



ATTACHMENTS TO AGENDA ITEMS

FOR THE

SPECIAL MEETING OF COUNCIL

19 JANUARY, 2016

SHIRE OF BROOME
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6.1.1	DRAFT YOUTH FRAMEWORK FOR THE SHIRE OF BROOME	
	Attachment 1 Draft Youth Framework 0116	2
6.1.2	LEASE DISPOSAL FOR THE FORMER BROOME ENTERPRISE CENTRE	
	Attachment 1 Location Map	37
	Attachment 2 Offer To Lease	38
6.2.1	TENDER 15/05 PROVISION OF SECURITY SERVICES	
	Attachment 2 Scope of Works	40
6.2.2	BROOME AS A REGIONAL GROWTH CENTRE - FINAL PROJECT PLAN	
	Attachment 1 REGIONAL GROWTH CENTRE FINAL PROJECT PLAN	43
6.2.3	REVIEW OF LOCAL PLANNING POLICY 8.20 - PROVISION OF PUBLIC ART	
	Attachment 1 Attachment 1 - LPP 8.20 - Provision of Public Art	102

It Starts with You

(or some other catchy tag line!)

Shire of Broome Youth Engagement Framework

2016-2018 (TBA – timing to be aligned with SCP and CBP review)

Introduction from Shire President

If Starts With You - Youth Engagement Framework is the Shire of Broome's commitment to young people in the Broome region. For the first time, a whole of community, structured framework has been developed to guide the Shire of Broome's involvement in youth services and ensure the needs of young people are formally considered in future planning.

Council has a leadership role in understanding and responding to the needs of young people in our community and representing their interests to other spheres of Government and the broader community.

The Shire of Broome values, supports and respects our young people. We recognise the important role young people play in the social, economic and cultural life of Broome. We acknowledge young people's right to participate in local matters and recognise the need to support their involvement in decision making and future planning for the Broome region.

An exciting and very significant outcome of this framework is the Shire's commitment to establishing a Youth Advisory Council (YAC) for the Shire of Broome. Council looks forward to working with the YAC to ensure young people have a say on the issues that matter to them and make a real impact on the Shire's planning and decision making processes.

Background

If Starts With You - Youth Engagement Framework provides strategic direction for the Shire of Broome to guide our involvement in youth services in the region. This is the first time the Shire of Broome has taken a strategic approach to the way we engage with and support the needs of Broome youth.

(the following information to be represented as infographics)

XXX young people aged 12 to 25 live in the Shire of Broome, representing XXX of the total population.

XX % of young people in the Shire of Broome are engaged in education, training or employment

XX % of young people in the Shire of Broome are Aboriginal

The Broome region has a young population with the median age for Aboriginal people being 23 and 32 for non-Aboriginal people. Young people are a vibrant and vital part of the Broome community and have an important role in social, cultural, economic and community life. It is important that we provide support and opportunities for young people to achieve their goals and reach their full potential as well as respecting and acknowledging their role in the Broome community.

Why have a youth framework?

The Shire of Broome has an ongoing commitment to young people, however until now there has been no strategy to guide this commitment. The framework will assist the Shire to plan and develop services and facilities which best meet the needs of the community and will ensure resources are used effectively. The framework formalises the Shire of Broome's commitment to young people and acknowledges young peoples' right to have a say in the issues that matter to them.

Development of the framework

The Shire of Broome, community partners and other stakeholders have conducted numerous consultations, needs analyses and research with the community in recent years to understand the needs of the community, identify strengths and gaps that exist and assist in planning for the future.

In 2012 – 2013 the Shire of Broome conducted the Broome 2040 visioning project which informed the development of the Shire of Broome Strategic Community Plan 2015-2025. The project was the most extensive gathering of community views ever undertaken

by the Shire, using a wide range of techniques and technology including online surveys, workshops, and community champions as well as input from a youth forum held by the Shire in April 2013.

Other key stakeholders in the region have also conducted valuable research, consultation and analyses. Following the 2012 West Kimberley Youth Sector Conference (WKYSC) the WKYSC Working Party developed the Youth Strategy 2014-2016 to provide strategic direction for the youth sector of the West Kimberley. A diverse range of young people aged 12 to 25 years as well as youth service providers from across the West Kimberley were consulted through surveys, discussions and a service mapping exercise. Furthermore, the Kimberley Regional Collaborative Group (comprising the four Local Government Authorities in the Kimberley Region) is currently developing a Kimberley Regional Strategy and has consulted with a diverse range of young people, service providers and Local Government stakeholders. The consultation findings, analyses and recommendations from these documents have been closely examined and form a key part of the research that has informed the development of the Shire of Broome's ***It Starts With You – Youth Engagement Framework***.

Analyses of the existing consultation findings, research and recommendations provided an informed place to start the consultation process with a solid understanding of 'what we already know'. Equipped with this information the Shire of Broome consulted with key stakeholders including youth service providers, community members who work closely with young people, families and of course, young people themselves. Consultation methods were designed to be interactive and stimulate discussion and included workshops, forum discussions, and brainstorming. Some consultation was conducted in formal settings and some in more youth friendly settings including Broome Senior High School, Broome Residential College and at several youth events.

How will the framework make an impact?

Under the Local Government's mandatory Integrated Planning and Reporting Framework the Shire of Broome's service delivery to the community is guided by two key documents:

- Strategic Community Plan
- Corporate Business Plan

The Strategic Community Plan is a high level document that reflects the long term (10+ year) community and local government aspirations and priorities. The Corporate Business Plan activates the Strategic Community Plan by setting out the short to medium term priorities to achieve the objectives and aspirations of the community.

Importantly, these guiding plans are informed by several other key strategy documents. The ***It Starts with You – Youth Engagement Framework*** is one of these documents and aligns closely with other informing strategies including the Sport and Recreation Framework, Public Art Masterplan and Disability Access and Inclusion Plan.

Framework Summary

It Starts With You – Youth Engagement Framework sets out the key priorities for young people in Broome and illustrates a vision of the outcomes and opportunities for young people in Broome. The framework outlines strategies for the Shire of Broome to work with community partners, key stakeholders and young people to achieve this vision.

Contextual information from analysis of the research and consultation findings has been provided with examples of what is already happening within each of the priority areas.

Priority Areas

Through consultation and research 10 key priorities for young people in Broome were identified and form the basis of the framework:

1. Recreation and Leisure
2. Events and Entertainment
3. Education, Training and Employment
4. A Voice for Youth
5. Community Participation and Leadership
6. Health and Wellbeing
7. Alcohol and Other Drugs
8. Safety

9. Accommodation and Transport
10. Youth Service Coordination
- 11.

1. Recreation and Leisure	
Vision	Young people have access to a variety of recreation facilities and leisure activities as well safe, youth friendly spaces where they can 'hang out' and participate in programs and events.
Context	<p>Sport, recreation and leisure opportunities are a high priority for young people. Young people in Broome continue to tell us that they need 'more things to do'. Young people need access to a range of regular physical, cultural, educational and artistic activities to keep them engaged and stimulated.</p> <p>It is important for young people to have access to safe, youth friendly spaces where they feel welcome and belong. After school and on the weekend, young people congregate in the shopping centre and in Chinatown which is perceived negatively by community members who sometimes feel threatened. This is not a welcoming or engaging environment for young people.</p> <p>Young people also spend time at the skate park and recreation centre which are both welcoming youth spaces, although the skate park is in need of upgrade and repair.</p> <p>The Drop In Centre is open some afternoons and Friday and Saturday nights and is usually well attended. However, some young people see this as a place for at risk youth only.</p>
Strategy	<p>1.1 Provide and maintain a variety of recreation facilities for young people that enable sporting, cultural, and social activities.</p> <p>1.2 Support programs, activities and events that activate youth spaces and encourage the use of public space for youth activities.</p> <p>1.3 Promote and support the provision of inclusive and accessible youth spaces where young people have a sense of ownership and feel safe and welcome.</p>
What is already happening?	Kidsport program, sporting clubs, Broome PCYC programs and activities, Garnduwa sports programs, Broome Youth and Families Hub Drop In Centre, Broome Recreation and Aquatic Centre(BRAC), Broome skate park

2. Events and Entertainment	
Vision	A variety of events and entertainment opportunities are available that include or cater specifically for young people in Broome.
Context	<p>The Broome region is host to a variety of events during the busy tourist season. It is important that these events are inclusive and accessible for young people.</p> <p>Young people crave entertainment and tell us that there is not enough for them to do in Broome. They have told us that they would like to see more events for young people and in particular they want underage and alcohol free music events.</p>
Strategy	<p>2.1 Facilitate, support and promote a range music, arts, sporting and cultural projects and events involving young people.</p> <p>2.2 Coordinate and support a program of events and activities in celebration of National Youth Week each year.</p> <p>2.3 Provide support, guidance and resources to the Youth Advisory Council to plan and run events and activities for their peers.</p> <p>2.4 Provide advice and support to event organisers in Broome to encourage them to involve young people in their events</p>
What is already happening?	National Youth Week events, school holiday activities, live performances at the Broome Civic Centre, indoor and outdoor cinema, Discos and Chilling Space at the Drop In Centre.

3. Education, Training and Employment	
Vision	<p>Broome youth have access to a range of quality and flexible education and training opportunities which engage and support them to prepare for the workforce.</p> <p>Young people are supported to gain meaningful employment which helps them to achieve financial independence and job satisfaction and make a valuable contribution to the community.</p>
Context	<p>Young people identified training and employment opportunities as being an important factor for their long term health and wellbeing.</p> <p>Many young people are not able to access education and employment close to home and need to either travel into Broome from remote communities or leave the region to pursue education and employment opportunities. Support in the areas of travel, accommodation, life skills and study methods is required for young people to access education, training and employment opportunities.</p> <p>Support for disengaged and at-risk youth to engage in education, training and employment has been identified as a priority.</p>
Strategy	<p>3.1 Establish partnerships with schools, education providers and employers to encourage service coordination and maximise opportunities for young people to pursue study and find employment.</p> <p>3.2 Promote and provide work experience and employment opportunities for young people.</p> <p>3.3 Establish partnerships with service providers to support young people to pursue education and employment opportunities away from home within the Broome region and beyond.</p> <p>3.4 Support programs that provide support and flexible learning/working options to engage at risk and disengaged youth in education, training and employment.</p>
What is already happening?	<p>Transition support such as Workforce Development Centre, Employment services, in school transition support and vocational training programs, supported accommodation and boarding facilities, alternative learning programs (Broome Girls Academy and PCYC), Kimberley Training Institute and University of Notre Dame.</p>

4. A Voice for Youth	
Vision	Young people have a say about the issues that affect them and are empowered to make a meaningful contribution to decision making and future planning in their community.
Context	<p>Local Government has a responsibility to understand and respond to the needs of young people in the community, and in order for this to happen young people must have the opportunity be heard. Young people have an important role to play in the social, economic and community life in Broome and they have the right to participate in decision making around issues that affect them.</p> <p>Young people tell us that it is important for them to feel represented by their government and be included in decisions that affect them.</p> <p>Engagement with young people must be meaningful and genuinely considered in the decision making process. Token gestures are easily identified as such and only damage young peoples' trust in the organisation or project.</p>
Strategy	<p>4.1 Establish Youth Advisory Council for the Shire of Broome with membership representing the cultural, social and economic diversity of Broome youth.</p> <p>4.2 Facilitate opportunities for young people to provide meaningful input into the Council decision making processes.</p> <p>4.3 Integrate strategies to genuinely engage young people in all relevant community engagement and consultation conducted by the Shire of Broome</p>
What is already happening?	High School Student Councils, Yawuru Youth Steering Committee, headspace Youth Reference Group, Shire of Broome Community Engagement Framework.

