how do we get more of it?” It generates hope, energy and creativity.
7. Creating positive change begins simply with conversation. It is the way that human beings have always thought together and initiated action.
8. Having fun needs to be a high priority in all community building efforts.
9. The central factor in sustainable change is local leadership and its continuous development and renewal.
10. The starting point of change is always mindset and positive and appreciative attitudes¹².



Sustainable Development Goals

The 17 Sustainable Development Goals are a global agenda (figure 6¹³), developed by the United Nations (UN) and adopted by member countries in 2015. The vision is ending poverty, protecting the planet and ensuring that all people enjoy peace and prosperity. These universal goals include 169 targets which comprise the “2030 Agenda”. This recognises “that eradicating poverty in all its forms and dimensions, including extreme poverty, is the greatest global challenge and an indispensable requirement for sustainable development.” In adopting the agenda, countries agreed to take bold and transformative steps to shift the world onto a sustainable and resilient path. Reaching the goals requires action on all fronts – governments, businesses, civil society and people everywhere all have a role to play.

The Shire is active in multiple goal areas and this forms a critical aspect for how the Shire works with community groups; recognising and supporting community-led action that responds to these goals. In community capacity building the Shire can specifically support groups to operate sustainably in order to mitigate and adapt to climate change and progress climate justice locally.

¹² <https://bankofideas.com.au/handouts/>

¹³ <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

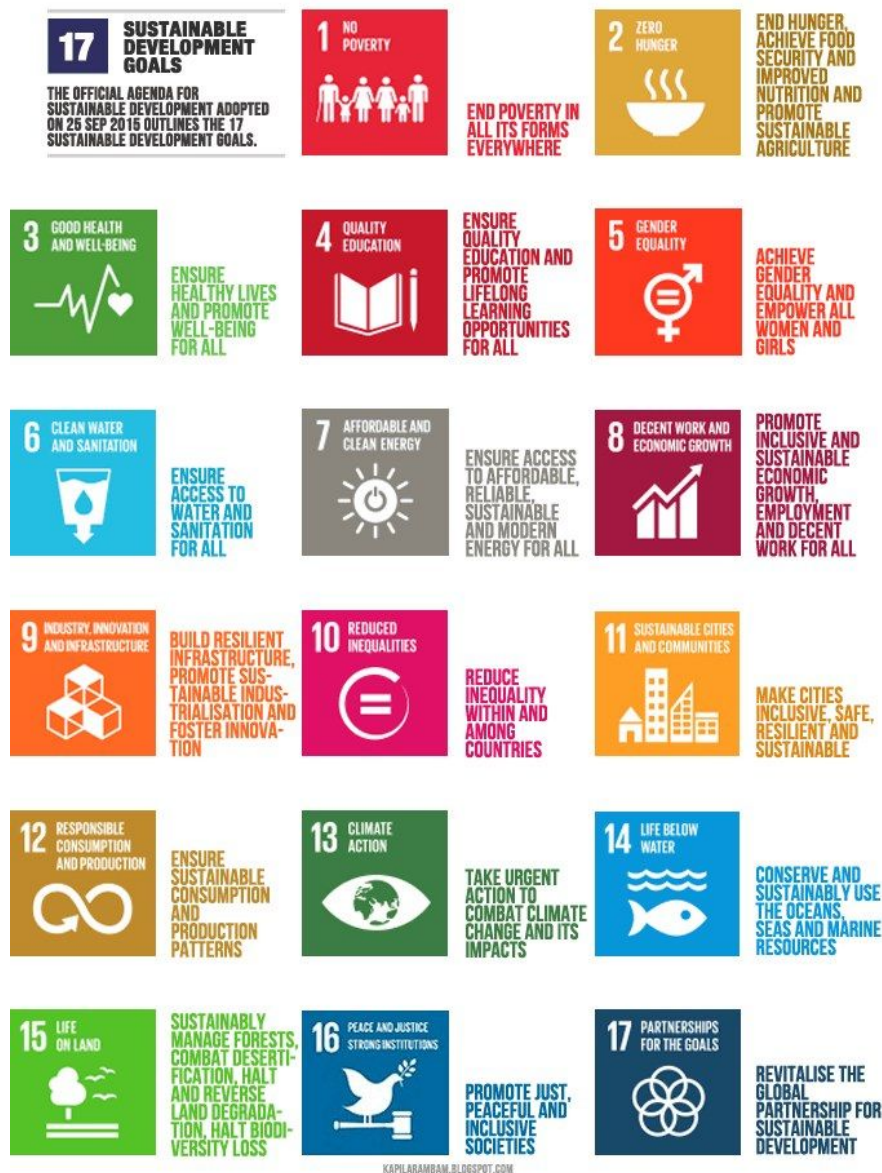


Figure 6: The 17 Sustainable Development Goals.

Sustainable capital

An important aspect of this plan is acknowledging the organic integration of community assets and capital including physical, natural environment, economic, social and human assets.

Social and human capital has become an important research topic in recent years, due to a prolonged call to address sustainability. Research shows there are have been over 10,000 academic documents published annually on sustainability since 2015, and the broad reach of this work is reflected in literature on social and human capital as demonstrated in [figure 7¹⁴](#). This means there is a huge amount of material which relates to the sustainability of community assets, and for the purpose of this plan we have aimed to keep things simple and relevant to our local area.

¹⁴ Social Capital, Human Capital, and Sustainability:A Bibliometric and Visualization Analysis. Fernando J. Garrigos-Simon 1, M. Dolores Botella-Carrubi 2 and Tomas F. Gonzalez-Cruz. Sustainability 2018, 10, 4751; doi:10.3390/su10124751 www.mdpi.com/journal/sustainability

At a basic level this plan is focused on supporting social and human assets, acknowledging there is an intrinsic link to physical, natural environment and economic assets – most especially in times of recovery. The Shire makes an important contribution to sustainable capital in our community by:

- Facilitating integration across Shire service areas to ensure cohesive utilisation of social and human capital
- Supporting local organisations and groups to understand their responsibility to manage and invest in capital assets sustainably, and
- Enhancing human capital directly through education and training, which is central to a flourishing local economy.¹⁵

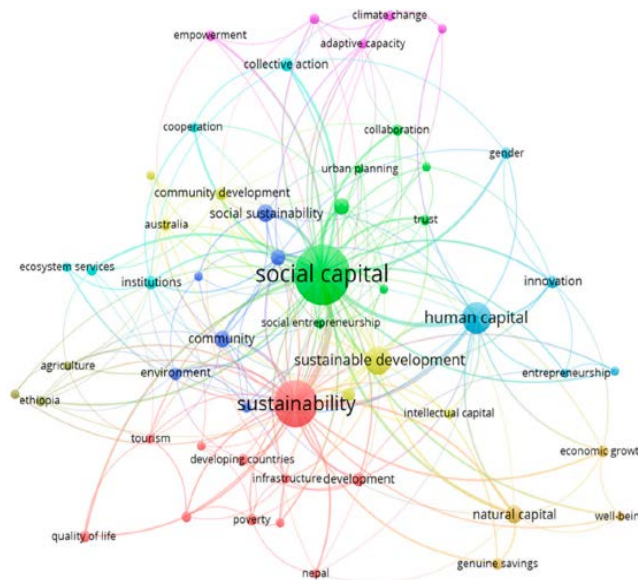


Figure 7: A study in 2018 shows the co-occurrence of author keywords from social human capital related publications, showing the diverse interconnection of key themes as they relate to community assets.

What is community capacity?

Community capacity is the combined influence of a community’s commitment, resources and skills that can be utilised to build strength and fairness within existing and emerging institutions and address opportunities for change as they arise.

Communities and the groups and institutions within them vary tremendously in capacity. Capacity is gained in steps, sometimes slowly, other times rapidly. All communities and community groups have capacity in some measure and are capable of developing more capacity. They can increase their ability to build community, to grow with opportunities, and to confront threats to the community’s health and vitality.

It is the manner in which capacity is developed that enables a space for transformation in community, increasing equality and fairness for all. Nurturing the talents, leadership and lived experiences of community members enhances the quality of community life, and best enables communities to tackle the problems that threaten the community and the opportunities that can help it. When people approach capacity building in this way communities become healthier; when they do not, communities can deteriorate. Communities that have the ways and means to undertake challenges demonstrate “capacity.”

¹⁵ <https://www.forumforthefuture.org/the-five-capitals>

COMMITMENT refers to the community-wide will to act, based on a shared awareness of problems, opportunities and workable solutions. It refers also to heightened support in key sectors of the community to identify structural injustices, address opportunities, solve problems and strengthen community responses

RESOURCES refers to financial, natural and human assets including lived experiences of injustice, and the means to utilise these resources intelligently and fairly. It also includes access to information or guidelines that will ensure the best use of these resources.

SKILLS includes all the talents and expertise of individuals and organisations that can be organised to seize opportunities, to add strength and fairness within existing and emerging institutions and address opportunities for change as they arise¹⁶.

Measuring and evaluating progress

Measuring a community's capacity is like trying to measure a person's quality of life, it can be intangible and subjective. Nonetheless, there are ways to measure community capacity building. It is important to measure community capacity building in order to understand the social impact of programs and if actions are effective in creating the desired result on the community's capacity.

Measurement can be defined through three simple outcomes:

1. An outcome is a major change in the lives of people, their organisations and/or their community, which proves that community capacity building is happening. An outcome is a difference for which people who are trying to build their community's capacity are willing take responsibility. For instance; if you are trying to measure quality of life, one possible outcome would be good health.
2. An indicator is an actual activity or capacity that you can measure or assess in some way that shows that an outcome is being achieved. You can think of an indicator as one step you must take, or one condition you must have in good order, if you want to claim that an outcome has been attained. One indicator of good health could be weight.
3. A measure is the actual bean-counting, or some kind of analysis you must do in order to measure an indicator. A measure should always start with words like "Number of," "Presence of," "Quality of"—something that signals that you have counted or evaluated what you are measuring. For example; percent gain in kilograms in the last 12 months¹⁷.

The bottom line for community capacity building is its outcomes. Figures 9 and 10 provides common outcomes or indicators that can show growth in community capacity building¹⁸.

¹⁶ *Practice of Sustainable Community Development; A Participatory Framework for Change*; R Warren Flint, Ph.D. Springer Science and Business Media, New York 2013.

