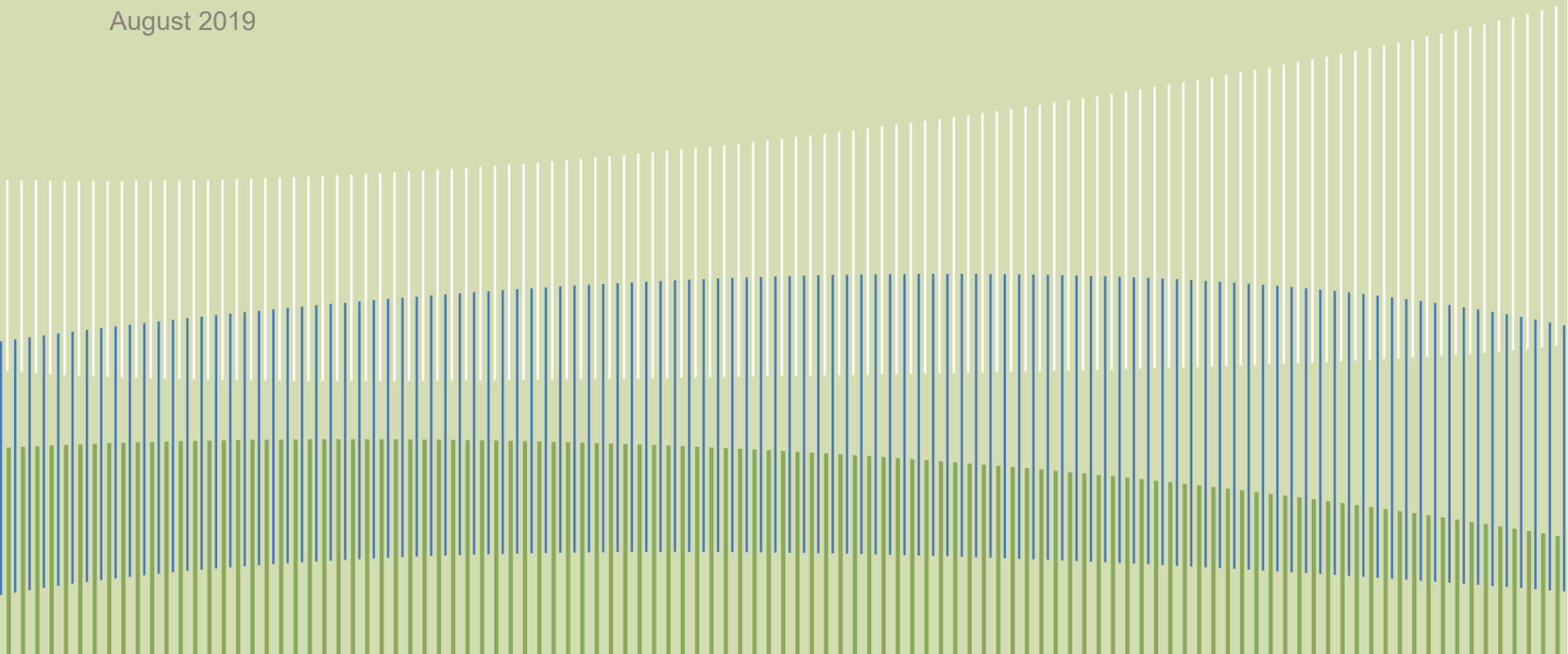


Dwellingup Futures Growth Management Road Map

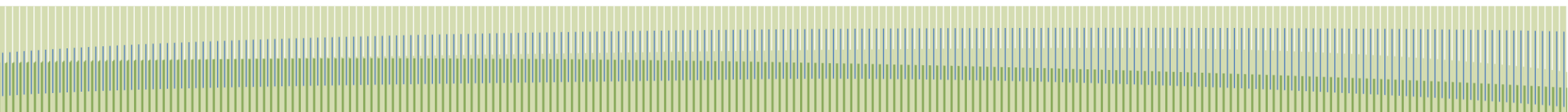
Engagement Plan

August 2019



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Context

Word, National and Regional Trends

- Harsh economic climate
- Global economic uncertainty
- Focus on the Peel region's economic health
- No current media interest in the issues being dealt with by Dwellingup Futures
- High unemployment figures
- The Collie Futures project was undertaken to diversify its economy: See Collie Futures Collie Investment Prospectus, Collie Futures Small Grants Program, Collie Futures Industry Development Fund
- Changing climate impacts including fire, decrease in surface water and rainfall, and heat stress on the forest environment