5. Community Participation and Leadership	
Vision	<p>Young are encouraged and supported to develop skills and capacity to act as role models and leaders in their community.</p> <p>Young people are active members of the Broome Community and make a valuable contribution to civic life.</p>
Context	<p>Young people are a vital and vibrant part of the Broome community and participate in community life in a range of ways including, volunteering, employment, participation in sporting clubs, school activities, membership in community groups and committees and social activities.</p> <p>With support and guidance young people have great potential to act as leaders and role models in the community.</p>
Strategy	<p>5.1 Establish partnerships with community organisations and local business to facilitate opportunities for Youth Advisory Council members and other young people to contribute to and participate in community projects and events.</p> <p>5.2 Promote and support programs and initiatives in Broome that build skills and increase capacity for young people to act as role models and leaders in the community.</p> <p>5.3 Identify young leaders and encourage and support them to pursue leadership development opportunities outside of Broome and to represent Broome youth at regional, state and national levels.</p> <p>5.4 Establish partnerships to facilitate mentoring opportunities for Youth Advisory Council members and other young people.</p>
What is already happening?	<p>Existing youth leadership programs include Kimberley Girl, Aanja, ICEA, Clontarf, Broome Girls Academy, Garnduwa leadership camps, and the Broome Sports Association's Talent Development Program.</p> <p>Young people participate in a range of community projects and are involved with various community groups as volunteers, committee members and participants.</p>

6. Health and Wellbeing	
Vision	Young people have access to the information, support and services they need to be healthy, happy and well and are empowered to make positive informed choices about their health and wellbeing.
Context	<p>Health and wellbeing are integral to long term positive outcomes for young people.</p> <p>Health and wellbeing incorporates a wide range of factors including physical health, mental health, sexual health, social and emotional wellbeing, family environment and tobacco, alcohol and other drugs.</p> <p>Supporting the health and wellbeing of young people takes a whole of community approach with integrated service delivery and coordinated service provision.</p>
Strategy	<p>6.1 Establish partnerships with key health providers and youth services to support the delivery of education and awareness programs that promote key health messages.</p> <p>6.2 Advocate for the provision of essential health services for young people in the Broome region</p>
What is already happening?	Alice and Kicking Goals suicide prevention, headspace, Helping Minds, Strong Families, KAMSC and BRAMS community health service, Boab Health (primary healthcare and health promotion), Kimberley Population Health Unit, Cancer Council regional education,

7. Safety	
Vision	Young people feel safe in their community, have skills knowledge and information to make choices about their personal safety and have access to assistance and support services when required.
Context	<p>Safety encompasses a wide range of situations and concerns including personal safety, crime, antisocial behaviour, safe environments, cyber safety, bullying and risk taking behaviours.</p> <p>Issues around safety can be considered as both actual experience as well as perceptions individuals have of their situation or community. Sometimes perceived danger or threat can be worse than the reality, however is none the less cause for distress and concern.</p> <p>Crime and antisocial behaviour have been identified as key concerns for young people in Broome. They are concerned for their own safety and wellbeing and also have a strong awareness of social issues and desire to influence change for the benefit of others. Young people are also concerned that the actions of a few young offenders create a bad image for Broome youth as a whole.</p> <p>Juvenile crime is a key concern for the Broome community. Addressing issues related to juvenile crime involves both improving outcomes for young offenders as well as ensuring the safety of the community.</p>
Strategy	7.1 Facilitate a collaborative and coordinated approach to community safety through the development of a Community Safety Plan for Broome and ensure the needs of young people are considered in the development of the plan.
What is already happening?	Broome Youth and Families Hub support services HYPE program, Shire of Broome Community Safety Working Group, Department for Child Protection and Family Services, Regional Youth Justice Services, WA Police Youth Crime Intervention Officers and Community Relations Officers

8. Alcohol and Other Drugs	
Vision	Young people have the knowledge tools and support to make responsible decisions regarding drug and alcohol use.
Context	<p>Young people identified underage drinking, drug abuse, binge drinking, smoking and peer pressure as their top concerns around alcohol and other drugs. Young people are particularly concerned about the increasing use of Ice and marijuana among youth in the Broome region.</p> <p>Young people are not only concerned with their own behaviour with regard to alcohol and other drugs but also that of their peers, family members and the general public. Alcohol and drug abuse in the community and street drinking make young people feel unsafe. Alcohol and drug abuse can have a significant impact on the family and home environment which can lead to difficulties at school, engaging in social and recreation activities and damage family relationships.</p>
Strategy	<p>8.1 Work with young people, the community and service providers to support the development of innovative and effective ways to increase awareness of and engagement with services for young people and their carers.</p> <p>8.2 Support community initiatives that educate young people and raise awareness of drug and alcohol issues.</p> <p>8.3 Establish partnerships to facilitate youth input into community projects and alcohol and drug awareness activities.</p>
What is already happening?	Red Cross 'Save a Mate' program, Yawuru Drug Action Awareness Group, Local Drug Action Group, Broome Alcohol Management Group, Liquor Accord, Cyrenian House Milliya Rumurra outreach and rehabilitation services, Kimberley Mental Health and Drug Services, headspace, Kimberley Aboriginal Health Planning Forum – Drug and Alcohol subcommittee

9. Accommodation and Transport	
Vision	Young people have access to a range of accommodation and transport options to enable them to participate in community life and have independent access to education and employment.
Context	<p>Many young people need to leave home to access education, training, employment and health services and finding suitable accommodation and transport options can be significant challenges. Leaving the family home and finding independent accommodation is a key step for young people moving into adulthood. However the high cost of living and rental prices in the Broome region make this particularly difficult and many young people need guidance and support through this process.</p> <p>For some young people the family home is not always a safe or suitable environment and the lack of short term crisis accommodation for children and young people in Broome has been identified as a high priority.</p>
Strategy	<p>9.1 Work with service providers and agencies to identify service gaps (including crisis accommodation for young people) and advocate for additional support and resources for the Broome region.</p> <p>9.2 Facilitate different transport options including bus, cycle and pedestrian routes to connect the community.</p>
What is already happening?	Supported accommodation services including Horizon House and Madalah, Broome Youth and Families Hub Housing Support service, HYPE program

10. Service Coordination	
Vision	Young people have access to a range of integrated and coordinated services and are able to easily access information about the services available to them.
Context	<p>The Broome region has a large number of service providers who provide a diverse range of support services for young people. Collaboration and coordination of services happens largely in an ad hoc manner, with some coordinated networks existing around particular interest areas such as the Youth at Risk interagency meetings.</p> <p>The Broome Youth Coordinators Network (BYCN) meets monthly to share information about training and funding opportunities, provide service updates and plan for collaborative projects and events. The BYCN also maintains an email database. The BYCN functions well as an information sharing tool, however has the potential to be much more than that. The BYCN could represent its members on a regional level however strategic planning and training to build the capacity of network are required.</p> <p>Referral pathways help to ensure young people are connected with the most relevant and useful service for their needs, however there is a general lack of awareness and understanding of the services available to young people and information about services is not always accessible or easy to find.</p>
Strategy	<p>10.1 Facilitate networking, information sharing and collaboration through the Broome Youth Coordinators Network</p> <p>10.2 Build the capacity of the Broome Youth Coordinators Network to act as a peak body for youth services in the Broome Region</p> <p>10.3 Promote and facilitate shared training opportunities for service providers around the common issues, challenges and opportunities related to working with youth.</p> <p>10.4 Develop and maintain an up to date Youth Services Directory in a format that is accessible to young people</p>
What is already happening?	Broome Youth Coordinators Network, West Kimberley Youth Sector Conference, Kimberley Youth Strategy, collaborative events and school holiday activities.

APPENDIX ONE

Youth Engagement Framework - Document Review

The following contextual analysis includes a review of existing planning documents, research, previous consultations and regional strategies to guide consultation topics and inform the development of a youth framework.

The development of the framework should be considered in the context of other strategies recently developed and in progress within the region, including:

- West Kimberley Youth Sector Conference (WKYSC) Youth Strategy 2014 - 2016 (WKYSC Working Party 2014) and;
- Kimberley Regional Collaborative Group – Kimberley Youth Strategy (in progress)

Shire officers will collaborate with key stakeholders to maximise the use of data and findings from the work that has already been completed to avoid overlap and duplication of work completed to date. Documents included in the review are as follows:

Shire of Broome Strategic and Corporate Plans

- Strategic Community Plan 2015 – 2025
- Corporate Business Plan 2015-2019
- Community Perceptions Survey – June 2015
- Sport and Recreation Framework 2016-2025
- Public Art Masterplan for Broome Townsite
- Disability Access and Inclusion Plan?

West Kimberley Youth Sector Conference (WKYSC) – Prepared by WKYSC Working party

- 2012 Conference Report
- Youth Strategy 2014-2016

Kimberley Regional Collaborative Group documentation prepared by Bluebottle Consulting

- Report on youth service provision in the Kimberley (December 2014)
- Report on consultation with local government in the Kimberley (December 2014)
- List of Kimberley services for youth (May 2015)
- Environmental scan : youth policy (September 2015)
- Considerations for developing individual shire youth strategies in the Kimberley (September 2015)

Shire of Broome Strategic and Corporate Plans

Document	Points of Interest	Comment
Strategic Community Plan 2015 – 2025	<p>Broome 2040 Visioning Project (Conducted December 2012 to March 2013) Findings summarised in SCP 332 participants who generated 1568 comments across five questions:</p> <ul style="list-style-type: none"> • What do you value most about living in the Shire of Broome? • What are the biggest issues and challenges for the next 20 to 40 years? • What would you do to address these issues, what are the solutions? • What big projects or ideas do you have for the next 10 years? • Pick five key words/values to be part of the 2040 vision statement 	<p>Large scale community engagement with findings relevant to development of a Youth Strategy – in particular:</p> <p>Identified challenges relevant to young people:</p> <ul style="list-style-type: none"> • Building a strong local economy – opportunities for employment • Social issues – drug and alcohol abuse, crime, antisocial behaviour • High cost of living <p>Big Project Ideas relevant to young people:</p> <ul style="list-style-type: none"> • Major Water Park • Arts and Cultural centre • Expand and redevelop BRAC • Indoor bowling alley • New Skate Park (all ages) <p>Theme: more recreational opportunities for young people.</p>
	<p>Goal 1: Our People Outcome: 1.2 Affordable services and initiatives to satisfy community need. Strategy: 1.2.1 Develop and implement Community Plans including Sport and Recreation Plan, Arts and Culture Plan and Youth Strategy.</p>	<p>Council commitment to developing Youth Strategy</p>
	<p>Goal 1: Our People</p>	<p>Provision of sport and recreation facilities for young</p>

	Outcome 1.4 Participation in recreational and leisure activity . Strategy: 1.4.1 Ensure sport and recreation facilities maximise participation within available resources	people.
	Goal 3: Our Prosperity Outcome: 3.1 Affordable and equitable services and Infrastructure. Strategy: 3.1.7 Promote Broome as a regional centre for Education and Training .	Education and training opportunities for young people
	Goal 4: Our Organisation Outcome: 4.4 Effective community engagement Strategy: 4.4.1 Promote integrated planning reporting and measurement across the organisation.	Effective community engagement in development of Youth strategy
Document	Points of Interest	Comment
Corporate Business Plan 2015-2019	Action 1.2.1.6: Implement a Youth Strategy within resource capabilities <i>Action planned to be undertaken 2015-19 and onwards</i>	Development of strategy to occur 2015-16 with implementation ongoing. Commitment to ongoing resourcing for implementation of strategy
	Action 1.2.1.7 Construct youth precinct including skate park, BMX mountain bike facility. <i>Action planned to be undertaken 2019 and/or onwards</i>	No plans to construct youth precinct before 2019. This needs to be a long term goal. Identify other short term strategies to provide sport and recreation opportunities for young people.
	Action 1.5.1.2: Develop Community Safety Plan in partnership with relevant organisations subject to funding. <i>Action planned to be undertaken 2015-16</i> Action 1.5.1.3: Implement a Community Safety Plan in partnership with relevant organisations subject to funding. <i>Action planned to be undertaken 2016-19 and onwards</i>	It is anticipated issues relating to crime, juvenile crime, safety and antisocial behaviour will be raised through community engagement and development of a youth strategy. While these issues will be addressed in the youth strategy there is scope to refer to Community Safety Plan for more detailed and specific strategies in this area.
	Action 3.1.7.1: Liaise with Non-Government and Registered Training Organisation's to encourage provision of pathways for education, training and employment (including cadetships and apprenticeships). <i>Action planned to be undertaken 2015-19 and onwards</i>	Council commitment to take active role in encouraging provision of education and training opportunities.