¹⁷ Strengthening Non-Profits: A Capacity Builders Resource Library, Measuring Outcomes; <http://www.hfoc.org/uploads/3/8/0/7/38072897/measuringoutcomes.pdf>

¹⁸ Measuring Community Capacity Building : A workbook-in-progress for Rural Communities, version 3-96, The Aspen Institute / Rural Economic Policy Program, https://assets.aspeninstitute.org/content/uploads/files/content/docs/csg/MEASURING_COMMUNITY_CAPACITY_BUILDING.PDF

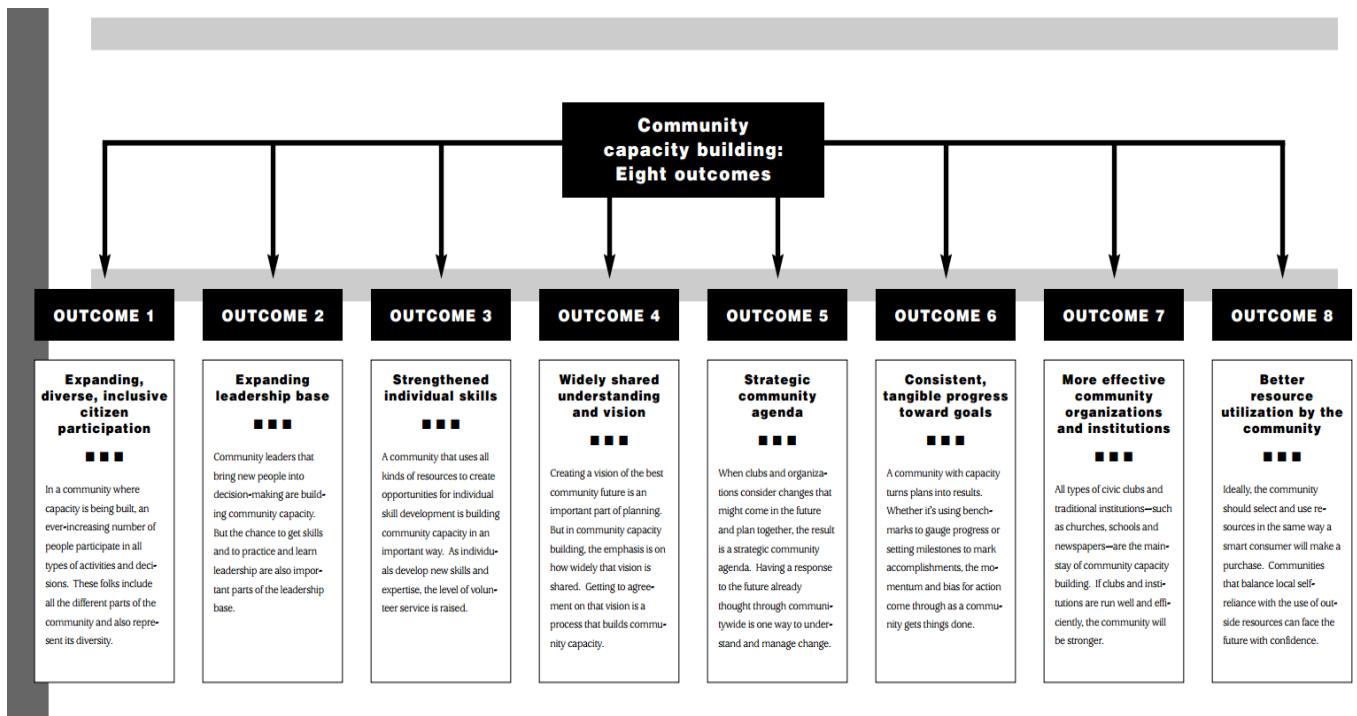


Figure 9: Eight outcomes for evaluation of building community capacity.

"WHAT DOES A HEALTHY COMMUNITY LOOK LIKE?"
(According to Bruce Adams of the Pew Partnership for Civic Change)

HEALTHY	UNHEALTHY
optimism	cynicism
focus on unification	focus on division
"We're in this together"	"Not in my backyard"
solving problems	solution wars
reconciliation	hold grudges
consensus building	polarization
broad public interests	narrow interests
interdependence	parochialism
collaboration	confrontation
win-win solutions	win-lose solutions
tolerance and respect	mean-spiritedness
trust	questioning motives
patience	frustration
politics of substance	politics of personality
empowered citizens	apathetic citizens
diversity	exclusion
citizenship	selfishness
challenge ideas	challenge people
problem solvers	blockers and blamers
individual responsibility	me-first
listening	attacking
healers	dividers
community discussions	zinger one-liners
focus on future	redebate the past
sharing power	hoarding power
renewal	gridlock
"We can do it"	"Nothing works"

Figure 10: Bruce Adams "What does a healthy community look like?"

Community capacity in recovery

Communities are increasingly complex, and so are the challenges they face. Human-caused and natural disasters are becoming more frequent and costly. Community development requires agility and resources to be able to alter strategic actions and facilitate community actions following an incident. Particularly in rural and regional towns, community development plays a critical role in supporting the community to plan and implement for recovery programs. [Figure 11](#) provides a trauma informed model of utilising capacity building in recovery processes¹⁹.

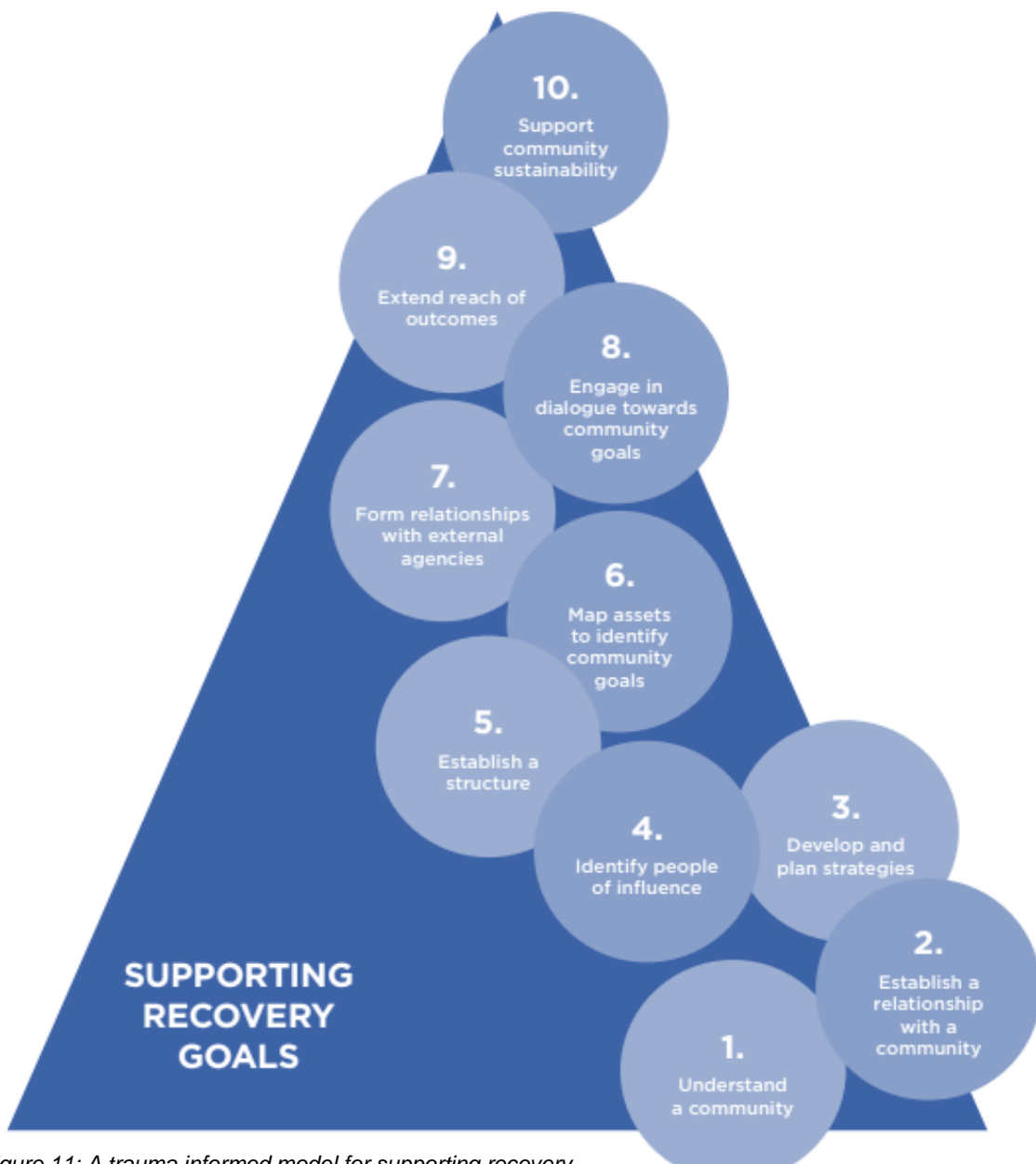


Figure 11: A trauma informed model for supporting recovery goals in community capacity building.

¹⁹ http://www.foundationhouse.org.au/wp-content/uploads/2017/11/FOUNDATION-HOUSE-COMMUNITY-CAPACITY_SCREEN_COMB.pdf

How this plan was developed

There have been a number of helpful studies completed in recent years which have provided a strong foundation for the development of this plan, detailed in [figure 12](#). Two key inputs being the study done at the Centre for Remote and Regional Mental Health which concluded in May 2019, and also the Western Australia Primary Health Alliance (WAPHA) and GP Down South Service Mapping Project which occurred over 12 months concluding in August 2019.

Following this, the Shire's Community Planning and Development Team conducted community engagement from November through to January 2020, focused on directly engaging community groups and local volunteers. Analysis of data and drafting the plan then followed, with the draft plan presented to Council in May 2020.



Local wellbeing studies

Two key inputs to this plan are summarised as follows:

1. Mental Health and Wellbeing in the Shire of Augusta Margaret River. This report was developed by the Centre for Remote and Regional Mental Health at the University of Newcastle and commissioned and facilitated by the Lishman Health Foundation. Research was conducted from November 2018 to May 2019, with researchers visiting the shire twice during this period and Shire officers delivering hands on support for the community engagement which primarily informed the report alongside detailed analysis of regional health data. The final report was delivered in June 2019 with findings showing a greater socio-economic divide in our community than commonly acknowledged. Health data also showed increasing mental health diagnosis, self harm presentation at local hospitals, domestic violence and drug and alcohol issues.
2. Service Mapping for the AMR Shire, by the Western Australia Primary Health Alliance (WAPHA) and GP Down South. This was done in close partnership with the Shire and shire staff, with the GP Down South officer being located in the community development team through the 12 month period and assisting with recovery efforts following the Osmington familicide in 2018. This project report was delivered in August 2019 and identified various gaps in community and social services, which would support community wellbeing. It also provided recommendations for integration and increased access to services, focused on working with agencies to assist in promotion, upskilling / communication with GPs, and a cross sectional approach which supports a sustainable economy, innovation/entrepreneur, development of social enterprises and affordable housing.