Community

- Timber and tourism focus in terms of natural assets – State Forest and waterways, and trails including historic trains
- Mining is also a significant industry however, future mining activities have potential to encroach on the periphery of the town and may impact natural assets resulting in a negative perception among the community toward the mining activity
- Generally positive relationship with Government and other agencies, organisations and the community, especially local business and members of community groups and associations
- Not so certain of the relationship with less involved community members

- General awareness about the focus on the future sustainability of the town, especially tourism focus through significant trails development
- Groups for this engagement process including the Stakeholder Working Group and Technical Advisory Committee, have already been formed. Acceptance by community as they are committed to the sustainability of the town and industry as well as individual interests.

Industry

- Mining is a significant industry however, future mining activities have potential to encroach on the periphery of the town and may impact natural assets resulting in a negative perception among the community toward the mining activity
- Dwellingup is increasingly becoming a recreation and tourist town with significant investment funding occurring to transform the town into a recognised adventure trails destination

Organisational

The project is vitally important for the sustainability of Dwellingup as it will ensure a strategic, coordinated approach among industries, agencies, organisations and the community.

It is essential that meaningful engagement occurs and the stakeholders have influence in the decisions that affect their lives, in order to achieve a mutually beneficial outcome, where all stakeholders understand and are committed to achieving what is proposed in the Dwellingup Futures Growth Management Road Map (Road Map).

- Stakeholders need to feel heard and the process needs to be fair and encompassing of all stakeholder needs and interests
- The engagement process needs to be effectively facilitated to ensure expectations and sensitivities are managed

The need for engagement had stemmed from a focus on establishing a sustainable future for the town in light of a community expressed desire and significant investment in tourism assets as well as State interests in the area.

Ad-hoc operations of the differing industries could negatively impact the growth of other industries and the sustainability of Dwellingup in the long-term. It is also important to identify symmetries and areas for growth and opportunity. The Road Map is therefore necessary to ensure a coordinated, effective approach.

Personal

A coordinated approach is critically important for the sustainable development of Dwellingup, which will consider how different sectors, industries and land uses in the area can co-exist to the betterment of the town, region and State.

The Shire of Murray, will support and identify, through a collective agreement with all key stakeholders, future sustainable development opportunities for the area.

From a Shire perspective, the Executive Manager Strategic Development Brett Flugge will be the primary point of contact for the consultant engaged to develop the Road Map, and will help coordinate, project manage and administer the project with assistance from Executive Support Officer Linda Jones.

Peel Development Commission will assist with coordination of State Government communications to ensure the broader Government are consulted.

Scope

To support and identify, through a collective agreement from all key stakeholders, future sustainable development opportunities in and around the Dwellingup area, within the wider State planning context.

Project Scope

The preparation of the Dwellingup Futures Growth Management Road Map comprises the following key deliverables:

- Create a vision and strategic intent for the future of Dwellingup
- Develop a Road Map that identifies new and existing opportunities for industry and jobs and includes consideration of how different sectors, industries and land uses in the Dwellingup area can co-exist to the betterment of the town, region and State
- Provision of a supportive evidence base for each part of the Road Map, through indicative investment costings and cost benefit analyses, as required

A Stakeholder Working Group (SWG) has been established to identify how different industries, particularly mining, recreation, forestry and tourism can sustainably co-exist into the future. The SWG will convene for an initial term of 24 months, at which point it is expected that the Road Map will be submitted to the Minister for Regional Development for noting and consideration for submission to State Cabinet. The Road Map correspondence will also be copied to other relevant State Government Ministers due to the cross-portfolio nature of the project (tourism, planning and mining).

The SWG is seeking the development of the Road Map with the key outcomes for this work being:

- An agreed vision and strategic intent for the future growth of Dwellingup
- A social, economic and environmental model
- Industry growth scenarios

A Technical Advisory Committee (TAC) has also been formed to provide specialist technical input into the Road Map to ensure consideration of the State planning context and limitations.