Document	Points of Interest	Comment
<p>Community Perceptions Survey – June 2015</p>	<p>Audience: the study engaged with a cross section of residents and ratepayers across the Shire, including remote Aboriginal communities and non-resident ratepayers. 787 local residents 94 out of area ratepayers 90 residents in remote Aboriginal communities</p>	<p>Large scale community engagement with findings relevant to development of a youth Strategy</p>
	<p>Strengths: Broome Recreation and Aquatic Centre (including outdoor sporting grounds) – 77% of respondents satisfied</p>	<p>Success in providing recreational facilities – identified as priority for young people</p>
	<p>Community Priorities: Anti-social behaviour is the number 1 highest priority identified by respondents. Particular concern expressed over juvenile crime including;</p> <ul style="list-style-type: none"> • young people on the streets at night • youth 'gangs' • parental responsibility and drug and alcohol related family problems 	<p>There are two issues to address here:</p> <ol style="list-style-type: none"> 1. Reduction in crimes committed by young people - Management of young offenders through juvenile justice system 2. Ensuring young people feel safe in their community - community safety initiatives to reduce crime and anti-social behaviour and ensure safety of young people
	<p>Community Priorities: Youth Services identified as key priority The community want more facilities for young people and expressed a need to 'keep them off the street and out of trouble'. Suggestions include a Youth Advisory Council, parks for all ages, water playgrounds, skate and BMX parks, more to do in the aquatic centre, late night basketball, holiday programs and youth accommodation.</p>	<p>There is a need to identify services currently provided by youth organisations and community groups in Broome and identify the gaps and areas for improvement – community mapping exercise. The next step is to identify the services that can/should be provided by the Shire and the services that are better provided by other youth service providers and agencies (Shire may support or facilitate the establishment of these services)</p>

Document	Points of Interest	Comment
Sport and Recreation Framework 2016-2025	Philosophy and rationale	To be used as a guide when considering opportunities identified through the development of a youth strategy to determine the Shire's capacity to deliver certain projects and manage community expectation accordingly, as well as maximise potential development.
	Core priorities identified for 2016-2020: <ul style="list-style-type: none"> BRAC Aquatic upgrade Town Beach Amenity Improvements & Fishing Platform BRAC Reserves – Lighting Nipper Roe Town Beach Playground improvements 	Alignment of priorities identified in Sport and Recreation Framework with Youth Strategy. Ensure opportunities for youth recreation are maximised and spaces are activated for use by young people.
	The Framework proposes the development of a Youth Precinct at BRAC which could include riding and small wheel activities (BMX track/skate park). The development is proposed for 2021 and is subject to significant grant funding.	

Document	Points of Interest	Comment
Public Art Masterplan for Broome Town Site	Laneways and courtyards Activation of existing laneways with murals and street art	Appealing and accessible art form for young people. Opportunity for street art workshops and involvement of young people in creating artworks.
	Community engagement and capacity building	Opportunities for young people to participate in skills development and be actively involved in delivery of public artwork.

Document	Points of Interest	Comment
Disability Access and Inclusion Plan	Outcome 1: Access to Services and Events <ul style="list-style-type: none"> Ensure that events, both organised and funded, are accessible to people with disabilities (as far as practicable) Ensure that sport and leisure services are accessible and inclusive 	It is anticipated that a youth strategy will include actions relating to events and provision of sport recreation facilities for young people. Ensure any actions and outcomes are accessible for young people with a disability.
	Outcome 6: Public Consultation People with disabilities have the same opportunities as other people to participate in any public consultation by the Shire of Broome.	Ensure consultation for the development of a Youth Strategy is accessible and inclusive of people with a disability.

West Kimberley Youth Sector Conference (WKYSC) documents

Prepared by WKYSC Working Party

Document	Points of Interest	Comment
2012 Conference Report	Key Themes emerging from the conference: <ol style="list-style-type: none"> 1. Importance of relationships 2. Indigenous youth – culture and identity 3. Mental health 4. Young people living in regional and remote communities 5. Substance use 6. Youth participation 	Key themes to be considered in development of youth strategy and included in consultation discussions.
	Training needs analysis Respondents predominantly Broome based youth workers targeting 12-18 year old clients with representation from both government and non-government. <ul style="list-style-type: none"> • Self care methods • Practical skills and training • Information or knowledge need • No further training required engagement and communication • Mental Health Training needs • Alcohol and other drug training needs • Barriers to training • Preferred month for training • Preferred location for training • Method of delivery • Training format 	Counselling identified highly as both an area where some respondents need further training and some respondents feel they already have adequate skills. Targeted training opportunities may be beneficial. Service coordination – local services ranked highly as an area where more information and knowledge is required, suggesting networking and opportunities for collaboration and information sharing are highly valued – potential to include strategies in Youth framework for sector forums and development of BYCN. Barriers to training identified including location, time and cost – opportunity for Shire to facilitate/fund training opportunities in Broome. Preferences indicate face to face training delivered in Broome from February-May would be preferred.

Document	Points of Interest	Comment
<p>Youth Strategy 2014-2016</p>	<p>Executive Summary</p> <p>Key issues that impact on young people's lives:</p> <ul style="list-style-type: none"> • Alcohol use • Young people roaming the streets • Youth not attending school • Crime <p>Key priority areas for improvement</p> <ul style="list-style-type: none"> • Accessible youth services and facilities • Education, training and employment opportunities • Health and wellbeing • Service provider coordination and training • Youth participation 	<p>To be considered in development of strategy and included in consultation discussion topics.</p>
	<p>Background and demographics</p> <p>The Kimberley region is characterised by strong growth rates and high Aboriginal representation. Additionally the region has a significant transient population.</p> <p>People under the age of 25 represent 30% of the regions' total population</p>	<p>Useful data to inform / include in strategy</p>
	<p>Methodology and findings</p> <p>371 surveys completed with 216 from young people and 155 from service providers</p> <p>63% of respondents from Shire of Broome region</p>	<p>Survey findings can be considered highly relevant to Shire of Broome with majority of respondents within the area and other respondents considered having similar experiences, needs and aspirations.</p>
	<p>Priority Area 1: Accessible Youth Services and facilities</p> <ul style="list-style-type: none"> • Ongoing sustainable programs and activities for young people • Advocate for the provision of community infrastructure • Youth services directory • Partnerships with local businesses and secondary resources 	<p>Provision of accessible and appealing youth spaces and recreation facilities, including but not limited to Broome skate park.</p> <p>Youth services directory to result from community mapping exercise as part of youth strategy development – to be youth friendly and accessible</p> <p>Facilitation of partnerships and collaboration</p>
	<p>Priority Area 2: Education Training and Employment Opportunities</p> <ul style="list-style-type: none"> • Increased secondary and tertiary education opportunities • Volunteer / work experience opportunities • Promotion of opportunities through online/internet based media • Transition support 	<p>Liaise with Non-Government and Registered Training Organisation's to encourage provision of pathways for education, training and employment</p> <p>Formalise work experience opportunities, cadetships,</p>

		<p>traineeships with Shire and encourage other businesses./industries to do the same</p> <p>Establish partnerships to support education, training and employment opportunities</p>
	<p>Priority Area 3: Health and Wellbeing</p> <ul style="list-style-type: none"> • Identify educational programs in existing youth activities and peer groups • Expand organised sport and recreation programs and activities • Promote you in a positive way – strength based approach to youth engagement • Identify existing safe places/venues and facilitate access for young people • Provide accessible youth services after hours 	<p>Support for sport clubs to provide more youth focused programs</p> <p>Promote youth achievement and success</p> <p>Establish partnerships with health agencies and youth service providers to encourage collaboration, identify opportunities and lobby for funding.</p>
	<p>Priority Area 4: Service Provider Coordination and Training</p> <ul style="list-style-type: none"> • Shared training opportunities • Service map of youth related service providers • Develop local culturally appropriate youth mentoring programs • Identify and develop a peak West Kimberley youth interagency forum to guide future coordination of service provision 	<p>This is a key area of opportunity and responsibility for the Shire of Broome.</p> <p>Facilitate shared training opportunities for service providers</p> <p>Youth Services Directory for service providers</p> <p>Build the capacity of the BYCN to function as a peak body for youth services in the Broome region</p>

Kimberley Regional Collaborative Group documentation

Prepared by Bluebottle Consulting

Document	Points of Interest	Comment
Report on youth service provision in the Kimberley (December 2014)	Mapping of service provision	To be used as a starting point for Broome local service mapping exercise which will; result in development of a youth services directory
	Findings from consultation with service providers – overarching themes: Challenges relating to the operating environment <ul style="list-style-type: none"> • Crime and anti-social behaviour • Funding – competition with other providers and lack of sustainable ongoing funding • Staffing – high turnover/transient population • Young client's family environment • Challenges for service provision 	Be mindful of these challenges for service providers. Opportunity for Shire to support non-government service providers to overcome some these challenges – i.e. funding and staffing
	Gaps in services for young people <ul style="list-style-type: none"> • Positive engagement programs • Transport • Health services <ul style="list-style-type: none"> ○ Mental health ○ Drug and alcohol ○ Sexual health • Employment • Education • Programs for at risk youth – particularly after hours • Access to public spaces and facilities • Accommodation • Data Collection • Facilitating Collaboration 	Facilitating collaboration (coordination of services) identified as Shire responsibility. Opportunity for Shire to fill gap. The Shire may also play a direct service role in facilitating positive engagement programs and providing access to public spaces and facilities. Other service gaps to be addressed by providing support to external agencies, establishing partnerships and advocating for the needs of Broome youth at State and Federal level.