Read both reports here: <https://www.amrshire.wa.gov.au/services/community-development>

Other reports that have informed the social response required in this plan include the state Sustainable Health Review, regional reviews over 2018-19 which have been shared through more

anecdotal means, the Tackling Disadvantage and Inequality in Augusta Margaret River (May 2018) and youth service mapping completed by Lamp Inc (January 2019).

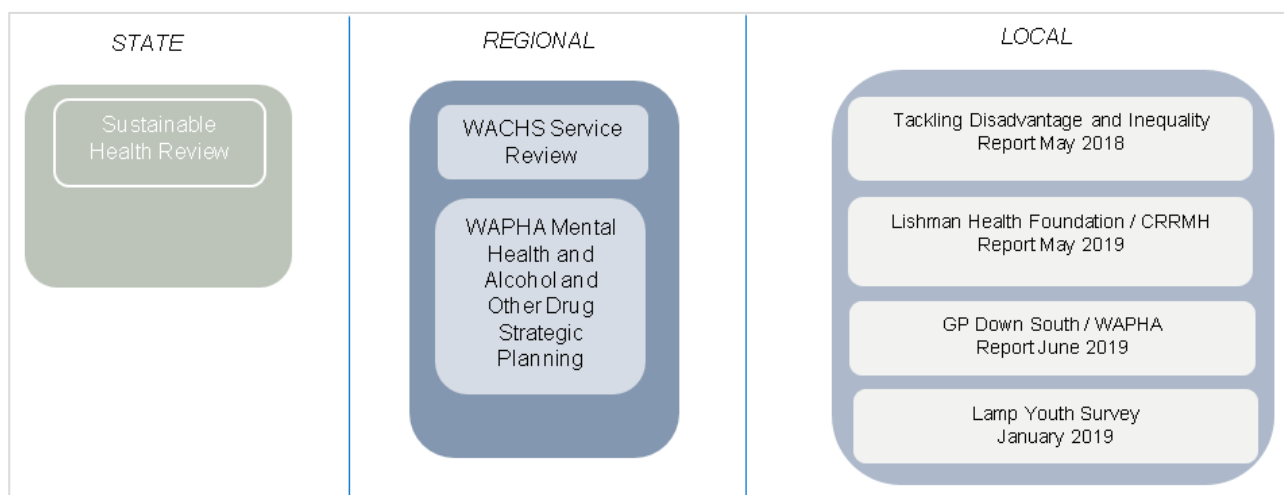


Figure 12: Key inputs to the development of this plan.

Community engagement and analysis

Community engagement was then conducted from November through to January 2020, to aid in the development of this plan. This work included:

- Community Leaders Forum held in November 2019, with approximately 50 attendees
- Review of all data and feedback received from previous local wellbeing reports, including the extensive community engagement received through 2018-19 and 2019-18 with Shire officers being involved in this work
- Analysis of vulnerable community's data from social atlas and census data
- Review of existing community development activities within the Shire and determination of priority areas for action
- Working with Shire staff to ensure integration, particularly with community engagement received through the Shire's Public Health Plan and Sustainable Economy Strategy
- Partnering with the Mental Health Commission and Mindful Margaret River to develop a community action plan which reaches shared objectives.

Community engagement during the response and recovery to significant events such as the Bushfires in 2011, the Osmington tragedy in 2018 and COVID-19 in 2020 and key feedback received during these times have greatly contributed to the development of this plan.

The Community Leaders Forum provided the greatest input; aiding to share common visions for the future directly from community groups and volunteers, and analysed the strengths and assets present in the community. Leadership is a crucial part of fostering strong communities and it enables community groups to set directions and priorities, to organise into groups that function well, to maintain enthusiasm and purpose and implement actions. The attendees at the Leadership forum discussed four focus areas;

- Strengths: what are our assets that are currently working well across the community?
- Aspirations: what is our ideal shared future for all community groups in our region?
- Opportunities: what can the shire and the community do to improve, innovate and to develop community groups and volunteerism?
- Results: in five years' time how will we know if we are a resilient and connected community?

The data was collected at the forum through a world table style exercise over 4 hours with an independent local facilitator. The feedback was then posted to the Shire's Your Say website and

open for comment and review by the wider community over a 2-month period. All feedback is provided as [Appendix 3](#).

Comments from community leaders who participated in this engagement process:

“I believe more people will join groups and choose to volunteer if they see results - groups achieving meaningful outcomes that make a positive difference to our community. This can only happen with sustained, long term, adequate support. We don't need to reinvent the wheel; we just need to share it.”

“The bushfire disaster unfolding in the eastern states has demonstrated that preparedness is a huge factor in resilience at all levels from personal, to volunteer groups, organisations, local government, government agencies etc. Individuals and volunteer groups have a huge role in any emergency situation, from personal action to wildlife rescue, mental health support and practical assistance (food, shelter etc). My aspiration is that our community feels prepared, has access to appropriate advice and information, and knows that serious planning has been undertaken to respond to potential risks.”



Key findings

The data collected at the forum alongside other inputs have been analysed and incorporated to form a clear set of guiding principles and goals for capacity building in the Augusta Margaret River community. These goals are:

1. **Welcoming Communities:** Welcoming Communities recognise that communities are healthier, happier and more productive when newcomers and community members are welcomed and participate fully in society and in the local economy.
2. **Connected and just communities:** Connected and just communities operate fairly and are beneficial for individuals, families as well as the whole community. Community members, volunteers and community group leaders know their communities best and have a huge opportunity to effect systematic change particularly in social justice.
3. **Resilient communities:** Resilient communities are able to respond to incidents, have the ability to cope effectively with crises, learn from adversity and respond to climate justice. This brings together health and human services agencies, our business sector, non-government and government agencies.

These goals support the creation of a welcoming, connected and resilient community which is able to respond to crisis and local recovery efforts.

A framework going forward

The Augusta Margaret River community and the local government sector is changing. Sustaining a resilient community is a priority for our shire and doing so in partnership with community and all levels of government is required in order to achieve sustainable and meaningful results.

The traditional approach for local government in the area of community capacity building focused on areas of Community Safety; Injury and Crime prevention, However the focus for local governments has now shifted too enabling communities to be healthy and resilient. A framework going forward is presented as [figure 13](#) and the view of how this integrates with other Shire plans is shown as [figure 14](#).

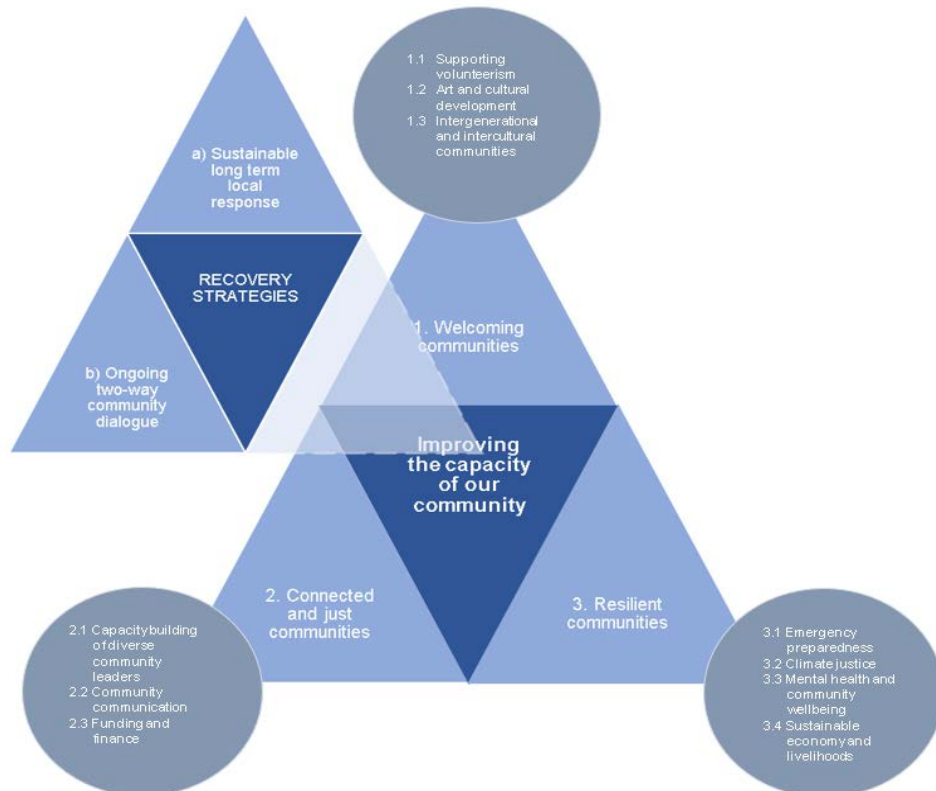


Figure 13: The framework of the Shire's Strengthening Community Capacity Plan

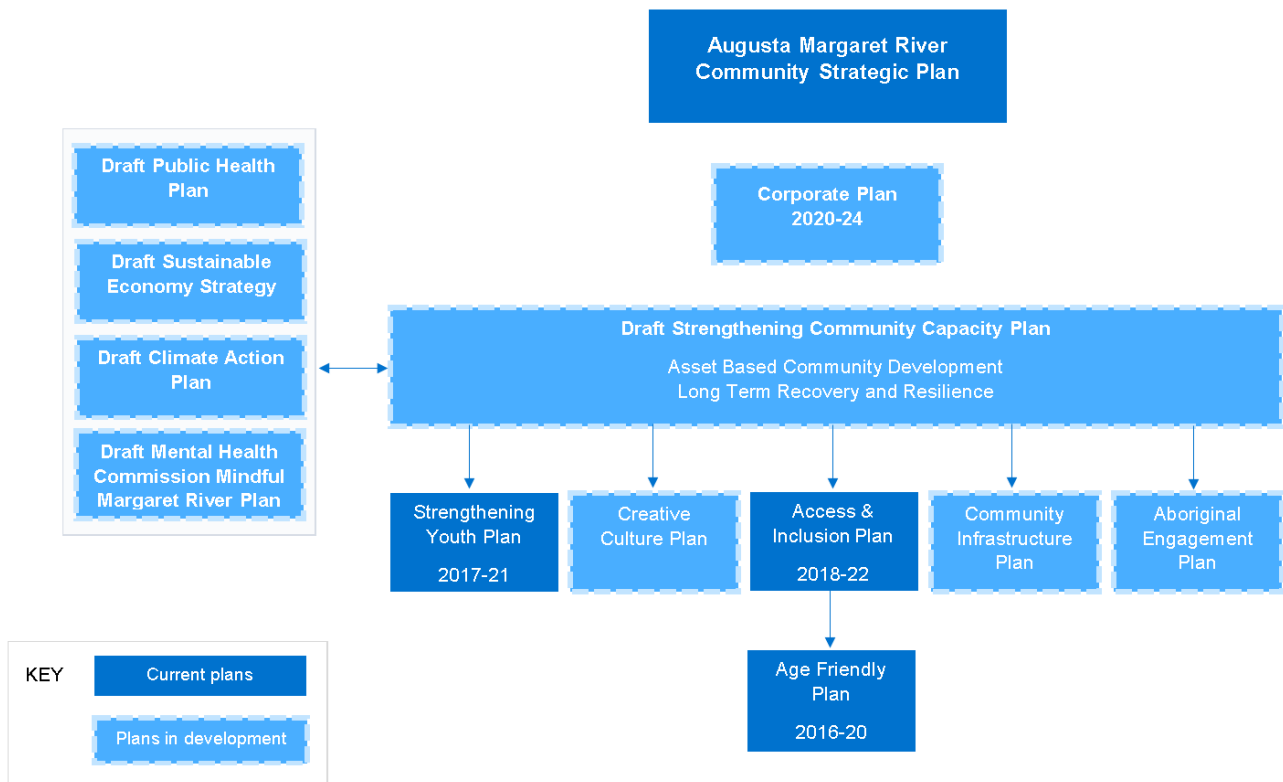


Figure 14: Integration of the Shire's Strengthening Community Capacity Plan with other key Shire plans and community development programs.