The final strategy is anticipated to be completed by early 2021.

Stakeholder Analysis

Stakeholder Group	Role/Connection	Benefits of Involvement	Level of Interest	Level of Influence	Level of Impact
Local Groups and Associations: <ul style="list-style-type: none"> Dwellingup Community Compact Dwellingup Protection Group Dwellingup Creative Dwellingup Community Hotel Association Peel-Harvey Catchment Council Local Aboriginal Elders and Representatives 	<ul style="list-style-type: none"> Involved in providing input and shaping outcomes To be kept informed of the overall progress of the project Responsible for delivering some aspects of the Road Map 	<ul style="list-style-type: none"> Local and specialised knowledge and insight Influence for other community member involvement Buy-in will ensure successful development and delivery of the Road Map 	High	Collaborate	High
Interest Groups: <ul style="list-style-type: none"> Mountain Bike Riding Association groups Peel Trails Group 4WD Association groups Bibbulmun Track Foundation Munda Biddi Trail Foundation Murray Districts Carriage Driving Club – Dwellingup Dwellingup Police Murray Business Support Group Peel Chamber of Commerce and Industry 	<ul style="list-style-type: none"> To be kept informed on the overall progress of the project To be consulted on topics specific to their interest, where relevant To have a say on the draft Road Map 	<ul style="list-style-type: none"> Specialised knowledge and insight relative to interest Links to wider respondents Ensures that the Road Map accommodates for group interests 	Medium	Consult	Medium
Local Businesses: <ul style="list-style-type: none"> Dwellingup Carriage Tours 	<ul style="list-style-type: none"> To be kept informed on the overall progress of the project 	<ul style="list-style-type: none"> Ensures that the Road Map accommodates for local business interests 	Medium	Consult	Medium

Stakeholder Group	Role/Connection	Benefits of Involvement	Level of Interest	Level of Influence	Level of Impact
<ul style="list-style-type: none"> Hotham Valley Tourist Railway Forest Discovery Centre (Jarrah Forest Lodge) Dwellingup Adventures Dare Adventures Dwellingup Trees Adventure Dwellingup Sawmill WA Timber Products Caraholly Orchard Vergone's Fruit Stall Wine Tree Cidery Blue Wren Café 24 Carat Restaurant With Love by Bec Dwellingup Silver Lost Eden Art Gallery IGA Touch of Aroma Crossroads Gallery Dwellingup Post Office Flanegan Heirloom Rocking Horses 	<ul style="list-style-type: none"> To have a say in the decisions or actions that may influence their operations To have a say on the draft Road Map 	<ul style="list-style-type: none"> Ensures buy-in 			
<p>Accommodation Providers:</p> <ul style="list-style-type: none"> Dwellingup Chalets and Caravan Park Apres Huit and Dwell Cottage Di's Little Cabin Dwellingup Mill House Avalon Cottage Milltree Cottage 	<ul style="list-style-type: none"> To be kept informed on the overall progress of the project To have a say in the decisions or actions that may influence their operations To have a say on the draft Road Map 	<ul style="list-style-type: none"> Ensures buy-in 	Medium	Consult	Medium

Stakeholder Group	Role/Connection	Benefits of Involvement	Level of Interest	Level of Influence	Level of Impact
<ul style="list-style-type: none"> • Marri Cottage • Dwellingup Retreat • Snottygobble House • Fluffy Nectarine • Dwellingup Bush Retreat • Lewis Park Chalets • Taddy Creek • Banksia Springs Cottages • Redgum Retreat • Dwellingup Bunk Houses • Noble River Estate 					
<p>Government Agencies:</p> <ul style="list-style-type: none"> • Department of Biodiversity, Conservation and Attractions • Department of Primary Industry and Regional Development • Department of Mines, Industry Regulation and Safety • Department of Jobs, Tourism, Science and Innovation • Tourism WA • Department of Local Government, Sport and Cultural Industries • Department of Premier and Cabinet • Department of Planning, Lands and Heritage • Department of Water and Environmental Regulation • Department of Education 	<ul style="list-style-type: none"> • Involved in providing specialised technical input for the consideration of key community members i.e. local groups and associations 	<ul style="list-style-type: none"> • Ensures outcome is achievable and in line with the State planning context and departmental objectives 	High	Collaborate	Medium