Document	Points of Interest	Comment
<p>Report on consultation with local government in the Kimberley (December 2014)</p>	<p>Current involvement in youth services: The Shire of Broome does not currently have a role in direct service provision (unlike other shires in the Kimberley Region) this is a reflection of the fact that Broome has a number of well-managed community agencies that have the capacity to provide quality services for young people.</p>	<p>It is intended that the youth strategy will not see a shift to direct service provision, rather expansion of the Shire's role as a facilitator and supporter. It is anticipated youth service providers will support this (to be explored through consultation process). NB: - report requires minor amendments as some information is incorrect.</p>
	<p>Overarching themes: Challenges relating to the operating environment</p> <ul style="list-style-type: none"> • Funding –lack of sustainable ongoing funding / flexibility • Staffing – high turnover/transient population • Family environment – lack of support from family for young people • Challenges for service provision 	<p>Be mindful of challenges and ensure strategies exist within the youth strategy to overcome challenges.</p>
	<p>Overarching themes: Gaps in services for young people</p> <ul style="list-style-type: none"> • Positive engagement programs • Transport • Mental Health and Health services • Employment • Education • Accommodation • Need for consistent data collection 	<p>Opportunity for Shire to facilitate and support positive engagement programs – i.e. YAC</p> <p>Lobby for improved transport and accommodation services – address on regional level through Kimberley Youth Strategy.</p> <p>Establish local partnerships for better outcomes for young people with regard to mental health and health services, education and employment. These areas should also be considered at a regional level in the Kimberley Youth Strategy.</p>
	<p>Overarching themes: Community Partnerships</p> <ul style="list-style-type: none"> • Need for encouraging greater community engagement and involvement • Need for managing community expectations / perceptions • Perceived barriers to community participation (insurance and fees) • Need for greater youth participation including at risk young people • Addressing crime and antisocial behaviour 	<p>Strategies for a whole of community approach to youth services.</p> <p>Need to be clear about Shire's capacity to provide youth services with low rate payer base. Look at ways to empower the community and support non-government service providers. Leverage funding.</p> <p>Perceived barriers to community participation not experienced in Broome.</p> <p>Crime and anti-social behaviour relating directly to young people is to be addressed in the youth strategy, as well as at a whole of community level in the Shire's</p>

		Community Safety Plan currently under development.
	<p>Youth Engagement Strategies Shire of Broome has had limited engagement with young people and engages mostly through youth service providers. Other shires who offer direct service provision generally have greater levels of engagement. SDWK have previously had a Youth Advisory Council which can be an effective means of engagement, however they caution that meaningful engagement requires multiple strategies for engagement to reflect the diversity of young people in the community.</p>	<p>Establish Youth Advisory Council for the Shire of Broome. Ensure representation on YAC is diverse and YAC is not a token gesture or relied upon as the only means of youth engagement.</p> <p>Integrate youth engagement into all community consultation – i.e development of planning strategies</p>
	<p>Funding of Service Provision for youth: The Shire of Broome does not have any direct involvement in service provision – except for programs at BRAC. SDWK are funded by DCPFS and DCS to provide youth services.</p>	<p>Investigate opportunities for Shire of Broome to seek funds for collaborative projects (i.e youth week) and shared resources (i.e inflatable movie screen) Youth and Community Development Officer position is part funded by funding agreement with Rio Tinto (\$30K per annum) - Investigate other opportunities. SoB provided support to BYFH with peppercorn lease of Drop In centre. Investigate other similar opportunities to provide support. Some funding provided to youth service providers through community sponsorship program.</p>
	<p>Memorandums of Understanding Network meetings facilitated by Shire's across the Kimberley – however Kununurra are the only group to have formal terms of reference</p>	<p>Opportunity to formalise BYCN and establish terms of reference.</p>
<p>Environmental scan : youth policy (September 2015) Environmental scan of federal, state and local government policy and programs relating to youth.</p>	<p>National Government Departments:</p> <ul style="list-style-type: none"> • Coalition of Australian Governments (COAG) • Prime Minister and Cabinet • Attorney General's Department • Department of Education and Training • Department of Health and Ageing • Department for Social Services • Department for Human Services • Department for Infrastructure and Regional Development 	<p>Funding opportunities</p> <p>The majority of Government departments incorporate youth programs</p> <p>Many National departments have regional offices based in the Kimberley, and most are in Broome. The Shire must strengthen existing relationships, and develop new partnerships, with regional offices to support local delivery of National strategies.</p>
	<p>National Not For Profits:</p> <ul style="list-style-type: none"> • Australian youth Affairs Coalition • Australian Youth Mentoring Network • Mission Australia 	<p>National peak bodies. Source of information, support and advice. Best practice examples.</p>
	<p>Our Youth – Our Future</p>	<p>Alignment of the priorities of the Shire's Youth</p>

	<p>There is no National overarching Youth Policy. The WA State Government's Our Youth – Our Future is the key strategic youth framework for the state.</p> <ul style="list-style-type: none"> • encourage young people to participate in and contribute to all aspects of community life, including through sport, recreation, culture and the arts, volunteering and involvement with decision making • provide opportunities for young people to learn, find jobs into the future and develop life skills to help them get to where they want to be • promote and/or create environments and accessible options for young people to connect with programs and services that best meet their needs, keep them well and promote lifelong healthy lifestyles. 	<p>Framework with the priorities outlined in Our Youth – Our Future will help to ensure:</p> <ul style="list-style-type: none"> • best chance for securing funding • Broome youth are receiving support in line with other young people across the state • the Shire of Broome is well positioned to partner with state government departments to deliver state-wide initiatives locally.
	<p>State Government Departments:</p> <ul style="list-style-type: none"> • Department of Premier and Cabinet • Department for aboriginal Affairs • Department of the Attorney General • Department for Child Protection and Family Support • Department of Corrective Services • Department of Culture and the Arts • Disability Services Commission • Department of Local Government and Communities • Department of Housing • Department of Health – WA Country Health Service • Department of Parks and Wildlife • Department of Sport and Recreation • Department of Training and Workforce Development • Kimberley Development Commission Kimberley Training Institute • Mental Health Commission • WA Police 	<p>As above for National Government departments.</p>
	<p>State Not for profits:</p> <ul style="list-style-type: none"> • Foundation for young Australians • Kimberley Institute Limited • Propel Youth Arts WA • Youth Affairs Council of WA 	<p>Establish partnerships to support the delivery of programs in Broome</p> <p>Support Broome youth to participate in programs being run in Perth and instate by assisting with the application process and travel costs.</p>
	<p>Local Governments – Examples of positive youth engagement: City of Joondalup City of Bayswater Shire of Exmouth City of Greater Geraldton Shire of Esperance</p>	<p>Establish Relationships Networking Share resources</p>

APPENDIX TWO

Consultation Report

Analyses of existing consultation findings, research and recommendations provided an informed place to start the consultation process with a solid understanding of 'what we already know'. Equipped with this information the Shire of Broome consulted with key stakeholders including youth service providers, community members who work closely with young people, families and of course young people themselves.

Consultation methods were designed to be interactive and stimulate discussion in including workshops, forum discussions, and brainstorming. Some consultation was conducted in formal settings and some in more youth friendly settings including Broome Senior High School, Broome Residential College and at several youth events.

Consultation with Young People

A range of young people were consulted in several settings.

Eco Beach – School Leavers expo

The Shire of Broome, along with several other youth service providers, attended the 2015 School Leavers Getaway hosted by Ramada Eco Beach on 1 December 2015.

A mini expo was set up during the lunch period on the first day. Stalls included Headspace's chilling space, Red Cross with 'Save a Mate' alcohol and drug harm minimisation strategies, Cancer Council and Kimberley Population Health positive health messages and sexual health awareness, Local Drug Action Group's alcohol education and awareness interactive activities and the Shire of Broome's 'Have Your Say' stand.

Of the 30 students who attended the Leavers Getaway, 22 participated in the mini expo activities. Participants were aged 17 and 18 years with both boys



and girls participating.

Broome Senior High School



A consultation session was held with the Broome Senior High School year 9 and 10 student councillors and was attended by 8 students. These students are leaders amongst their peers and represent other students on a range of issues affecting Broome Senior High School students.

Teacher Nathan Dines also conducted a consultation session with the year 9 health class of 23 students. St Mary's College were also invited to participate, however no response was received.

Broome Residential College

Consultation was conducted with students at the Broome Residential College. 12 students participated including residents from Looma, Derby and remote pastoral stations. Participants were aged between 13 and 16 years of age. Most of these students reside in Broome during the school term and return home to their families on the school holidays, and some on the weekends.



Young people were given three questions to consider and were asked to brainstorm their answers...

WHAT NOW?

What can we do RIGHT NOW to make Broome a better place for young people?



**DREAM
BIG**

What are your hopes, dreams and big ideas to improve the lives of young people in Broome?



What's on Your Mind?

We want to know what's bothering you. Tell us what makes you worried, scared, frustrated or angry?

Youth Consultation Findings

What Now

This question asked youth to consider short term achievable changes that could make Broome a better place for young people.

Some suggestions included:

- Making spaces such as Drop In and the camp school more accessible and inviting
- Regular recreation activities and sporting programs(i.e. beach Frisbee competitions, dodge ball tournament, obstacle course)
- Under 18's/all ages music events
- More sporting and fitness facilities and activities
- Youth festival
- Free wi-fi (in public spaces)
- Free classes and workshops (i.e. dance, photography, surfing)
- Promotion of programs and activities
- Better access to information about programs and services for young people
- More shops
- Bike racks with built in bike locks around town

Themes:

- Inviting and accessible spaces for young people
- More things to do
- Activities must be free or low cost

- Activities, programs and services must be accessible and well promoted

What's on Your Mind?

This question asked young people to talk about the things that make them worried, scared, frustrated or angry. The aim of this discussion was to identify priorities for action and opportunities for young people to influence change.

Some issues and challenges raised included:

- Drug and alcohol abuse
- Bill Boys (youth gangs)
- Peer pressure
- Crime – theft, stealing, vandalism
- Antisocial behaviour – street drinking and violence
- Financial stress, high cost of living in Broome
- Community expectations and perception of young people
- Young people on the streets with nothing to do / boredom
- Family problems and fighting
- Homeless people in Chinatown
- Succeeding at school
- Finding employment

Themes

- Crime and anti-social behaviour is a big concern for young people both for fear of their safety as well as creating a bad image of youth
- Relationships with friends and family are very important to young people and this can be a cause of stress and worry
- Young people are very aware of social issues and have a desire to influence change

- Young people have a lot of stressors in their lives (school, work, finances, relationships) and teenage years are a very emotional and vulnerable time. Young people need support during this time and strategies to cope with life pressures.

Dream Big

This was an opportunity for young people to get creative and express their dreams and ideas, without having to consider obstacles such as funding, logistics and adults not supporting their crazy ideas!

Some big ideas included:

- Water park / wave pool for youth (not children)
- Bowling alley
- Paint ball
- Laser tag
- Youth Hub – with space to hang out and access to services
- Adventure Park, roller coaster
- Bounce
- Time zone
- Large scale youth festival with music, surf and skate comps (ICEA example)
- Youth space – alcohol free space for nights and weekends. Music venue
- Free wi-fi everywhere
- Direct flights to Bali (International flights from Broome)
- Underwater observatory
- More shops (especially clothing) and a bigger shopping centre

Themes

- The overriding message was that young people want more things to do
- Commercial development – shops and entertainment complexes

- Youth spaces that are accessible and inclusive for all young people (Drop In centre seen to be only for youth at risk)



NO.	DATE	DESCRIPTION	DR	DES	CHKD	PN
A	15/12/2017	ISSUED FOR INFORMATION				

HORIZONTAL DATUM: NONE
 VERTICAL DATUM: NONE
 CONTOUR INTERVAL: NONE

Shire of Broome
people • place • prosperity
 SHIRE OF BROOME
 54/55 STREET (PO BOX 44)
 BROOME WA 6725

TEL: 081934 3406
 FAX: 081934 2677
 Email: info@broome.nsw.gov.au

BROOME ENTERPRISE CENTRE
 FPORTION RESERVE R 42502
 LOCATION PLAN

DRAWING NUMBER: **B15-08-01**

PROJECT NUMBER	B15-08
SHEET NO.	A1
SCALE	1:500 @ A1 1:1,000 @ A3
REV	A



ABN 47 121 568 885

OFFER TO LEASE

TO:	Peter McBride Senior Property & Leasing Officer, Shire of Broome
RE:	The undermentioned Lessee hereby offers to lease the premises situated at on the following terms and conditions:
LESSOR:	Shire of Broome
ADDRESS:	Broome Enterprise Centre (Portion Reserve 42502), Cable Beach Road, Broome, WA 6725
LESSEE:	Foundations Care Ltd
ADDRESS:	1/54-66 Perrin Drive, Underwood QLD 4118
PREMISES:	Broome Enterprise Centre (Portion Reserve 42502), Cable Beach Road, Broome, WA 6725
DESCRIPTION:	Commercial Offices
AREA:	Approximately 73m ²
PROPOSED USE:	Professional offices
GROSS RENTAL:	\$1,500 per month (GST inclusive)
OUTGOINGS:	Insurance and air conditioner services
REVIEWS:	Market Review at commencement of the option period
CLEANING:	The Lessee shall be responsible for the cost of cleaning of the tenancy.
POSSESSION & DEPOSIT:	The Lessee shall be allowed to enter into possession of the tenancy upon signing of a Lease and payment of two months' rent as deposit.
LEASE COMMENCEMENT:	11/1/2016

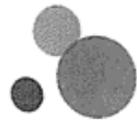
Foundations Care – Therapeutic Services
1300 617 859 | www.foundcaresupport.org.au

Foundations Care – Relationship Services
1300 854 733 | www.foundcarefamily.org.au

Foundations Care – Out-of-Home Care
1300 395 005 | www.foundcarekids.org.au



Foundations Care is proudly part of the Community Services Group.