The principles of this approach seek to support healthy people and places through:

- valuing the strengths of others
- partnering with community members and groups to achieve shared vision and goals, and
- acknowledging integration of community capital including physical, natural environment, economic, social and human assets
- supporting the development a fair and just community where no one is left behind, and
- supporting community groups to be sustainable in order to mitigate, adapt and protect all members of our community to withstand climate events.

The principles apply to three broad levels of activity:

- Individual: community members including families, extended families and small groups
- Organisations: Community based organisations including both informal and incorporated groups, community-controlled organisations, non-government organisations, and
- Broad system: local government and other state bodies operating at a local level.

Guiding principles

1. The value of diversity

Each community member has knowledge, skills, care and connections which are valued. The Shire will seek out the diverse community perspectives and experiences to ensure the understanding of communities' needs and strengths best inform community planning, decision-making and advocacy.

2. Community expertise lies in the community

Community members are experts in their lives and communities. The Shire acknowledges and values their knowledge and contribution to community development and has a focus on

responding to identified community needs. The Shire is committed to being flexible and responsive in the planning, implementation and evaluation of programs to ensure innovation in achieving community outcomes.

3. Partnership is key

Strong, productive, relationships, nurtured over time, and a shared way of working are central to achieving sustainable change in communities. The Shire will consistently invest in developing social capital by prioritising relationship building among a diverse range of community leaders, volunteer groups, community organisations and other business partners. The Shire will promote collaboration and partnership within local community groups and other government services to create greater community capacity for overall social impact.

4. Social justice and empowerment

Community members are empowered by the Shire to lead actions towards achieving community aspirations. The Shire will continue to empower and enable community members and volunteer groups to create the positive changes they want to see in their community. This includes the Shire taking steps to enable community groups the ability to make decisions on key issues, to identify and build on community strengths and assets, to select and implement actions and to monitor and create improvements for future planning.

5. Acknowledging the power of place

Individuals and communities are inextricably linked to place. In working with communities, the Shire considers the unique and interacting elements of culture, nature, lifestyle, industries and history of our varying towns and villages.

6. Responsive action and communication

The Shire will be flexible to meet the varying needs of our communities and will enable action customised across place as well as time. Action will be evidence based, integrating the best available research with practitioner expertise and needs, and the values and preferences of communities. This includes culturally appropriate responses which recognising Aboriginal and other people's cultural boundaries, and styles. The Shire will be transparent and equitable in its planning and allocation of resources to support communities' access to facilities, programs and services

7. Unique role in community recovery

A community's capacity depends on whether community knowledge and capacity can be shared and utilised. In times of crisis, the community's capacity is limited and can be threatened. The Shire will be responsive and guided by communities needs during periods of crisis and recovery. The Shire will adopt a local recovery plan in times of crisis, that is based on community capacity building approaches, and which ensures vulnerable groups in a community are supported following incidents and during recovery phases.

8. Climate justice and sustainability

The Shire's role in community capacity building acknowledges and works to address the impacts of climate change on everyone, especially vulnerable peoples. Economic, environmental, social and cultural sustainability is central to the Shire's approach for capacity building with community groups. The Shire has a role to play in helping all community groups to be sustainable, in order to mitigate and adapt to climate change. The Shire is also committed to providing and encouraging strong local leadership through policy-making and key projects by following triple bottom line principles.

What this means in action

Shire resources and action is focused on the support for community groups, particularly across the following areas:

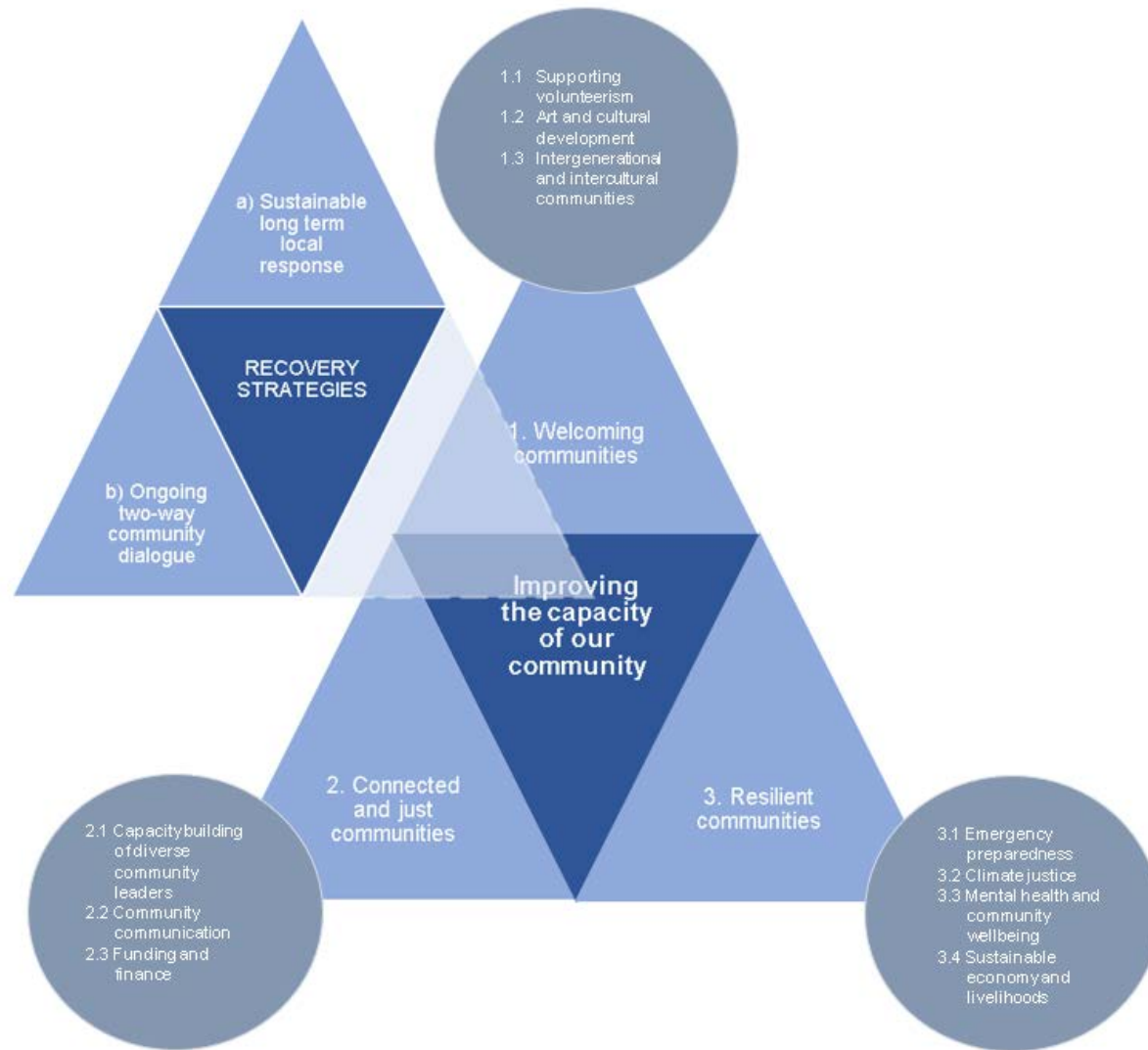
- **Community Activation**
Activate the community by facilitating community members to participate in community life as active citizens who can contribute to the vibrancy, resiliency and positive local transformation for social justice. An example is the AMR My Community Directory.
- **Volunteering**
Provide strategic leadership in the area of community capacity building by taking an active role in mobilising community assets and lived experience, identifying gaps, facilitating solutions across groups, and supporting the development of leadership skills in volunteer organisations. An example is the Shire's annual "Thank A Volunteer Day" celebration and awards.
- **Funding and finance**
To facilitate programs and events and/or facilities (infrastructure) in partnership with community groups, non-for-profits and social enterprises and support access to required funding. An example is the Shire's annual Community Development grant program.
- **Research and evaluation**
To support community groups, develop their aspirations and action plans as informed by best practice, access to accurate data, analysis techniques and ongoing evaluation which informs regular review.
- **Advocacy**
To provide a mechanism for community groups, organisations and volunteers to express their vision and facilitate partnerships to support their aims and visions for the future.

Overall, working with community partners will enable the shire to:

- Draw on expertise within the community and harness a range of skills, knowledge and lived experience
- Build capacity of community members and groups
- Draw on local networks and foster relationships with the community
- Access and utilise a range of different perspectives and insights
- Increase your impact in the community.
- Reduce costs through sharing of resources and information
- Allow for diverse thinking and an opportunity to share the workload
- Create motivation to develop and undertake the work, particularly aligned to sustainable development goals
- Improved quality of projects and activities (creating better outcomes for communities)
- Enable the ongoing development of relationships between partners, and
- Facilitate across the Shire organisation to better support integration of community capital including physical, natural environment, economic, social and human assets, and
- Mobilise community leaders in times of emergency or crisis, to ensure the best local recovery response is drafted depending on the situation.