Stakeholder Group	Role/Connection	Benefits of Involvement	Level of Interest	Level of Influence	Level of Impact
<ul style="list-style-type: none"> Department of Fire and Emergency Services Main Roads WA Forests Products Commission 					
Alcoa of Australia	<ul style="list-style-type: none"> Involved in providing input and shaping outcomes Participate in the development of the project Responsible for delivering some aspects of the Road Map 	<ul style="list-style-type: none"> Ensures buy-in and operation in line with strategic intent Assists in understanding synergies between industries and the potential to co-exist 	High	Collaborate	High
Dwellingup Residents	<ul style="list-style-type: none"> To be kept informed on the overall progress of the project To have a say in the decisions or actions that may influence their lives To have a say on the draft Road Map 	<ul style="list-style-type: none"> Ensures that the Road Map accommodates for resident interests 	Medium	Consult	Low
Youth and Representatives (18 - 25)	<ul style="list-style-type: none"> To inform about the project and incorporate their interests and aspirations into the Road Map 	<ul style="list-style-type: none"> Ensures buy-in as future resource stream for the Road Map Ensures that the Road Map accommodates for the future of Dwellingup youth 	Low	Consult	Low
Minister for Regional Development	<ul style="list-style-type: none"> Endorsement of the Road Map 	<ul style="list-style-type: none"> Right to endorse the Road Map and consideration of submission to State Cabinet 	High	N/A	Low
SWG Chair and Shire of Murray	<ul style="list-style-type: none"> Release and publication of the Road Map 	<ul style="list-style-type: none"> Release of the Road Map 	High	N/A	Medium
Peel Development Commission	<ul style="list-style-type: none"> Engagement and communication with broader State Government stakeholders 	<ul style="list-style-type: none"> Liaison with broader State Government stakeholders 	High	Facilitators	Medium

Stakeholder Group	Role/Connection	Benefits of Involvement	Level of Interest	Level of Influence	Level of Impact
	<ul style="list-style-type: none"> To be kept informed on the overall progress of the project 	<ul style="list-style-type: none"> Specialised knowledge and access to key government representatives 			
Shire of Murray Council	<ul style="list-style-type: none"> Endorsement of draft Road Map 	<ul style="list-style-type: none"> Regulatory requirement 	High	N/A	High
Shire of Murray	<ul style="list-style-type: none"> To facilitate the consultation process to ensure successful delivery of the Road Map 	<ul style="list-style-type: none"> Local knowledge and governing body of the area Invested interest into area's sustainability Access to community and agency representatives 	High	Facilitators	High

Engagement Purpose

Purpose	Project Goals	Success Criteria
<p>Problem Solve</p>	<ul style="list-style-type: none"> • Create a vision and strategic intent for the future of Dwellingup • Develop a Road Map that identifies new and existing opportunities for industry and jobs and includes consideration of how different sectors, industries and land uses in the Dwellingup area can co-exist to the betterment of the town, region and State • Provide a supporting evidence base for each part of the Road Map, through indicative investment costings and cost benefit analyses, as required • To shape stakeholder decisions so that a collective agreement is reached • To ensure that the Road Map is endorsed and adopted at a State level 	<ul style="list-style-type: none"> • A collective agreement is reached on a shared vision and strategic intent within the Road Map • Road Map agreed upon, endorsed and implemented
<p>Community and Economic Development</p>	<ul style="list-style-type: none"> • To reach a collective agreement from all key stakeholders: <ul style="list-style-type: none"> ○ To support and identify future sustainable development opportunities in and around the Dwellingup area, within the wider State planning context ○ That considers how different sectors, industries and land uses in the Dwellingup area can co-exist to the betterment of the town, region and State • To create a shared Road Map for change across stakeholders and communities 	<ul style="list-style-type: none"> • Key stakeholders and communities speak or act in support of colleagues and other stakeholders • Collaborative, constructive discussion leading to decisions • Participation levels are maintained through the project • Stakeholders understand the importance of the Road Map and are committed to implementing it • The outcomes consider and support all sectors, industries and land uses • Participants and respondents are satisfied with the process and outcomes • Community support the Road Map