ABN 47 121 568 885

RENTAL COMMENCEMENT:	1/03/2016
TERM REQUIRED:	11/01/2016 – 31/03/2017
OPTION/S REQUIRED:	one year or two years or three years pending on the Foundations Care's contract renewal with the WA Department of Community
FITOUT COMMENCEMENT:	Access is required prior to Lease commencement for office relocation and IT setup after full deposit moneys have been paid.
FITOUT REQUIREMENTS:	The Lessee shall obtain any necessary approvals in relation to fitout from the local authority and State Fire Services.
LESSOR'S WORKS:	Replacement the Vinyl Floor throughout the property Replacement the broken tiles on the walls of bathroom/Kitchenette Replacement of the broken powerpoint on the wall
OTHER CONDITIONS REQUIRED:	Lease requires 7 weeks rental free period. This offer is subject to the Board of Director's approval.

THIS 'OFFER TO LEASE' IS DATED THIS ____7th__ DAY OF December 2015

Jun Zheng – Chief Financial Officer

Foundations Care Ltd

LESSEE

WITNESS

ACCEPTED by the Lessor on this ____ Day of _____ 201

SIGNED BY THE SAID

IN THE PRESENCE OF

Foundations Care – Therapeutic Services
1300 617 859 | www.foundcaresupport.org.au

Foundations Care – Relationship Services
1300 854 733 | www.foundcarefamily.org.au

Foundations Care – Out-of-Home Care
1300 395 005 | www.foundcarekids.org.au



Foundations Care is proudly part of the Community Services Group.

Schedule of Rates RFT 15_05 - Security Services	
Tenderer Name:	
Instructions:	This price schedule must be completed in the format presented below and uploaded to the WALGA Provider Portal under the Pricing criterion. The prices accepted will be used to complete Schedule 6 of the General Conditions of Contract
All Prices are Inclusive of GST The Principal offers no guarantee of the quantities required.	

Patrols				
	Physical Check (Price Per Week)	Foot Patrol (Price Per Week)	Mobile Patrol (Price Per Week)	Total Price Per Week
Administration Building, Barker Street Building, Library Building, Civic Centre and surrounding grounds	\$	\$	\$	\$ -
Depot	\$		\$	\$ -
Broome Recreation and Aquatic Centre and Medland Pavilion	\$	\$	\$	\$ -
Kimberley Regional Offices	\$	\$	\$	\$ -
Lotteries and Broome Enterprise Centre House	\$	\$	\$	\$ -
Broome Visitors Centre and Courthouse Collections	\$	\$	\$	\$ -
Magabala Books	\$	\$	\$	\$ -
Haynes Oval Pavilion and Surrounds			\$	\$ -
Japanese Cemetery			\$	\$

			-
Waste Disposal Site (Buckley's Road)		\$	\$
Cable Beach Public Toilets		\$	\$
Town Beach Public Toilets, Water Spray Park & Cafe		\$	\$
Male Oval Public Toilets		\$	\$

Escorts					
	Tuesday (Price Per Day)	Wednesday (Price Per Day)	Thursday (Price Per Day)	Friday (Price Per Day)	Total Price Per Week
Library	\$		\$		\$
Broome Recreation and Aquatic Centre (BRAC)		\$	\$	\$	\$

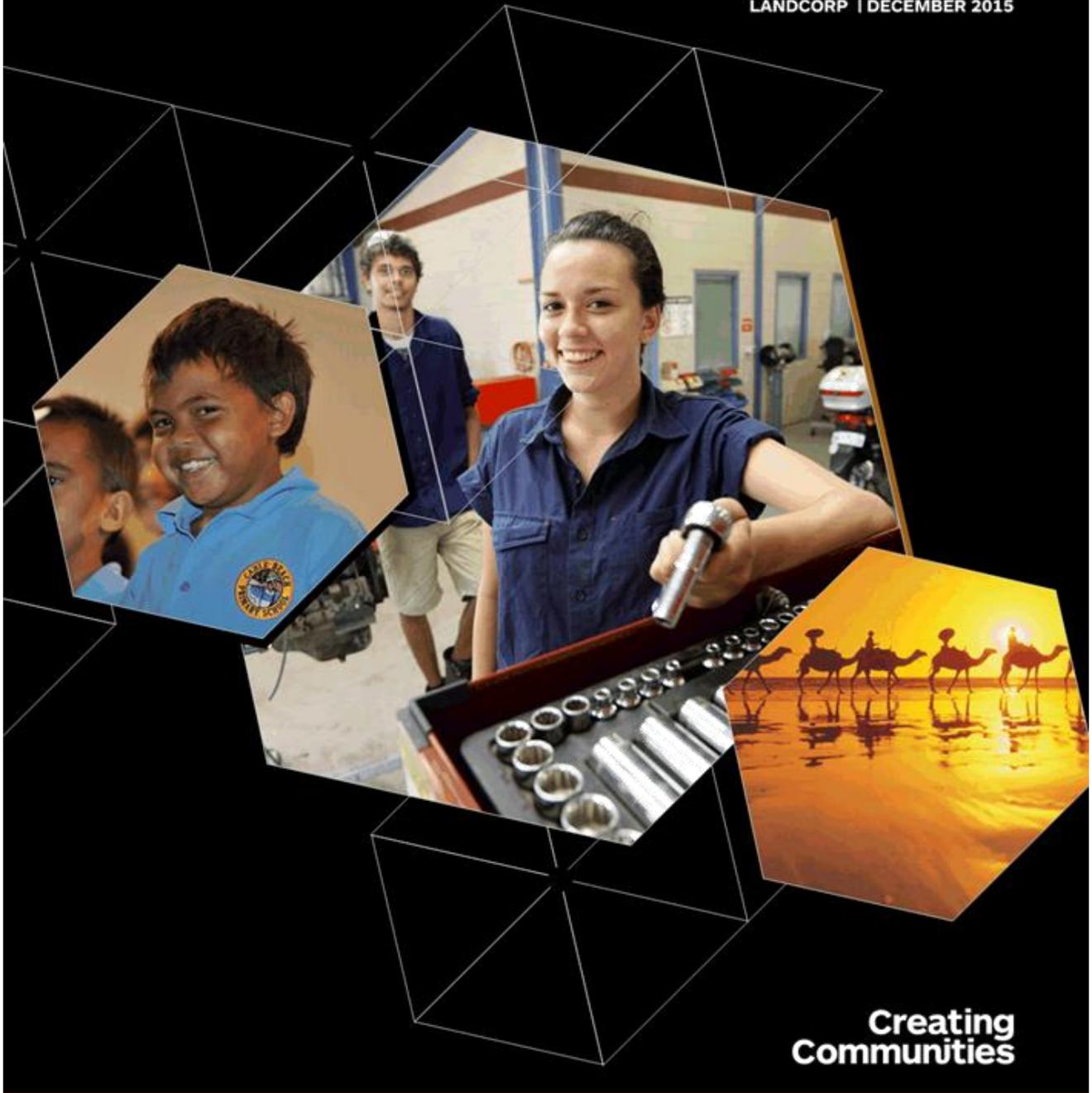
Beach Patrol				
	Friday (Price Per Day)	Saturday (Price Per Day)	Sunday (Price Per Day)	Total Price Per Week
Cable Beach ramp at Cable Beach Club to just South of Surf Club	\$	\$	\$	\$
Main car park Cable Beach	\$	\$	\$	\$
Main car park Surf Club	\$	\$	\$	\$
Gantheaume Point, beach and nearby car park	\$	\$	\$	\$
Lighthouse car park	\$	\$	\$	\$
Main car park Town Beach	\$	\$	\$	\$

For external work outside this scope	Price Per Hour
Security officer site attendance	\$
Crowd Control	\$
Personnel Management and Fire Warden Duties	\$

Broome Regional Centre Growth Plan

PROJECT PLAN

LANDCORP | DECEMBER 2015



**Creating
Communities**

Table of Contents

1.0	Introduction	4
	1.1. Purpose	4
	1.2. Background	4
	1.3. Project Governance and Management	5
2.0	Scope Description	5
	2.1. Activities in scope	5
	2.2. Activities not in scope	6
3.0	Key Objectives	6
	3.1. Responding to the Unique Context	6
	3.2. Objectives	7
4.0	General Opportunities and Constraints	8
	4.1. Strengths, Weaknesses, Opportunities, Threats (SWOT) – Early Analysis	8
	4.2. Critical issues	9
5.0	Capacity Assessment	9
	5.1. Key gaps	9
6.0	An Outcomes Focused Approach	10
	6.1. What We Take Into Account.....	12
	6.2. How We Work	14
	6.3. Focus Areas	15
7.0	Project Plan and Budget	20
	7.1. Budget Overview	20
	7.2. Procurement Overview.....	21
	7.3. Cash Flow Overview.....	22
8.0	Budget Assumptions	25
9.0	Stakeholder Engagement and Communications Plan	25
	9.1. Key Stakeholders	26
10.0	Risks	27
11.0	Cost Summary	29
12.0	Sponsor Acceptance	29
	Appendix 1: Project Governance and Management	30
	Appendix 2: Items Considered Within Scope	38

Appendix 3: Capacity Assessment	40
Appendix 4: Project Plan Table and Gantt Chart	52
Appendix 5: Broome Growth Planning – Lead Consultant Scope of Services.....	57

1.0 Introduction

1.1. Purpose

This document defines the Project Plan and Budget for the Broome Regional Centre Growth Planning process. It follows the key steps for the planning process identified in the Regional Centres Development Plan Phase 2 (RCDP) Toolkit.

The Growth Plan will enable Broome, while sustaining and maintaining its values, to transition into a thriving regional city in northern Australia.

The endorsement of Project Plan and Budget by the Broome Growth Planning Partnership Group (GPP) in December 2015 and final approval by the RCDP Steering Committee in February 2016 will subsequently enable tranches of funding to be released as identified milestones are achieved.

1.2. Background

The *State Planning Strategy 2050* identifies Western Australia's network of Regional Centres and Sub-regional Centres. The RCDP and Pilbara Cities supports those of the highest strategic importance to the State's economy and regional communities. The *State Planning Strategy 2050* identifies the need for these strategic regional centres to build on their competitive and collaborative advantages to support sustained growth and prosperity of Western Australia.

The RCDP Framework provides a platform for the establishment of Growth Plan Partnerships and the development of Growth Plans through RCDP and Pilbara Cities. It is being implemented by the State Government to provide the necessary economic and strategic planning and partnerships to meet the objectives of the *State Planning Strategy 2050* and Regional Blueprints. The Growth Plan is designed to unlock growth potential in a 21st century global economy, and requires commitment across all sectors to both planning and implementation.

The approach to Growth Plan development represents a significant shift in emphasis, moving beyond land-use planning to develop a longer term strategic approach that aligns government policy and services, builds economic capacity, facilitates trade, and supports employment, population growth, social services and amenity.

The Broome Regional Centre Growth Plan will be transformational yet also realistic and credible - grounded in a strong understanding of the opportunities and challenges facing the Regional Centre. It will be aligned to economic and social drivers and trends while establishing a shared purpose and commitment for the development of Broome into a thriving regional centre.

A core focus of the planning process will be to build a sense of ownership and accountability for the achievement and progression of the plan within the Broome community. This will require close collaboration with key Broome stakeholders including the Kimberley Development Commission, Shire of Broome and community leaders.

Ultimately, the process will aim to develop a sense of 'economic wisdom' in the community, embedding an ethos towards economic and social development which is reflective of Broome's unique character, spirit and strengths, and provides robust pathways to engage in and achieve innovation and positive change in the community.