This framework enables the Shire to develop a bespoke local recovery plan following each incident, which continues to carry the ethos and vision of asset-based community development and capacity building. Working with community partners increases the likelihood of the community achieving successful long term and sustained change in the community, particularly where strong relationships with community leaders and organisations enables quick and tailored responses during periods of crisis and recovery.

Strengthening Community Capacity Framework



Goal areas

Goal 1: Welcoming communities

Welcoming communities recognise that communities are healthier, happier and more productive when newcomers and community members are welcomed and participate fully in society and in the local economy.				
Actions	When	Partners	CPD Team Resources	Measures
1.1 Supporting volunteerism				
1.1.1 Promote volunteerism in the community by promoting volunteer groups and hosting the 'Thank a Volunteer Day' event annually	Annual	<ul style="list-style-type: none"> Community Volunteer Groups Margaret River Community Centre & Augusta Community Resource Centre Margaret River HEART Volunteering WA Connect Groups Department of Communities Events, Marketing & HEART Shire Officers 	<ul style="list-style-type: none"> <u>Staff</u>: Minimum of 0.4 full time equivalent <u>Budget</u>: Annual op-ex \$10k for Community Groups (shared with 2.1) and \$10k for Volunteer programs. Cap-ex may be required for items 1.1.5, 1.1.6 and 1.1.7. 	<ol style="list-style-type: none"> Increased participation in volunteerism Virtual Volunteer Hub Thank a volunteer day event each year Community Group Starter Pack Program of capacity building
1.1.2 Facilitate volunteer groups to host events during National Volunteer week and host an annual community volunteer explore	Annual			
1.1.3 Identify and build on existing skills, experience and knowledge amongst community groups and individuals.	Annual			
1.1.4 Develop and implement an annual program of capacity building workshops for volunteer community groups to enhance skills in leadership and governance, marketing, promotion and managing finance.	Annual			
1.1.5 Manage community facilities to support community groups access to venues.	Annual			
1.1.6 Develop a Community Group Starter Pack inclusive of which facilities are available to community groups inclusive of a low cost or fee structure.	2021-22			
1.1.7 Research and explore the benefit of a virtual or physical volunteer hub with shared resources in order to connect community leaders and promote collaboration.	2022-23			
1.1.8 Develop strategies to enhance diverse participation and leadership in volunteering, especially Aboriginal people, young people, people of colour, people with disability, women, and people with lived experience of social justice issues.	Annual			
1.2 Art and cultural development				

1.2.1	Develop an Aboriginal Engagement Plan	2021-22	<ul style="list-style-type: none"> Sustainable Economy Shire Officer Margaret River Heart South West Development Commission Aboriginal organisations Margaret River Busselton Tourism Association Community arts organisations and groups 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 0.4 full time equivalent <u>Budget:</u> Annual op-ex \$46k Aboriginal Engagement, \$40k for Art & Culture. HEART Culture & Arts Fund is \$150k each year. Future cap-ex may be required for items 1.2.2 and 1.2.4. 	<ol style="list-style-type: none"> Increased capacity of community arts group to apply for funding Increased In participation in arts and cultural development Increased applications to Shire grant funds by community groups
1.2.2	Collaborate with community groups, non-for-profits and social enterprises which support reconciliation and connection between Aboriginal and non-aboriginal peoples and knowledge transfer	Annual			
1.2.3	Implement the annual Creative Cultural program per the endorsed plan objectives and actions	Annual			
1.2.4	Deliver and support community art projects that are inclusive and support diverse community participation.	Annual			
1.2.5	Build the capacity of community groups to develop art projects via advice on funding and project development	Annual			
1.2.6	Support the development of aspiring and early career Traditional Owner or Aboriginal artists to tell their story through art or cultural projects	Annual			
1.2.7	Build the capacity of community groups to develop art projects via advice on funding and project development	Annual			
1.2.8	Provide support and capacity building for the arts and culture industry to develop funding applications	Annual			
1.2.9	Promote the HEART Culture and Arts Fund, to ensure it is accessible for the local arts and culture community				
1.3 Intergenerational and intercultural communities					
1.3.1	Deliver the Access & Inclusion Plan and Age Friendly Plan each year	Annual	<ul style="list-style-type: none"> Aboriginal organisations Intercultural Community groups Culturally and linguistically diverse community (CALD) Shire Environment and Landcare services All shire officers 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 1.5 full time equivalent <u>Budget:</u> \$20k Access & Inclusion Plan, \$3k for Age Friendly Plan and \$28k for the youth plan. Environmental Management Fund \$232k. 	<ol style="list-style-type: none"> Program of community events Programs promoting knowledge transfer Community engagement activities across the lifespan New partnerships developed
1.3.2	Deliver the Youth Plan each year	Annual			
1.3.3	Explore mechanisms for knowledge and skill sharing opportunities between generations	Annual			
1.3.4	Partner to deliver a program of community-based events that encourage social interaction between cultures and generations	Annual			
1.3.5	Capitalise on the skills of older generations for the benefit of the wider community	Annual			
1.3.6	Facilitate culturally and linguistically diverse (CALD) community members to participate in community engagement activities	Annual			
1.3.7	Enable age groups across the lifespan to contribute to community engagement activities and to the development of community events and programs	Annual			

1.3.8	Support partnership development across community groups, non-for-profits and social enterprises to enable intercultural and intergenerational community participation in the life of the community	Annual			
1.3.9	Partner with Shire Environment and Landcare services to deliver the Environmental Management Fund, to ensure it is promoted and accessible for a broad range of the local community groups	Annual			

Goal 2: Connected and just communities

Connected and just communities operate fairly and are beneficial for individuals, families as well as the whole community. Community members, volunteers and community group leaders know their communities best and have a huge opportunity to effect systematic change particularly in social justice.				
Actions	When	Partners	CPD Team Resources	Measures
2.1 Capacity building of diverse community leaders				
2.1.1 Provide opportunities for all community leaders to represent all of their diversities on local committees and access other leadership opportunities	Annual	<ul style="list-style-type: none"> • Key community leaders • Sustainable Economy Shire Officer 	<ul style="list-style-type: none"> • <u>Staff</u>: Minimum of 0.4 full time equivalent • <u>Budget</u>: Annual op-ex \$10k for Community Groups (shared with 1.1) 	<ol style="list-style-type: none"> 1. Increased leaderships skills of key community leaders 2. Increased skills in volunteer management and governance skills
2.1.2 Engage with diverse community leaders on key social, environmental and economic community issues	Annual			
2.1.3 Support the provision of community workshops which develop the governance skills and volunteer management capacity of community leaders.	Annual			
2.1.4 Explore the development of a community leaders' program which includes: <ul style="list-style-type: none"> - Leadership professional development opportunities - Formal and informal mentoring - Foster networking and skill sharing opportunities between community and business leaders. 	2022-23			
2.1.5 Deliver strategies which develop awareness among community leaders and volunteers of the social injustices at play in our community	Annual			
2.2 Community communication				
2.2.1 Development an online welcome pack for new residents to the shire	2021-22	<ul style="list-style-type: none"> • My Community Directory • Local community and health organisations • Culturally and linguistically diverse (CALD) • Aboriginal organisations • Sustainable Economy Shire Officer 	<ul style="list-style-type: none"> • <u>Staff</u>: Minimum of 0.4 full time equivalent • <u>Budget</u>: Annual op-ex \$20k for Community Engagement 	<ol style="list-style-type: none"> 1. Increased communications networks for community members, groups and organisations.
2.2.2 Optimise the use of My Community Directory via education sessions for community groups, non-for-profits, social enterprises and health practitioners	2020-21 and 2021-22			

2.2.3	Partner with Margaret River Rotary Directory and Augusta Directory to support local health and business communities	2020-21 and 2021-22	<ul style="list-style-type: none"> Community and Corporate Planner 	(DCCS). Cap-ex may be needed for 2.2.3. (Note 2.2.6 linked to 1.3 funding).	<ol style="list-style-type: none"> Increased uptake of My Community Directory Increased in Community Health Network Group membership
2.2.4	Conduct an audit and develop place base noticeboards which enhances people's ability to find community sports, volunteer and social activities	2021-22			
2.2.5	Facilitate the Community Health Network Group on a quarterly basis	Annual			
2.2.6	Design and implement a communication plan with community leaders in order to share information between community groups and volunteer groups activities	2021-22			
2.2.7	Develop and nourish strong relationships with community leaders who represent Aboriginal and CALD communities and other vulnerable populations within the shire	Annual			
2.2.8	Support the Shire's organisational community engagement policy and framework by providing a link with community groups	Annual			
2.3 Funding and finance					
2.3.1	Facilitate grant funding opportunities for community groups, non-for-profits and social enterprises through a local Funding Framework that ensures fairness and transparency across the Shire	Annual	<ul style="list-style-type: none"> State Government departments Local AMR Business Philanthropists Sustainable Economy Shire Officer 	<ul style="list-style-type: none"> <u>Staff</u>: Minimum of 0.4 full time equivalent <u>Budget</u>: This is linked to other goal areas with no direct op-ex. 	<ol style="list-style-type: none"> Increased applications to Shire grant funds by community groups Increased number of funding partnerships in the shire reflecting collaboration of resources
2.3.2	Develop guidelines for community to increase their skills and confidence in approaching business and philanthropists for sponsorship	2021-22			
2.3.3	Circulate relevant regional, state and federal grant opportunities each month to the community, non-for-profits and social enterprises	Annual			
2.3.4	Deliver the Community Development Grant Fund annually	Annual			
2.3.5	Explore shared insurance options for community groups when they are seeking funding	2022-23			
2.3.6	Facilitate community groups, non-for-profits and social enterprises to partner and auspice grant applications	Annual			

2.3.7 Facilitate and or broker innovative funding solutions for the community	Annual			
2.3.8 Facilitate opportunities for community funding programs which can support the local business community	Annual			
2.3.9 Support community groups and local businesses to use Shire facilities through lease agreements which support the community, including Museums and Historical Societies	Annual			