Purpose	Project Goals	Success Criteria
<p>Share Information</p>	<ul style="list-style-type: none"> • To share information with stakeholders and the public about the project and the opportunity to engage • To ensure a significant proportion of the stakeholders and community are reached and able to access the information • To communicate the need for the Road Map to the relevant State authorities to ensure its adoption and implementation 	<ul style="list-style-type: none"> • Input is received from all identified stakeholder groups • Increased awareness and understanding of the project • Diversity of information delivery modes
<p>Build Relationships</p>	<ul style="list-style-type: none"> • Through the project a shared vision and strategic intent will be developed within the Road Map to ensure that local industries, government agencies, local government, interest groups and the community can co-exist effectively for the betterment of the area • To strengthen existing relationships with stakeholders and the community 	<ul style="list-style-type: none"> • Strengthened ongoing relationships with stakeholders and community • Commitment to implementing the Road Map once endorsed

Engagement Plan

Stage	Purpose	Who	Influence	Method
Strategic Working Group (SWG) Formation	<ul style="list-style-type: none"> To identify how different industries, particularly mining, recreation, forestry and tourism can sustainably co-exist into the future Initial term: 24 months <p>Function:</p> <ol style="list-style-type: none"> Scope and define the overarching vision and strategic intent for Dwellingup with key deliverables and associated time frames Establish an evidence-based approach in support of Dwellingup Futures Growth Management Road Map and submit to the Minister for Regional Development for consideration 	<ul style="list-style-type: none"> Shire of Murray and Peel Development Commission <p>Group participants:</p> <ul style="list-style-type: none"> Department of Biodiversity, Conservation and Attractions Department of Primary Industry and Regional Development Peel Development Commission Department of Mines, Industry Regulation and Safety Department of Jobs, Tourism, Science and Innovation Department of Local Government, Sport and Cultural Industries Department of Premier and Cabinet Department of Planning, Lands and Heritage Department of Water and Environmental Regulation Forests Products Commission Alcoa Refinery Pinjarra Dwellingup Community Compact Dwellingup Protection Group Peel Harvey Catchment Council Shire of Murray 	Collaborate	<ul style="list-style-type: none"> Regular meetings Workshops Briefings Correspondence

Stage	Purpose	Who	Influence	Method
Technical Advisory Committee (TAC) Formation	<ul style="list-style-type: none"> To provide specialist technical input into the Road Map <p>Function:</p> <ul style="list-style-type: none"> Recommend (upwards) to the Stakeholder Working Group (SWG) the overarching vision and strategic intent for Dwellingup with key deliverables and associated timeframes Recommend to the SWG the social, economic and environmental modelling indicators which will be the focus of assessing a range of possible future growth scenarios for the Dwellingup Futures project Recommend to the SWG the development of an evidence-based approach in support of Dwellingup Futures, including associated cost benefit analyses Oversee a consultant to develop the Road Map for the SWG's approval 	<ul style="list-style-type: none"> Shire of Murray and Peel Development Commission <p>Group participants:</p> <ul style="list-style-type: none"> Shire of Murray Peel Development Commission (PDC) Alcoa of Australia Department of Planning, Lands and Heritage (DPLH) Department of Water and Environmental Regulation (DWER) Department of Primary Industry and Regional Development (DPIRD) Department of Biosecurity, Conservation and Attractions (DBCA) Department of Local Government, Sport and Cultural Industries Department of Mines, Industry Regulation and Safety Department of Jobs, Tourism, Science and Innovation (DJTSI) Peel-Harvey Catchment Council (PHCC) Forest Products Commission (FPC) Scientist Department of Fire and Emergency Services 	Collaborate	<ul style="list-style-type: none"> Regular meetings Workshops Briefings Correspondence