1.3. Project Governance and Management

The Regional Development Council (RDC), is the lead State coordinating body responsible for delivering the RCDP and is supported by the Department of Regional Development (DRD) as the Program Coordinator. LandCorp is the Project Manager and is responsible for the procurement and management of consultants on behalf of DRD.

A local Growth Plan Partnership (GPP) has been established in Broome to provide strategic oversight of the project and to drive the project at a local level. The GPP is supported by the Shire of Broome and the Kimberley Development Commission (KDC) at an Executive level. The GPP governance and management arrangements are set out in the attached Memorandum of Understanding (see Appendix 1).

Creating Communities Australia has been appointed as the Lead Growth Plan Consultant for Broome and is responsible for the overall delivery of the Growth Plan in coordination with the State Government program partners and the GPP.

A project control group (PCG) comprising officers from SOB, KDC, LandCorp and the Lead Consultant has been established to coordinate the day to day operations of the project. The PCG meets by teleconference on an as needed basis but approximately fortnightly in the initial phases of the project.

Program level meetings with project managers and Lead Consultants are convened by DRD on at least a fortnightly basis.

In addition, there are a number of formal review points, progress reports and program level workshops scheduled over the next ten months as part of the monitoring and collaboration framework.

2.0 Scope Description

2.1. Activities in scope

As outlined in the RCDP Toolkit and the initial October Project Scope Statement, included in the scope are activities to develop the content of the Growth Plan; establish and develop relevant partnerships; communicate and promote the process and resulting achievements and lay the foundation for successful delivery of the Growth Plan.

The proposed scope aligns with the policy framework, toolkit and timeframe developed by the RCDP program team. It also recognizes that the growth planning process to date has identified a series of core risks, with mitigations for each integrated into the approach. For example, there has been and continues to be a plethora of reports prepared on the industry potentials for Broome, so the scenarios for each industry may be created and tested earlier in the process than the programme identifies. Furthermore, both the Growth Planning Partnership Group and the Traditional Owners have clearly stated that without gaining and retaining a social license to operate, without engaging diverse groups and without addressing social disadvantage, no regional centres plan will be viable.

The following activities are included (see Appendix 2 for more detail). It is accepted that while the components are conceptually distinct, implementation of these activities will not necessarily be conducted in a linear manner – i.e. there may be overlaps and iterations as the work progresses.

Activities in scope

1. Completing preliminaries
2. Setting context, goals and process
3. Situation analysis
4. Analysis of opportunities and constraints
5. Scenario planning
6. Identifying competitive advantage and positioning of the Regional Centre
7. Strategy and formulation
8. Concise action planning and clear deliverables
9. Establishing implementation, investment and evaluation mechanisms
10. Pursuing opportunities as they arise

In addition to the above, there will be a number of activities which occur throughout the whole growth planning process, including a strong focus on stakeholder engagement and communications, developing local leaders, governance, assessing new and changing priorities and taking account of the character and spirit of Broome.

2.2. Activities not in scope

The following activities are excluded:

- Duplicate, or replace, any regional, state or national plan or policy
- Royalties for Regions funding application/s
- Wish list for projects - i.e. 'main street' approach

3.0 Key Objectives

3.1. Responding to the Unique Context

Broome is well positioned to make rapid progress as a result of the Regional Centre Development Plan funding and program.

Broome's nearest major centre in the West Kimberley is over 200km away and Kununurra, in the East Kimberley, is a thousand kilometres away. This isolation along with its geographical and cultural distinctiveness underpins the centre's unique character and sense of place.

The local leadership and others are passionate about Broome and have indicated their willingness to be engaged in its future.

The Shire of Broome has considerable natural resources. It is comprised of a land mass about the size of Tasmania, with some 74 separate Aboriginal communities residing on land held by various Traditional Owner groups.

The Kimberley Blueprint and other documents show that many social indicators are significantly below State average in both the town and Shire. The average workforce turnover is around 70% every three years creating a dynamic mix on long and short term residents in the community that brings with it a myriad of complexities.

The former Woodside Project at James Price Point (JPP) did not proceed and revealed that there isn't a common view of development amongst the Broome community. However, the site is now fully approved for development and represents an important opportunity. There is now a growing sense for both current and potential business owners, residents as well as investors, to view Broome as a place with a very positive future.

In the post-JJP environment there is a fertile space to reframe the future. Despite the challenges noted above, opportunities abound to create Broome as a thriving regional city in northern Australia.

The drivers that will enable positive growth are the town's leadership which is keen to support economic and social development; a plethora of economic opportunities documented in and around Broome, and a constant and expanding wave of proponents seeking to invest in Broome.

3.2. Objectives

The following objectives have been set for the growth partnership. These align with the overarching RCDP vision, objectives and principles as outlined in the RCDP Toolkit.

The objectives of the Broome Growth Plan are to:

- Identify and develop strategies to grow community capacity and resilience to be able to participate in both the social and economic development of Broome
- Establish and foster trust and collaboration between government, not-for-profits, industry, and general community, embedding a partnership approach to progress economic growth founded on a shared vision for the future
- Develop a Growth Plan that whilst grounded in reality, is aspirational and will provide the framework through which future economic opportunities can be progressed
- Identify priorities for investment over the coming ten years
- Demonstrate a strong commitment to Broome becoming a regional city and build momentum through the early implementation of identified "ready to go" projects
- Identify and enable local and emerging leaders, at all levels, to drive the implementation of the Growth Plan and change in the community.

4.0 General Opportunities and Constraints

4.1. Strengths, Weaknesses, Opportunities, Threats (SWOT) – Early Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ The Shire of Broome is strategically located with ready access to on and offshore resource activity and potentially untapped aquifers. ▪ Some key elements of transport infrastructure are in place with the need for significant expansion ▪ Established tourism industry and a livability factor unique in the North West. ▪ Strong multi-cultural community and history ▪ Broome has an average of 180,500 visitors per annum, staying 1.3 million nights. Visitors usually stay longer than in other parts of Regional WA. ▪ Its regional service function means that employment diversity in the Shire is relatively high compared with the rest of the Kimberley and even Regional WA. ▪ A number of economic pillars that dampen the shocks from any one particular area 	<ul style="list-style-type: none"> ▪ Indigenous labour force participation is half that of the non-Indigenous community, and there is significant untapped local capacity within the Indigenous community to address the thin local labour market. ▪ Local concern regarding decline in retail activity and 'reputation' of Broome and its negative effect on business confidence. ▪ Low levels of physical infrastructure ▪ Underdeveloped cultural economy and tourism experiences ▪ Educational and income inequality ▪ Lack of community consensus on Broome's future development path ▪ Lots of analysis of economic opportunity undertaken to date, however strategies fall short of delving into detail of how to make opportunities a reality ▪ Poor health and wellbeing indicators
Opportunities	Threats
<p>Well-positioned to take advantage of several emerging trends, including:</p> <ul style="list-style-type: none"> ▪ Population and economic growth of Asian region, which is increasingly becoming the key international market for Broome's resource, tourism and agriculture outputs ▪ Increasing tourist demand for nature based relaxation/rejuvenation, culinary experience and Indigenous cultural experiences ▪ Climate change will see increasing uncertainty in food, energy and water markets. With a network of aquifers, potential expansion of food production in the region and proximity to energy resources this is both an opportunity and vulnerability ▪ Potential for Kimberley's comparative advantage in agrifood production to come from higher margin, higher quality product ▪ Regional developments in oil and gas, diamond mining, rare earths and iron ore are all likely to drive growth in Broome's economy, including demand for downstream services; indirect activity such as industry-specific education and training; and population growth-driven activity (e.g. construction, retail, schooling and health care). ▪ As a combination of regional service centre and potential transport hub, Broome has particular industry advantages in mining, construction, transport, administration and education. 	<ul style="list-style-type: none"> ▪ Maintaining and improving access to markets <ul style="list-style-type: none"> - Port efficiency and capacity - Lack of direct flights to Asia - Low margins in the agricultural produce and relatively high transport costs limit the diversity of commodities that can be viably exported from the region ▪ Maintaining the brand of Broome, and responding to sophisticated tourism ▪ Anecdotal evidence that James Price Point LNG Hub impacted Broome's commercial reputation ▪ Lack of affordable accommodation ▪ Enterprise and labour turnover ▪ As one third of the resident base there are important dimensions to the Indigenous population that have a direct bearing on economic prospects for Broome. This includes the need for job related skills, raising labour force participation rates and addressing youth engagement ▪ Lack of aligned community vision for the development of Broome. Need for a Social License to Operate

4.2. Critical issues

The following critical issues have been identified at the time of writing this Project Plan:

- Alignment and balance between what should be done at a program level and at the individual Regional Centre level
- Clarity of support for implementation
- Engagement ‘fatigue’
- Impact on timing constraints as a result of program activity
- Being able to identify clear pathways for addressing social issues

5.0 Capacity Assessment

The Project Control Group, with oversight by the Growth Planning Partnership, has undertaken a capacity assessment using the guidance in the Toolkit and these results are summarised in Appendix 3. Key strengths currently include:

- It is clear that the Kimberley Blueprint and the community and economic development plans of the Shire of Broome provide a solid working framework for this Broome’s growth planning process. In addition there have been multiple reports prepared analysing industry opportunities in Broome.
- A strong Traditional Owner group (Yawuru) within the town-site of Broome, and a range of other Traditional Owner and PBC (Prescribed Body Corporate) organisations that provide a potential network of opportunity within the Shire.
- An active Chamber of Commerce, Tourism Leadership Group and other bodies that act as umbrella bodies are present.
- Elements of many industry sectors are present in the West Kimberley.
- A rich cultural heritage movement and strong environmental network.
- A strong desire amongst many to ensure that Broome has a future which is a rich in the combination of all of these factors.

However, as has been indicated in the risk assessment section, there are potentially significant impediments to the successful development of Broome into a thriving regional centre.

5.1. Key gaps

Initial assessment undertaken by both Creating Communities and Urbis reveals a significant amount of useful resources already available – from strategic planning documents through to specific research and technical studies. Importantly, the development of these resources has often been led and driven by Growth Planning Partnership members and other key stakeholders in the region, revealing a strong foundation of local knowledge and resources that can easily be harnessed and built on. In particular the efforts by Kimberley Development Commission, the Shire of Broome, Kimberley Chamber of Commerce and Industry and a strong traditional owner group (Yawuru) have commendably led to the development of critical documentation that describe frameworks to trigger future growth and investment in the region – e.g. A Regional Blueprint for the Kimberley, Broome Futures etc. However there are some key limitations that have been identified.

The Blueprint recognises that strategic planning and policy-making for the Kimberley is important at all levels and will require a comprehensive and coordinated effort to deliver the desired outcomes. The Blueprint is designedly aspirational and positions the Regional Growth Centre Plan as a key mechanism for activating relevant aspirational goals with achievable, aligned strategies. Similarly, although the Broome Futures document successfully articulates the aspiration for enhanced logistics capability in the region in order to improve productivity and industry and business opportunities, the articulation of steps required to create economic and social outcomes lies with the Regional Growth Centre Plan. Therefore additional research and planning must address these gaps to ensure future growth planning targets are based on quality evidence and can be satisfactorily monitored against priorities and objectives throughout the implementation process.

Fundamental to the success of the growth planning process will be quality governance and the coordination of investment and development. To date, although good governance is acknowledged to be a critical factor in the Blueprint and Broome Futures, the delineation of how this will successfully be devolved at a local level is yet to be sufficiently articulated and still requires broader stakeholder buy-in.

Hence there is an immediate imperative to ensure the Growth Planning process prioritises the design and initiation of a governance framework that will effectively coordinate and mobilise the many participants that will need to be engaged. This should also include a support mechanism for existing and emerging local leaders throughout project implementation and beyond. It is acknowledged that the initiation of the Growth Planning Partnership group is a key step in the direction towards achieving this.