Goal 3: Resilient communities

Resilient communities are able to respond to incidents, have the ability to cope effectively with crises, learn from adversity and respond to climate justice. This brings together health and human services agencies, our business sector, non-government and government agencies.				
Actions	When	Partners	CPD Team Resources	Measures
3.1 Emergency preparedness				
3.1.1 Development and maintain effective recovery management arrangements	Annual	<ul style="list-style-type: none"> Local Recovery Committee Department of Communities Key Community leaders Local community groups 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 0.2 full time equivalent <u>Budget:</u> Annual op-ex \$1k 	1. Increase in the skills and ability of community groups, non-for-profits and social enterprises to respond to incidents. 2. Effective recovery management arrangements
3.1.2 In collaboration with the local recovery committee implement post incident recovery action plan and manage the recovery phase	As needed			
3.1.3 Open and establish a welfare centre at local government facility until the arrival of the Department for Communities	As needed			
3.1.4 Establish registration process if required for any evacuees	As needed			
3.1.5 Provide advice and information regarding operation of the facility and assist with maintenance as required	As needed			
3.1.6 Facilitate dissemination of information to the community about emergency preparedness	Annual			
3.1.7 Advocate for the ongoing needs and preparedness support for vulnerable community members in an emergency	Annual			
3.2 Climate justice				
3.2.1 Through engagement with community groups, facilitate planning and consideration of a sustainable future, reduction of their greenhouse gas emissions and adapting to a changing climate	Annual	<ul style="list-style-type: none"> Local community groups Local environment and climate action groups Landcare and Sustainability officers Sustainable Advisory Reference Group 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 0.1 full time equivalent <u>Budget:</u> This is linked to other goal areas with no direct op-ex. 	1. Increase skills and knowledge of community groups in their ability to adapt to climate change and consider sustainability in their activities.
3.2.2 Facilitate community groups, non-for-profits and social enterprises to consider sustainability when creating and hosting events and programs	Annual			
3.2.3 Enhance the quality of community life in the shire via the community participation and cohesiveness with increased social capital in order to meet shared sustainability goals	Annual			
	As needed			

3.2.4	Facilitate the support of communities during adverse climate events	Annual			
3.2.5	Routinely seek advice and input as required from the Shire's Sustainability Advisory Reference Group and other environmental community groups				
3.3 Mental health and community wellbeing					
3.3.1	Continue to facilitate the Margaret River Local Drug Action Group through youth activities	Annual	<ul style="list-style-type: none"> Local community groups Community representatives with lived experience Environmental Health Shire Officers Sustainable Economy 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 0.2 full time equivalent <u>Budget:</u> Annual op-ex \$20k for Housing Advocacy Officer (JustHome), \$20k for Mental Health projects (Mindful Margaret River 2020-21 with \$10k in 2021-22), \$40k for youth mental health services. 	<ol style="list-style-type: none"> Number of Local Drug Action Group actions and community events Increased coordination and collaboration between all stakeholders with regards to community health and well-being. Distribution of one page flyer in rates notices about mental health and alcohol services in the region. Central directory of health and wellbeing services. Gender equity workshops delivered to volunteer groups.
3.3.2	Deliver strategies for alcohol and drug mitigation as detailed in the Shire's Public Health Plan	Annual			
3.3.3	Provide Shire venues to deliver mental health education programs like Mental Health First Aid, Living Works Assist and Safe TALK	Annual			
3.3.4	Facilitate training for community groups, non-for-profits and social enterprises on mental health, gender equity and respectful relationships	Annual			
3.3.5	Support efforts to improve mental health services in the Shire through collaboration across networks and stakeholders, including Mindful Margaret River	Annual			
3.3.6	Support community groups to hold a mental health expo at the shire	2022-23 and annual			
3.3.7	Coordinate a local directory for health and wellbeing services which is located in a central place	Annual			
3.3.8	Support local messaging and communications in the shire on staying mentally well and healthy	Annual			
3.3.9	Support the delivery of youth mental health and wellbeing services within the Shire	Annual			
3.3.10	Collaborate with community groups, non-for-profits and social enterprises to develop services to support people vulnerable to housing stress and at risk of homelessness	Annual			
3.3.11	Identify opportunities for joint advocacy on affordable housing projects and policy	Annual			
3.3.12	Advocate across state and federal government agencies for increased services and addressing prejudice for vulnerable people in our community, including: those living on low income, people experiencing housing stress, domestic violence, sexism and racism, and those living with ongoing health needs	Annual			
3.4 Sustainable economy and livelihoods					

3.4.1	Drive local recovery in times of emergency in partnership with Shire Sustainable Economy services to ensure community and economic assets are best protected and retained	As needed	<ul style="list-style-type: none"> Local community groups Local chambers and businesses Hall committees and progress associations Sustainable Economy 	<ul style="list-style-type: none"> <u>Staff:</u> Minimum of 0.1 full time equivalent <u>Budget:</u> Shire halls community groups are currently funded through Council Contributions Scheme, approx \$34.4k annually. Actions supported by the Sustainable Economy budget and other areas in this plan. 	<ol style="list-style-type: none"> Percentage of recovery funding that supports the local business community Number of community and business partnerships
3.4.2	Facilitate opportunities for community groups, non-for-profits and social enterprises to partner with local businesses to deliver shared outcomes	Annual			
3.4.3	Work with the local chambers and progress associations to enable greater feedback and input into social, environmental and economic projects within each townsite and understand gaps in services across the Shire	Annual			
3.4.4	Engage and promote local halls and Shire office facilities as spaces for community and local business connection	2022-23			
3.4.5	Scope online booking system which supports community facilities throughout the Shire	Annual			
3.4.6	Work with local Museums, Historical Societies and other non-for-profits to develop a more sustainable business model	Annual			
3.4.7	Support placemaking activities and access to grant programs to develop vibrant pedestrian friendly town centres which empower community connection	Annual			
3.4.8	Deliver strategies to support accessible employment and accessible tourism in the community, including accessibility and promotion of accessibility across shop fronts and key tourist sites				

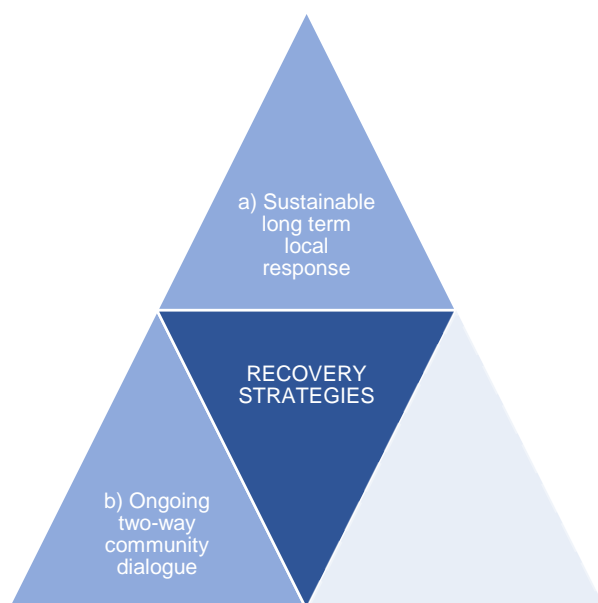
Total resources

This plan provides an indication of resources required to deliver the actions identified each year. It is acknowledged this is not an exhaustive list of all expenditure which may contribute to capacity building actions, and as the environment changes the service levels can also adjust to suit. Sometimes there will be greater need from community in one area and lower need in another, which this is regularly reviewed and reporting at an operational level.

Goal area	CPD Indicative annual budget	CPD Minimum FTE annual resource
1.1 Supporting volunteerism	\$20,000	0.4
1.2 Art and cultural development	\$40,000	0.2
1.3 Intergenerational and intercultural communities	\$97,000	1.5
2.1 Capacity building of community leaders	Linked to 1.1 & 1.3	0.4
2.2 Community communication	\$20,000	0.4
2.3 Funding and finance	Linked to 1.1 & 1.3	0.4
3.1 Emergency preparedness	\$1,000	0.2
3.2 Climate ready	Linked to 1.1 & 1.3	0.1
3.3 Mental wellbeing	\$80,000	0.2
3.4 Sustainable business community	\$34,400 (Director CCS budget)	0.1
Community Development Grant Fund	\$20,000	
Total	\$312,400	3.9 FTE

Recovery strategies

This framework and plan enable consistent recovery and response following incidents. This framework enables the Shire to develop a bespoke local recovery plan following each incident, and which continues to carry the ethos and vision of asset-based community development and capacity building:



The role of the Shire's community development team during crisis and recovery will typically include:

1. Collaborate with lead agency to coordinate a response
2. Follow directions from the Lead recovery agency as required to ensure these recommendations are followed within the AMR region
3. Share timely information across community networks and volunteer organisations via the Community Health Network Group
4. Mobilise and access networks in order to enable crisis responses and recovery goals
5. Seek information from community leaders about responses to the crisis to ensure vulnerable and affected community members are supported
6. Collaborate with Community groups and organisations to plan recovery goals and timeframes
7. Seek additional funding as required to respond to the crisis and plan and implement recovery goals
8. Advocate to relevant government and non-government organisations about community needs during incident response and recovery planning
9. Prioritise mental health and well-being initiatives in collaboration with volunteer community groups
10. Enable the use of community halls and other Shire venues to assist in times of crisis
11. Liaison with key community leaders as required, and
12. Maintaining the register of vulnerable person, it is possible to have confidential registration and the CPD team will follow up to ensure they have the supports in place they may need.

Assistance to vulnerable members of the community can be facilitated by the Shire by:

1. Establishing and coordinating local welfare centres until the arrival of the Department of Communities
2. Conducting short term welfare checks and referral via phone calls to locations, where there are vulnerable community members
3. Creating a mechanism where regular information updates can be obtained from local service providers, to establish what's happening on the ground, to assist in the mobilisation of resources and support, as needed
4. Acting as a key local information & distribution point for local groups & service providers (information hub-online and by email)

5. Providing information and referral services to those in the local community who may wish to volunteer
6. Providing delivery services to vulnerable community members to access essential items e.g. groceries, pharmaceuticals, and
7. Providing technical support via Youth Advisory Council members for those that have access to technology, however require assistance in completing online applications etc.

How this plan will be implemented

The implementation of this plan is reliant on the Shire's annual budget and adequate resourcing of shire staff. In addition, actions can be supported by a number of state plans with potential grant funding streams that can be accessed by the whole community. These plans include but are not limited to:

- Homelessness Strategy: All Paths Lead to a Home; Western Australia's 10-Year Strategy on Homelessness 2020-2030
- Affordable Housing Action Plan 2019-2020
- Womens' Plan; Stronger together; WA plan for gender equality 2020-2030
- Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025
- Suicide Prevention 2020; Together we can save lives.
- WA Youth Strategy (to be released in 2020)
- Regional Arts and Culture Action plan

The Shire will also identify potential partners and sponsors to fund new initiatives and to collaborate on the provision of community services. Key strategic partnerships will be developed to deliver the actions in the plan. Additional funding will be pursued to support implement the response and recovery to Covid-19 pandemic.

Monitoring and reporting

The actions outlined in this plan will be measured by both quantifiable and non-quantifiable outcomes, and largely reported through the Shire's annual report. A social resilience evaluation framework will be identified and employed, to ensure more meaningful annual reporting to the Council and community in the future.