Stage	Purpose	Who	Influence	Method
Consultant Appointment August 2019 – February 2020	In line with the consultant scope of works developed by TAC and approved by SWG, the consultant will undertake consultation with key Stakeholders and representatives to develop the draft vision, strategic intent and Road Map	<ul style="list-style-type: none"> Shire of Murray 	Facilitate	<i>Note: Update relevant decision makers</i>
Expressions of Interest for suitable consultant to be engaged	To explore suitable qualified consultants to undertake the necessary tasks and work scope	<ul style="list-style-type: none"> TAC sub-group Invitation to short listed consultants to present to TAC and SWG 	N/A	<ul style="list-style-type: none"> Formal EOI Advertising Email Liaison with Representative Groups
Engagement with SWG and TAC	To engage across all stakeholder groups to develop the draft vision, strategic intent and Road Map	<ul style="list-style-type: none"> Consultant Shire of Murray Peel Development Commission 	Collaborate/ Consult/ Involve/ Inform	Stakeholder Communications Plan to be developed in conjunction with successful consultant
Formulation and Delivery of Draft Road Map	Review of Road Map by TAC and SWG	<ul style="list-style-type: none"> Consultant Shire of Murray Peel Development Commission Stakeholder input Regular consultant briefings for TAC and SWG 	Collaborate	<ul style="list-style-type: none"> Workshop/Community Meetings YourSay Portal Submission forms Friday Facts
Revision of Draft Plan	To incorporate changes from TAC and SWG meeting considerations	<ul style="list-style-type: none"> Consultant TAC and SWG 		TAC and SWG meetings
Council Endorsement to Advertise the Draft Road Map	Approval to advertise and commence wider consultation	<ul style="list-style-type: none"> Council Shire of Murray 		Council Meeting

Stage	Purpose	Who	Influence	Method
				<i>Note: Update relevant decision makers</i>
Wider Public Consultation	To receive wider community feedback on the draft Road Map	<ul style="list-style-type: none"> • Shire of Murray • Peel Development Commission 	Consult	<ul style="list-style-type: none"> • YourSay Portal • Media Release • Website • Social Media – Facebook and Twitter • Public Notice • Murray Focus • MurrE-news • Dwellingup Bulletin • Youth Focus Group • Correspondence with Interest Groups – Email or Letter, Facebook • Temporary Road Signs • Friday Facts and Shire Wire • Face to Face Contact
Review of Submissions	To incorporate wider community feedback in draft Road Map	<ul style="list-style-type: none"> • Shire of Murray • SWG • TAC • Peel Development Commission 		<ul style="list-style-type: none"> • Meetings • Correspondence • YourSay Portal
Revision of Draft Road Map	To incorporate wider community feedback into the draft Road Map	<ul style="list-style-type: none"> • Consultant • TAC and SWG to review and consider submissions 		

Stage	Purpose	Who	Influence	Method
Council Endorsement of Draft Road Map <i>November/December 2020</i>	To obtain Council support and approval to proceed	<ul style="list-style-type: none"> • Council • Shire of Murray 		Council Meeting
Feedback on Progress	To inform stakeholders and wider community of project progress	<ul style="list-style-type: none"> • Shire of Murray • Peel Development Commission 	Inform	<ul style="list-style-type: none"> • YourSay Portal • Media Release • Website • Social Media – Facebook and Twitter • Murray Focus • MurrE-news • Dwellingup Bulletin • Email to Respondents, SWG, TAC • Friday Facts and Shire Wire
Draft Road Map Endorsement <i>January 2021</i>	To obtain State Government endorsement through presentation of the draft Road Map	<ul style="list-style-type: none"> • Peel Development Commission • Minister for Regional Development 	Empower	Memo to Minister (Copy in Cross-Portfolio Ministers) <i>Note: Update relevant decision makers</i>
Final Plan Released <i>February 2021</i>	Government endorsement of report	<ul style="list-style-type: none"> • SWG Chair • Shire of Murray/Peel Development Commission • Minister for Regional Development 		<ul style="list-style-type: none"> • Ministerial Release • Shire of Murray and PDC websites
Feedback on Road Map Endorsement	To communicate with stakeholders and wider community that the Road Map has been endorsed and released for implementation	<ul style="list-style-type: none"> • Shire of Murray • Peel Development Commission 	Inform	<ul style="list-style-type: none"> • YourSay Portal • Media Release • Website • Social Media – Facebook and Twitter