There are a number of key economic development, place (e.g. Main Street, town centre, local centre etc.) revitalisation studies and impact and feasibility assessments that have been completed to date. However there is a need to generate a unified understanding of the findings and insights gathered to date in order to maximise a coordinated approach to future economic growth and diversification.

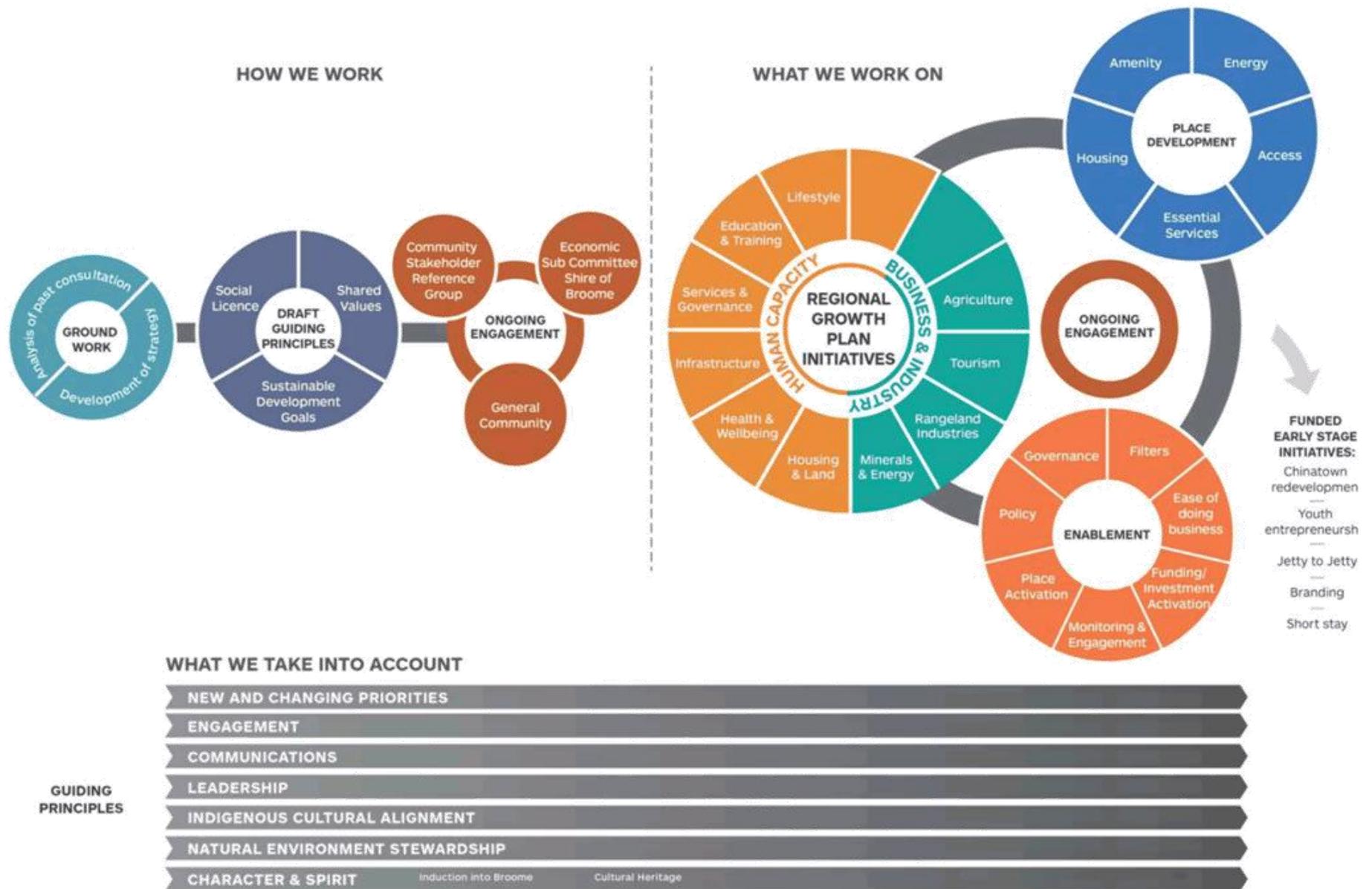
There is a wealth of consultation reports and feedback data that has already established through previous stakeholder and community engagement projects, community surveys and social research. However effort needs to be made to consolidate and test the findings gathered to date and subsequently use this to inform future analysis and strategies on community aspirations, vision and values.

The tables in Appendix 3 outlines in greater detail the proposed data and modelling requirements for the growth planning project and an analysis of what resources already exist and where there are perceived gaps. Please refer to Appendix 3 for a preliminary Economic Knowledge Gap Assessment undertaken by Urbis.

6.0 An Outcomes Focused Approach

The approach has been designed to respond to the context outlined above by ensuring that all the elements identified are addressed at the same time and the relationships between them are part of the solution. This *systems approach* to building the economy through social and economic means creates a far greater chance of achieving successful and enduring outcomes.

Through using this approach the challenges in the context (such as the demographic profile, transience, and temporary drop in of business confidence) will be addressed enabling positive outcomes for the project. It will also address the caution noted in the Kimberley Blueprint and other reports which suggest that without a considerable focus on the factors complementary to economic factors any efforts to create and sustain growth will be more difficult to achieve.



6.1. What We Take Into Account

The following principles will be embedded throughout the entire growth planning process and have informed the development of the Project Plan.

NEW AND CHANGING PRIORITIES

Economic and social development is not a linear process. A strong vision for the future will be developed in collaboration with the community and key stakeholders, however flexibility and opportunism will be promoted.

COMMUNICATIONS

To build trust and generate excitement a transparent, ongoing, and consistent communications program will be developed and implemented. The program will have a focus on the project's purpose and will, through a variety of channels, demonstrate the intent of the key stakeholders and leaders in the town to provide the opportunity for all members of the community to be involved as well as communicating the planning process and outcomes as they evolve.

ENGAGEMENT

Using a Collective Impact approach, which ensures that the combined influence of all important elements are synthesized, key stakeholders will be brought together to develop a common agenda and will support each other in their endeavours.

LEADERSHIP

Support and development of a larger pool of strong local leaders who can drive the implementation of the growth plan moving forward will be critical to achieving a successful outcome. Throughout the growth planning process a leadership program will be implemented in collaboration with the Department of Regional Development, providing the opportunity for both existing and emerging leaders to participate.

INDIGENOUS CULTURAL ALIGNMENT

The West Kimberley region has an extensive and highly significant Indigenous history and culture that is an important part of its fundamental character and comparative economic and social advantage. This fundamental characteristic will be woven through important elements of the Regional Centre Growth Plan to ensure the success of the development of Broome into a dynamic regional city in northern Australia.

NATURAL ENVIRONMENT STEWARDSHIP

The natural environment is considered one of the major assets for the lifestyle of Broome for both residents and tourists alike. Ensuring that this asset is taken into appropriate consideration in the decision-making processes that impact Broome will continue to be considered important.

CHARACTER & SPIRIT

Analysis and engagement of stakeholders will be conducted to understand the dynamic nature of Broome's population. This will form a basis for the development of an *Induction into Broome* process which will assist people to understand the nuances of Broome and recognise their options as far as the rich lifestyle of the town and district is concerned.

6.2. How We Work

How we work builds a common purpose to economic development opportunities, providing a clear demonstration of how the Broome community can collaborate to drive economic and social development based on a shared set of values. It is crucial that the community are engaged appropriately and effectively as part of this.

How We Work



Developing Guiding Principles

An intrinsic requirement on the focus of growing Broome's economy is the need to gain the community's implicit consent to have increased economic activity and the change that comes with it. The large quantity of consultation reports that have been completed over the past five or so years provide a basis for this piece of work. Proven approaches to build social license will also be utilised to develop a group of principles which will be tested with the community and form the basis of processes used in assessing projects into the future.

Strategic Collaboration and Partnerships

In addition engagement with groups of people with common interests will be implemented to collectively consider: social issues and solutions, building a quality lifestyle and progressing economic opportunities. Two reference groups will be established with a focus on economic interests and the social dimensions of the town while the community will be engaged through a range of on-going strategies. These groups will be brought together through workshops and other means to ensure that a whole of stakeholder approach is adopted.

Where to From Here

This process will continue throughout the development of the plan and beyond. This will be seen through the induction of people into the Character and Spirit of Broome. It is also intended to translate this network into an on-going section of the *Governance Strategy* within the Enablement process.

6.3. Focus Areas

In line with the structure of the Growth Plan (as outlined in the RCDP Toolkit), the following focus areas have been identified to work on. These areas have emerged from consultation undertaken to date, a review of key data and existing analysis including the Regional Blue Print, and in agreement with the Growth Planning Partnership. Of importance is the identified possible “kick-start” initiatives which may be progressed alongside the growth planning process.

Of great significance is the reality that many of the factors that impact the current level of human capacity are generational in nature and will not be solved nor the strategies formulated for their solution during the preparation of the Growth Plan. However, the Growth Plan will be able to strengthen the alignment of these factors with the economic development of the township and peninsular of the Shire of Broome so that all strategies create links between the economic and social development of Broome as it transforms into a major regional Northern Australian city.

Human Capacity Development



This element of the project will focus on developing economic opportunities which strengthen people, community and their society through the:

- The development of the quality of the lifestyle of the community; and
- The need to address disadvantage in the town and region (as evidenced by key social indicators being below the State average).

Positive outcomes in both of the above areas will be crucial to growth in Broome into a vibrant regional centre.

Undertaking Situation Analysis

The first element of this work will identify through analysis and engagement the elements that are necessary to nurture Broome’s unique character and spirit. The second will identify the prerequisites to turn around critical social issues to create greater opportunities for people to participate more fully in life.

Analysis will include the review of the above using:

- Creating Communities Intentional Communities Matrix and Sociology of Community social planning and community development models; and
- The United Nations’ Global Goals for Sustainable Development.

Assessing Opportunities and Constraints

- Lifestyles
- Services and Governance
- Infrastructure
- Health and Wellbeing
- Housing and Land
- Education and Training

Potential Kick Start Initiatives

- Youth Entrepreneurialism
- Shire of Broome Youth Development Plan
- Department of Regional Development - Leadership Program
- Housing Rejuvenation and Urban renewal
- Health and Education Extended Service Centre
- Kimberley Training Institute Infrastructure

Where to From Here

Strategies for the initiatives identified for development will focus on the elements required to be actioned or planned for in both the Place Development and Enablement arenas. This will ensure that any opportunity that is identified will be clearly connected to both the physical requirements and the activation/governance requires to bring it to fruition.

Business and Industry Development



Considerable research has already occurred in Broome on the current economy and opportunities for the town and region. However this effort has not yet been consistently effected into achieving positive economic outcomes.

The approach proposed here will focus on:

- Developing a process of “how to do business in Broome”;
- Building on the Kimberley Blue Print and the Shire of Broome’s economic development strategies to develop filters for decision-making on projects to ensure they both “fit” and are financially viable;
- Develop strategies to attract and support business and industry that complements existing investment.
- Develop strategies and approaches to increase investor confidence

Undertaking Situation Analysis

The first element of this work will be to review and collate key data sets, documents and reports of relevance to the Broome economy, including all studies and reports recently prepared by the Shire of Broome, Kimberley Development Commission and Broome Futures. It will then be important to take the identified economic development opportunities and introduce a quantitative and qualitative rating and ranking methodology that considers each opportunity’s potential to advance the agreed Broome Growth Plan and be internally consistent with the growth plan objectives. This will then feed into the development of “clusters” and in depth assessment of opportunities and constraints.