The action plan will be programmed annually to:

- Check the progress of the plan's actions and partnerships through regular feedback
- Identify any funding/partnership opportunities
- Identify any Shire budget/resource changes.
- Identify any emerging community issues.
- Amend/update the action plan for the following year.

This plan will be reviewed every 4 years, to include engagement and feedback from community groups, non-for-profits and social enterprises. It is important to monitor the impact of this plan to Community groups, non-for-profits and social enterprises to ensure community goals and outcomes are achieved.

Summary of references

Abraham Maslows Hierarchy of needs and assessment of needs in community development, Dr. E. O. Aruma and Dr. Melvins Enwuvesi Hanachor, International Journal of Development and Economic Sustainability, Vol.5, No.7, pp.15-27, December 2017

A framework for community capacity building: Foundation House, http://www.foundationhouse.org.au/wp-content/uploads/2017/11/FOUNDATION-HOUSE-COMMUNITY-CAPACITY_SCREEN_COMB.pdf

Australia's National Strategy for Disaster Resilience, Council of Australian Governments, February 2011 <https://knowledge.aidr.org.au/resources/national-strategy-for-disaster-resilience/>

Census of Population and Housing: Estimating homelessness, 2016; <https://www.abs.gov.au/AUSSTATS/abs@.nsf/DetailsPage/2049.02016?OpenDocument>

Climate Resilient Cities, A Primer on Reduced Vulnerabilities to Disasters; By Neeraj Prasad, Federica Ranghieri, Fatima Shah, Zoe Trohanis, Earl Kessler, Ravi Sinha, Published by the World Bank, 2009.

Forum for the Future: The Five Capitals – a framework for sustainability in partnership with Keele University <https://www.forumforthefuture.org/the-five-capitals>

Health and Community Services Access and Mapping Project, By Clare Wood, published by WAPHA and GPDown South, June 2019

Australian Human Rights Commission. <https://humanrights.gov.au/our-work/rights-and-freedoms/projects/climate-change-and-human-rights#2>

Measuring Community Capacity Building : A workbook-in-progress for Rural Communities, version 3-96, The Aspen Institute / Rural Economic Policy Program, https://assets.aspeninstitute.org/content/uploads/files/content/docs/csg/MEASURING_COMMUNITY_CAPACITY_BUILDING.PDF

Mental Health and Wellbeing in the Shire of Augusta Margaret River, Centre for Rural and Remote Mental Health, commissioned and facilitated by the Lishman Health Foundation, May 2019

Practice of Sustainable Community Development; A Participatory Framework for Change; R Warren Flint, Ph.D. Springer Science and Business Media, New York 2013 <https://profile.id.com.au/augusta-margaret-river>

Social Capital, Human Capital, and Sustainability:A Bibliometric and Visualization Analysis. Fernando J. Garrigos-Simon 1, M. Dolores Botella-Carrubi 2 and Tomas F. Gonzalez-Cruz. Sustainability 2018, 10, 4751; doi:10.3390/su10124751 www.mdpi.com/journal/sustainability

Strengthening Non-Profits: A Capacity Builders Resource Library, Measuring Outcomes; <http://www.hfoc.org/uploads/3/8/0/7/38072897/measuringoutcomes.pdf>

Tackling Disadvantage and Inequality through the Economic Development Strategy: A Report to AMR Shire, Dr Gary Burke & Dr Laura Stocker, May 2018

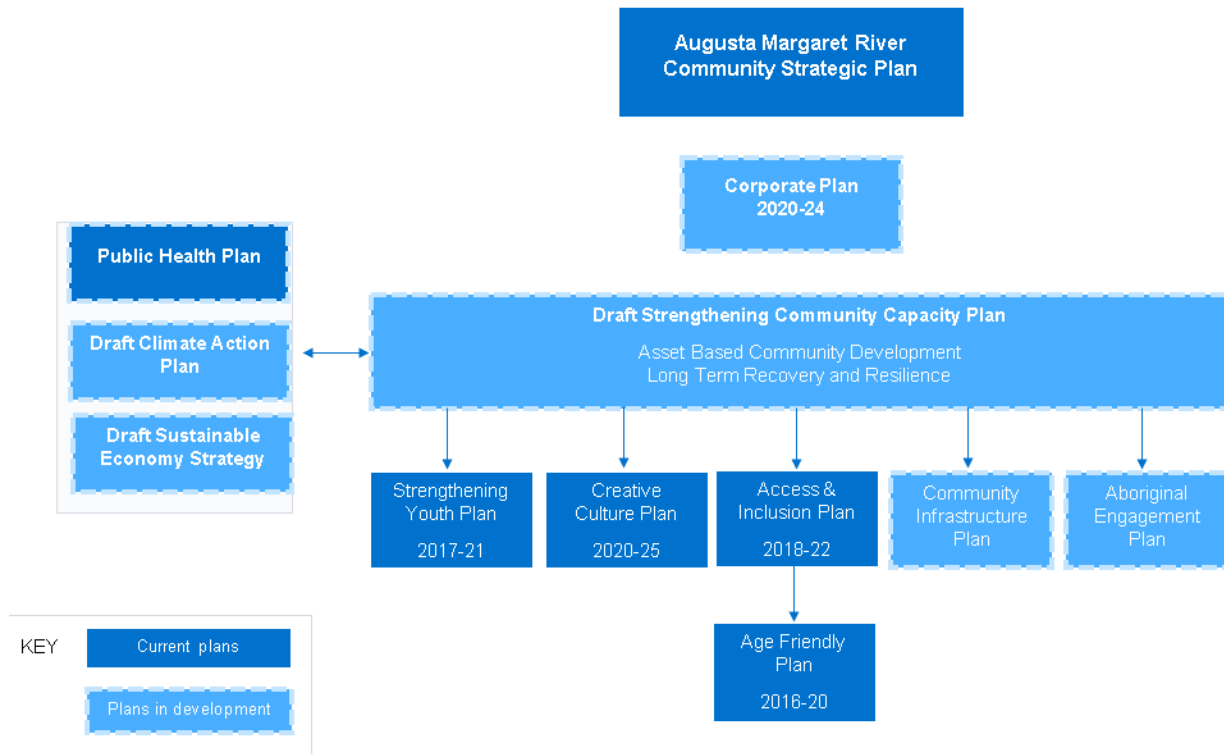
The Medical Journal of Australia; *The MJA–Lancet Countdown on health and climate change: Australian policy inaction threatens lives. 2018; 209 (11):474.* || doi: 10.5694/mja18.00789

United Nations – Sustainable Development Goals <https://www.un.org/sustainabledevelopment/sustainable-development-goals/>

Shire of Augusta Margaret River related documents:

- Affordable Housing Strategy 2015: <https://www.amrshire.wa.gov.au/library/file/0Publications/Documents%20SD/Updated%20Affordable%20Housing%20Strategy%20December%202015.pdf>
- Community Planning and Development Plans, linked here: <https://www.amrshire.wa.gov.au/services/community-development>
- Community Strategic Plan 2036 & Corporate Plan: <https://www.amrshire.wa.gov.au/council/leadership-team/integrated-strategic-planning>
- Draft Public Health Plan 2020-25
- Draft Sustainable Economy Strategy 2020-30

Appendix 1: Integration of Shire plans



Appendix 2: Implementation toolbox

- Asset Based Community Development Tools: <https://bankofideas.com.au/handouts/>
- Demographic, social and economic data: <https://profile.id.com.au/augusta-margaret-river>
- Resilience toolbox hub: <http://thrivingresilience.org/wp-content/uploads/2012/08/Overview-of-Community-Resilience-Models-and-Toolkits.pdf>
- Templates for measuring and evaluating capacity building: <http://www.hfoc.org/uploads/3/8/0/7/38072897/measuringoutcomes.pdf>
- WALGA Managing Alcohol in our Communities Toolkit

Appendix 3: Community Leaders Forum feedback

- A forum was held on 28 November 2019, with close to 50 attendees who worked across four focus areas, facilitated by Ian Hackett
- Participants were invited to vote at the end of the workshop, on all the feedback provided allowing an indication of support for key themes
- Some of the key themes were then posted to Your Say and open for sharing and wider community feedback from 2 December to 19 January 2020

Strengths: What are our assets that are currently working well across the community?

- Passion of people – we have a high percentage of volunteerism and good ad-hoc volunteering (7 votes)
- Passion for environmental issues (6 votes)
- Natural environment – shared assets (5 votes)
- Sense of community and interconnection (5 votes)
- Culture of inclusiveness and welcoming (4 votes)
- Proactivity – our community is responsive to ideas and action (3 votes)
 - Your Say: Strong volunteering culture - we can get things done that are beyond the capacity of the Shire and other organisations Ideas to support volunteers and small volunteer organisations with limited resources include (i) a shared meeting space - "hub" with tea/coffee facilities, comfy chairs, a notice board, table for small meetings, (ii) shared resources that can be booked out including electronic whiteboard, portable display board, microphone/amp, butchers paper 'stands'.
 - Your Say: Is there some way to introduce our new residents to Margaret River to our community volunteering ethos ? Could a simple kit be developed to deliver to any new purchaser of property or new resident to town expressing this pride in our precious physical environment, inclusive community etc and an invitation or welcome to participate.
- Intergenerational connection (3 votes)
- We have a culture of giving and strong commitment from volunteers to achieve goals (3 votes)
- Young families and children – youthful 12-25 leadership (1 vote)
- Freedom to have connection and to act – safety (1 vote)
- A good energy and vibe – a feeling that if you want to do something you can do it. Entrepreneurial. (1 vote)
- Increasing diversity – in people, groups and activities, and wide range of skills x 8 (1 vote)
 - Your Say: My 16 yo son with special needs is a keen basketball and football player who played mainstream sport in Margaret River for many years. He now commutes to Eaton to participate with "isportswa" which are a group of keen athletes and volunteers assisting youth & adults with disabilities to participate in sport. One of the facilitators, Ron Tresize, is keen to develop a group closer to us in MR, and my husband and I are happy to be involved as volunteers to help facilitate this. I'm happy to discuss this further with you, and in the meantime, the wa isport web details are here, to perhaps get an idea of how their group is run.
- Lived experience x 2 (1 vote)
- Open-minded – culture, orientation, accepting (1 vote)
- Art and culture in our community. Activity. (1 vote)
- We all love where we live
- Margaret River and Cowaramup Tennis Clubs
- Shared values – it's about the environment. It's part of who we are. e.g. school culture.
- Persistent and resilient community groups
- Innovative – doing a lot with a little – technology and agriculture
- Respectful across groups – supportive
- Community mindedness e.g. self-supporting community groups in Augusta

- Money – we have the ability to fundraise. There is a willingness to contribute and a generosity.
- Acceptance of people – nurturing and engaging those different
- Strong shire leadership – infrastructure and good people x 2
- Willingness to volunteer in Margaret River
- Regular visitation – helps
- Strong local media – 2 newspapers and 1 radio
- Compassionate community – good communication and non-judgemental
- Platform for learning
- Population from all over the world – linguistic and knowledge. Fresh ideas
- High level of intellect and academia
- Feeling – trees, vibrancy, healthy state of mind. Water, pristineness – stimulates us (2 votes)
- Geographical space is a strength
- We can mobilise quickly
- Moderate climate
- Optimism
- So much to share – an abundance of produce

Aspirations: What is our ideal shared future for all community groups in our region?