Stage	Purpose	Who	Influence	Method
				<ul style="list-style-type: none"> • Murray Focus • MurrE-news • Dwellingup Bulletin • Email to Respondents, SWG, TAC • Friday Facts and Shire Wire
Monitoring and Evaluation <i>Ongoing</i>	To identify and adapt the engagement plan to changing circumstances	<ul style="list-style-type: none"> • Shire of Murray 	N/A	N/A
Debrief, Review and Learn <i>Ongoing and at conclusion of project</i>	To ensure achievement of effective outcomes	<ul style="list-style-type: none"> • Shire of Murray 	N/A	N/A

Project Timeline

Date	Project Stage	Description	Tactics	Responsible Agency
February/ March 2019	<ul style="list-style-type: none"> Agency Resourcing Data Collection Mapping 	Examination of previous studies, reports, Management Plans and Research documents	Government agency assistance sought with data collection, studies and GIS shape files	<ul style="list-style-type: none"> Shire of Murray/PDC Student assigned TAC members
June/July 2019	Consultant Scope of Works Defined	<ul style="list-style-type: none"> Methodology and Project Deliverables Governance and Reporting Project Management 	SWG/TAC meetings	Shire of Murray/PDC/TAC and SWG members
August 2019	Expression of Interest Process	EOI advertised	<ul style="list-style-type: none"> Shire website Newspaper – Local and West Australian Peel Chamber of Commerce and Industry Peel Development Commission 	Shire of Murray
September 2019	Review of Consultants EOI Submissions	<ul style="list-style-type: none"> TAC sub-panel assessment - short listed candidates reviewed/assessment scoring process Interviews and presentation of top 2-3 preferred consultants to TAC. Outcomes recommended to SWG 	TAC sub-group meeting, SWG/TAC meetings	TAC sub-group
November/December 2019	Consultant Appointed/Contract Awarded	Award consultant contract and commence project	TAC sub-group	TAC sub-group

February 2020 -
February 2021

Engagement to Road Map Release - see Engagement Plan

Risk Assessment

Organisation

Reputation

- Risk associated with not consulting relevant stakeholders which could affect the outcome of the engagement process
- In not developing the Road Map to guide the sustainable growth of Dwellingup, ad-hoc operations of the differing industries could negatively impact the industries' growth and the sustainability of Dwellingup in the long-term

Media

- Messaging should convey that the project is a proactive method of managing differing industries, ensuring a beneficial outcome for all Dwellingup stakeholders
- Potential for negative media if expectations and sensitivities are not appropriately managed, this can have a negative impact on the public perception of the project and regarding Shire intentions for undertaking the project and not acting in the community's best interest

Budget

- Inadequate resource allocation to effectively work with all stakeholders to deliver a successful outcome, could result in more resources being required to mitigate adverse reactions/stakeholder perceptions

Accountability

- Shared accountability between Shire, Government agencies and community to deliver
- Shire ultimately responsible for successful implementation of engagement process and achievement of outcomes
- Considering the extended timeline of the project, coordinated communication is necessary to keep stakeholders informed of process progress

Community Reaction

- Community leaders and local business representatives are engaged and willing to embrace change to ensure a sustainable future
- On-boarding of entire community as the engagement process will consider all Dwellingup industries, however if all industries are not adequately considered this could lead to negative perceptions and resistance to the process and final outcome

Engagement Process

Capacity of Deliver

The capacity to deliver the project may be affected if resources are inadequate to mitigate adverse reactions/stakeholder perceptions due to the engagement process not being adequately managed, facilitated and resourced.

Skills to Deliver

It is proposed that a consultant will be engaged to produce the Road Map. The consultant will need to have a good understanding of the extent of engagement required as well as experience in undertaking meaningful community engagement, to ensure a mutually beneficial outcome for all stakeholders is achieved.

Community

Willingness to Participate

- Members of community groups, associations and local businesses are keen to participate

- There may be resistance from local agencies and the State Government to adopt the final outcome

Perception of Fairness

While a positive perception of fairness will result in better outcomes, a negative perception will have an adverse reaction, therefore reiterating the need to adequately manage and facilitate the process and expectations.

Transparency



It is important that the process and intentions are well communicated and there is an honest and open flow of information to build trust and better assist in achieving a mutually beneficial outcome.

Perception of Being Heard

Participants need to feel heard and that their contribution has been considered as this will ensure a better uptake and ownership of the outcome, it is therefore important that we close the loop and manage expectations about influence.

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