- Membership / group culture:
 - Flourishing membership
 - Intergenerational
 - Place for everyone
 - Broad inspiration dig deeper into groups/people are aspiring towards
 - Safe connected and belonging
 - Normalise volunteering
 - Promote meaningful engagement
 - People to be accepted and include people with disabilities – x 2
 - Lots of ideas
 - Connected and sharing visions, dreams, welcoming
 - Collaboration
 - Voices all are heard
 - Acknowledging volunteer contributions
 - Younger people
 - To knock members back – too many putting their hands up
 - Good culture – people want to join
- Group leadership:
 - Leadership diversity
 - Lots of people stepping up to be leaders
 - Sustainable x 2
 - Leadership
 - Younger volunteer / more volunteers
 - Support for energy groups – mentoring, leadership support for new groups
 - Succession planning continuity of groups – people in back up positions, sufficient numbers
- Partnerships:
 - Fluid – potential all come together
 - Interconnected
 - Skill sharing – facilitator, spreadsheet, web development, local training programs
 - Shared facilities – equipment, resource centre, ITC
 - Community space, shared space, hot desk office, admin facility
 - Empowerment m__ knowledge
 - Greater awareness of what other groups are doing / cross overs
 - Inter meshing of groups, sharing resources
 - Community owned resources

- Culture for enabling good initiatives – reduce red tape
- Regular meeting to bring groups together like this one
- Support communication
- Your Say: Skill sharing and resource sharing across community groups. Yes, shared resources could include meeting spaces, desk space, equipment (eg for meetings, workshops or fundraising events - eg tables, chairs, whiteboards, microphone etc) , and shared capacity building and practical support (eg facilitation training, accounting systems, social media, marketing/comms training eg by Behaviour Change Collaborative, grant writing help).
- Community services:
 - Redundant
 - Not feeling stressed about their community work
 - Art and culture hotspot
 - Everybody's needs met
 - Protected environment
 - Sound mental health support
 - Greater investment in renewal energy e.g. shuttle bus
- Support for groups:
 - Protection of culturally valuable space
 - Clear information
 - Resourced
 - Measured outcomes
 - Greater investments
 - Funding and resourcing groups i.e. fatigue (difficult for families)
 - Realistic goals set and achieved
 - Money, resources, support
 - Training – admin, chair meeting, officer bearers (training provider to come here)
 - Auditors
 - Good story green
 - Good governance model
 - Be able to achieve our vision
- Your Say: That community groups are appropriately resourced
 - I believe more people will join groups and choose to volunteer if they see results - groups achieving meaningful outcomes that make a positive difference to our community. This can only happen with sustained, long term, adequate support. We don't need to reinvent the wheel, we just need to share it. It's one thing to encourage volunteers but what exactly does that equate to for those people? It often ends up that a small, core group do all the work. We need to discourage this and encourage a mentality of all doing a small bit to make a large difference. Until that happens, I think people will be hesitant to volunteer.
- Your Say: Community Resilience
 - The bushfire disaster unfolding in the eastern states has demonstrated that preparedness is a huge factor in resilience at all levels from personal, to volunteer groups, organisations, local government, government agencies etc. Individuals and volunteer groups have a huge role in any emergency situation, from personal action to wildlife rescue, mental health support and practical assistance (food, shelter etc). My aspiration is that our community feels prepared, has access to appropriate advice and information, and knows that serious planning has been undertaken to respond to potential risks from long power outages to transport disruption (remember the problems when fires closed Bussell Highway for a few days- food and petrol deliveries etc). Do we have food, water, back-up power, fuel security to cover several days in an emergency situation? The bushfires have highlighted some really basic needs that hadn't been thought through - eg food supplies (with Supermarkets running out and emergency food drops), advice to parents (Sandy McFarlane gave great advice on ABC news), what to pack for bottle-fed babies, etc. Some of this can be addressed through the Shire's Climate Change Risk Analysis and the Community Adaptation Summit this year. Maybe the Shire could organise a community meeting to understand concerns and info needs ahead of time?

Opportunities: What can we (the shire or the community) improve or innovate to develop community groups and volunteerism across the community?

- Connect those not engaged (11 votes)
- Funding increase and develop / review (8 votes)
- Governance training and shared resources (7 votes)
 - Your Say: Training opportunities in administration, meeting procedure etc- the Shire has offered these previously I believe, we need more of these please.
 - Your Say: The MR Regional Environment Centre is interested in further admin training for office bearers.
 - Your Say: Facilitation training. Shared resources such as PA equipment, display boards.
- Insurance (5 votes)
 - Your Say: Many groups require Public Liability Insurance for ongoing activities or special events at great expense. We need for some kind of across the board insurance to cover a number of groups and the diversity of activities.
 - Your Say: Maybe the Shire could arrange or support a community group to "auspice" smaller groups. If one group had Incorporation and insurance, its Committee could be made up of reps from other groups who don't want to go down the Incorporation path but need an Incorporated group to back them for grant applications, and insurance for events (eg for applying to hold an event on Shire land, hire TAFE venues etc). Overall costs would be significantly less. The auspicating group may also be able to provide financial management assistance and be a hub for groups to discuss training needs etc before a joint application to Shire.
- Schools involvement to develop volunteers (5 votes) / Schools and community groups linked (2 votes)
- Shared equipment / events trailer (Borrow) (3 votes)
 - Your Say: Yes!
- Volunteer recognition for work (3 votes)
- No judgement (2 votes)
- Community soapbox / speakers corner (2 votes)
- Ecovillage (2 votes)
- HEART (2 votes)
- What works elsewhere and bring that into our work (2 votes)
- Widen volunteer networks (2 votes)
- Mentoring / development of committee members (2 votes)
- Skill sharing for volunteers and committees (2 votes)
- Schools engaged in Shire development processes and politics education (2 votes)
- Engage absentee ratepayers so they know how to connect when here (1 vote)
- Facilitation training (1 vote)
- Incubation centre (1 vote)
- New resident community welcome pack (1 vote)
- Collaboration between groups / projects / festivals (1 vote)
- Community radio
- Free pantry's and libraries
- Monthly feast
- Weekend retreat
- Linking volunteer opportunities to absentee ratepayers
- Business requirement for access and inclusion
- Local employment for no local services
- Awareness of all funding opportunities
- Technology use for decimation of information
- Teleconferencing facilities
- Town hall meetings
- Augusta HEART

- Deliver programs and services across townsites / communities
- Community Development Services Profile

Results: In five years' time, how will we know if we are a resilient and connected community?

- Community safety:
 - Decreased crime
 - Decreased drug and alcohol
 - Decreased suicide
 - No homelessness in the shire x 2
 - Decreased emergency relief being given at the community centre
 - In a crisis, the community is able to respond to itself
 - Those who want a job can get one
 - Plans for food security, energy and fuel security (if something happens)
 - View justice with gratitude
 - Basic needs met – housed, fed, clothing, healthy and happy x 2
- Community groups:
 - Leaders are trend setters - People want to know what we did
 - Increased volunteer numbers x 3
 - Groups happily progressing
 - Groups are still going – still doing what we are doing now
 - Groups are well resourced
 - All tools are up and running and available to the community
 - Increased community leader training
 - Succession of community leaders
 - Everybody is happy to volunteer x 3
 - Engagement of community in groups x 3
 - Increase volunteer hours across groups
 - All community groups are viable and working well
 - Highly connected responsible and agile x 2
 - Community comes together when required
 - Groups are growing and accepting change
 - Sense of belonging – it is normal to do something
- Youth:
 - Increased youth volunteers
 - Increased youth outreach mental health support
 - Groups are healthy and recruiting youth
 - Youth are aware of how to be involved and are involved
 - Our children are doing well
- Environmental:
 - Thriving environment x 2
 - Rubbish free environment e.g. recycling on main street
 - Innovative with waste x 2
 - Fully accessible community spaces and increased wheelchair access
 - Businesses are thriving
 - Big wineries contribute to community groups and donate in meaningful ways
 -
- Wellbeing:
 - Increased mental health across community x 2
 - Your Say: Karen, Transition MR - We have had a focus on mental health since the Osmington tragedy, with great Shire leadership and support. Big challenges right now are climate change anxiety and bushfires (both anxiety about local threats and grief over current fires). I would add to the above "Everyone knows their purpose ----" that "Everyone knows what plans are in place for emergencies, feels secure that the community is well prepared, and understands where to get information and advice".
 - That we still have hospitals, services in home care
 - Dedicated pal care doctor

- Increased access to health and mental health services
- Flexible and innovative ways to see specialist
- Shared identity – everyone feeling valued and has a sense of place
- Equality and connectedness
 - Increased intercultural connection – integration of the aboriginal centre x 3
 - Increased intergenerational connection x 2
 - Intermeshed layers of connection
- Everyone will be smiling
- People will be vulnerable and authentic – no judgement
- Everyone knows their purpose and passion – welcoming all, health and cohesiveness
- Everyone feels they have a friend
- Ideas:
 - Review of tools available to community groups
 - Welcome package for new community members
 - Support to top end of community groups

Version Control table

Related Documents	NA
Responsible Directorate	Corporate and Community Services
Prepared by	Jason Cleary, Community Planning and Development
Approved by	Councillors endorsed OCM 23 September 2020
Date created	2020-21
Next Revision Date	2024-25



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Mon to Fri, 9am – 4pm

Phone enquiries

8am – 4.30pm

Augusta

66 Allnutt Terrace
Augusta 6290

T 08 9780 5660 | **F** (08) 9758 0033

Office Hours

Mon to Fri, 9am – 4pm
(closes for lunch 12pm – 1pm)

Phone enquiries

8am – 4.30pm

If you are deaf, or have a hearing impairment or speech impairment, contact us through the National Relay Service:

- TTY users phone 133 677 then ask for 08 9780 5255
- Speak and Listen users phone 1300 555 727 then ask for 08 9780 5255
- Internet relay users connect to the NRS www.relayservice.com.au then ask for 08 9780 5255