Assessing Opportunities and Constraints

- Agriculture
- Tourism
- Rangeland Industries
- Minerals & Energy
- Aquaculture
- Logistics
- Creative Industries
- Cultural Economy

Potential Kick Start Initiatives

- Jetty to Jetty
- Shire Economic Development Plan
- Aquaculture on the Cape
- Cultural Centre
- Tourism and Branding Strategy
- Town Beach Revetment
- Sealing of Cape Leveque Road
- Develop partnerships for industry and higher education

Where to From Here

Strategies for the initiatives identified for development will focus on the elements required to be actioned or planned for in both the Place Development and Enablement arenas. This will ensure that any opportunity that is identified will be clearly connected to both the physical requirements and the activation/governance requires to bring it to fruition.

Place Development



An impediment to the development of a number of business and industry sectors in Broome is the absence or paucity of physical infrastructure and appropriate place capacity. Fortunately a large body of work reviewing current and planned infrastructure has already occurred but will need to be verified and updated as required to meet the needs of the strategy as it unfolds.

Undertaking Situation Analysis

The first element of this work will be to consolidate the large amount of existing work that has been undertaken assessing current and future infrastructure needs/ plans. A strong knowledge of this will inform later assessment of place development requirements needed to enable stronger economic outcomes.

Assessing Opportunities and Constraints

- Energy
- Access (i.e. road, rail, air and ship)
- Essential Services
- Housing and Amenity
- Town Planning and Land Use Schemes
- Communication Infrastructure
- Water and Sewerage
- Community Infrastructure

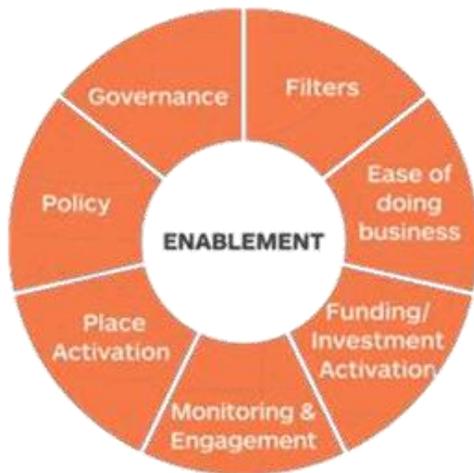
Potential Kick Start Initiatives

- Chinatown Revitalisation
- Housing Rejuvenation and Urban Renewal
- Boating Facilities
- Marina
- Broome Motorsport Facility - Stage 1

Where to From Here

A robust approach to planning will acknowledge that this will ensure that infrastructure and place development plans do not become a “wish list”, but rather link to key opportunities identified through the growth planning process.

Enablement - Including Governance and Investment Activation



A quality governance mechanism and investment activation are key elements to ensuring strategies and opportunities come to fruition. However, they need to be considered as part of a broader “Enablement” process.

Enablement Priorities

- Governance mechanism
- ‘Ease of Doing Business’ Index
- Manual for Doing Business
- Quality monitoring and engagement framework
- Identify of types of investors/ investments
- Identify potential funding sources
- Place activation

Potential Kick Start Initiatives

- Review heritage approval processes
- Review local laws and regulations with regards to ease of doing business
- Major event attraction
- Creating a can-do approach across all levels of Government and organisations in Broome

Where to From Here

The growth planning process will establish a collaborative approach to economic and social development which builds momentum through demonstrated enablement of projects which have passed through a key set of decision making filters. Processes will be clearly defined for government, industry and community to actively contribute to a shared vision for Broome.

7.0 Project Plan and Budget

Please refer to attached Appendix 4 - Project Plan Table

7.1. Budget Overview

PHASE	INDICATIVE COST (EX GST)
1. Setting Up the Growth Plan Partnership	LC*
2. Setting Up the Growth Plan Development Process	\$262,000
3. Situation Analysis <ul style="list-style-type: none"> • Part A – Economic / Place • Part B - Community, Social and People 	\$48,000
4. Analysis Of Opportunities and Constraints <ul style="list-style-type: none"> • Part A – Economic / Place • Part B - Community, Social and People 	\$200,000
5. Scenario Planning	\$210,000
6. Vision and Strategic Positioning	LC*
7. Strategy and Program of Action Formulation	\$125,000
8. Deliverability of the Growth Plan	LC*
9. Finalise Governance and Implementation Framework	\$100,000
10. Embedding the Growth Plan Partnership	LC*
Lead Consultant	\$250,000
*No budget required/ or accounted for in Lead Consultant Budget	
SUB-TOTAL (ex GST)	\$1,195,000
Contingency	\$101,000
TOTAL (ex GST)	\$1,296,000

Please note: The Shire of Broome and key stakeholders have undertaken a significant amount of planning for the development of major projects over recent years. The partners see the Regional Growth Centre process as a means to implement a number of these key initiatives during the development of the plan. This will demonstrate commitment to Broome becoming a regional city and build momentum for the process. If additional resources were available businesses cases for these projects could be developed (where required), or existing business cases updated and submitted to government for consideration.

Broome ideally would like to commence implementation of some of the kick start initiatives which align to the growth centre priorities prior to the finalisation of the plan in October 2016. There is a

willingness from the project partners for this to occur, with some additional resources from the Steering Group this could become reality.

7.2. Procurement Overview

LandCorp will procure sub-consultants on behalf of the Broome Growth Planning Partnership (GPP) with its approval and in consultation with the Lead Consultant.

LandCorp has established Consultant Panels and Registers which ensure only quality firms are involved with its projects. In addition, a public invitation has been made to consultants wishing to register for consideration for engagement by a Regional Centre to provide various consultancy services. Consultancies registered on this list will also be considered when a short list for any consultancy procurement.

The RCDP2 Program is funded by Royalties for Regions which allows a weighting for local suppliers. This requirement will be complied with.

If there is a suitably qualified Broome or Kimberley based consultancy, they will be included on the list of consultancies invited to respond to any Request for Proposal issued.

LandCorp has an approved delegation schedule and procurement process for the awarding of contracts which ensures the appropriate management of risk relative to the value of the contract. This delegation schedule and procurement process complies with the various Public Sector requirements for awarding contracts and managing projects.

When a potential conflict of interest is identified with any proposed procurement a probity advisor will be engaged to advise on and guide the procurement process. All Requests for Proposals (RFP's) issued and management of consultants will be undertaken in consultation with the RCDP2 Program Team.

The RDCD2 program is funded by DRD and overseen by the RCDP2 Steering Committee. That committee has indicated funding will be released in tranches. All procurement will therefore be phased to coincide with the release of funding and, if necessary, allow LandCorp to cease the consultancy should funding not be forthcoming.

The RCDP2 Program Team also propose to engage various consultancies. These will comprise pieces of work to assist in the process of development of growth plans (eg cluster analysis, scenario planning approaches) and where individual Regional Centres propose to undertake baseline research common to all Regional Centres.

Please refer to Appendix 4 - Project Plan Outline for a breakdown of services required to procure.

7.3. Cash Flow Overview

Task/Scope	As Per Budget	4 Month	End of Tranche 1	6 Month	9 Month	12 Month	Total
		Oct 15- Jan 16		Feb - Mar 16	Apr 16 - June 16	Jul 16 - Oct 16	
SETTING UP THE GROWTH PLAN PARTNERSHIP							
Establish Growth Plan Partnership							
SETTING UP THE GROWTH PLAN DEVELOPMENT PROCESS							
Initiate and Scope Growth Plan Development Process	Included in Lead Scope						
Prepare Full Project Plan	Included in Lead Scope						
Economic Knowledge Gap Assessment	\$12,000	\$12,000					\$12,000
Community Engagement and Communication & Stakeholder Collaboration and Partnership	\$250,000	\$20,000		\$95,000	\$95,000	\$40,000	\$250,000
SITUATIONAL ANALYSIS - PART A - ECONOMIC/ PLACE							
State Wide Economic Situation Analysis	Program Level	N/A		N/A	N/A	N/A	N/A
Infrastructure/ Service Audit	\$28,000	\$28,000					\$28,000
SITUATIONAL ANALYSIS - PART B - COMMUNITY, SOCIAL AND PEOPLE							
Draft Guiding Principles	Included in Lead Scope						
Broome Community Profile	\$20,000	\$20,000					\$20,000
ANALYSIS OF OPPORTUNITIES AND CONSTRAINTS - PART A - ECONOMIC							
Economic Opportunities	\$140,000			\$25,000	\$90,000	\$25,000	\$140,000

ANALYSIS OF OPPORTUNITIES AND CONSTRAINTS - PART B - COMMUNITY, SOCIAL AND PEOPLE					
Education and Training Opportunity and Constraints Analysis	\$15,000			\$15,000	\$15,000
Services and Governance Opportunity and Constraints Analysis	\$15,000			\$15,000	\$15,000
Health and Wellbeing Opportunity and Constraints Analysis	\$15,000			\$15,000	\$15,000
Housing and Land Opportunity and Constraints Analysis	\$15,000			\$15,000	\$15,000
SCENARIO PLANNING					
Scenario Modelling	\$60,000		\$10,000	\$50,000	\$60,000
Physical Infrastructure Planning	\$150,000			\$100,000	\$50,000
VISION AND STRATEGIC POSITIONING					
Strategic Position as a Regional centre	Included in Lead Scope				
Economic Vision	Included in Lead Scope				
Branding and Marketing	\$25,000		25,000		\$25,000
Business and Industry development	\$50,000		50,000		\$50,000
Human Capital Development (may include Dept of Regional Development program/s)	\$25,000		25,000		\$25,000
Place Development	\$25,000		25,000		\$25,000
DELIVERABILITY OF THE GROWTH PLAN					
Roles and Responsibilities	N/A				
Resourcing	N/A				
Risk Management	N/A				
FINALISE GOVERNANCE AND IMPLEMENTATION FRAMEWORK					
Finalise Implementation Plan	Included in Lead				

	Scope						
Governance Structure Responsible for Implementation	\$60,000				\$60,000		\$60,000
Monitoring and Reporting	Included in Lead Scope						
Investment Prospectus/Manual for Doing Business in Broome	Included in Lead Scope						
Prepare Growth Plan Suite for Adoption	\$40,000			\$10,000	\$30,000		\$40,000
SETTING UP THE GROWTH PLAN PARTNERSHIP							
Formalise the Growth Plan Suite	N/A						
Publish and Communicate Final Suite to Community and Stakeholders	N/A						
Establish Implementation Structures and Processes	N/A						
Lead Growth Consultant (includes travel and disbursements)	\$250,000	\$80,000	\$40,000	\$60,000	\$70,000		\$250,000
	\$1,195,000	\$155,000	\$310,000	\$455,000	\$275,000		\$1,195,000
Contingency	\$101,000						\$101,000
Total Expenditure	\$1,296,000						\$1,296,000

8.0 Budget Assumptions

The Project Plan and Budget assumes that the following will be provided at the program level funded separately to the notional regional allocations previously approved in principle - unless there is a direct duplication and this is agreed by the GPP;

- overarching futures/megatrends perspectives
- approach to economic activity centre definition and analysis
- approach to cluster identification and development
- approach to scenario modelling
- approach to identifying leakage from the local economy (expenditure survey)
- high level data and analysis as set out in the Toolkit
- project management resource
- support for communications (tools and key messages)
- facilitation of program-wide sharing and collaboration across regional centres
- support to escalate policy issues

It is also important to note that budget estimates, remain indicative until such times as scopes are defined, quotes received and consultancies selected.

It is assumed that there will be no major changes in scope and required methodologies which will impact the budget, however it is understood that there is flexibility to move notional allocations between work streams as required following the Situation Analysis phase and throughout the project.

9.0 Stakeholder Engagement and Communications Plan

One of the recurring discussion points iterated by the Shire is the need to ensure that all the key stakeholders and the vast majority of the people of Broome are actively engaged in the processes that culminate in the production of the Regional Centre Growth Plan. As a result the strategy and subsequent budget has a strong emphasis on these components.

Furthermore, without a strategic approach to engaging community and stakeholders, the likelihood of building local 'economic wisdom' and a sense of ownership in the Growth Planning process will be low.

Engaging with the community early to build a 'Social License' to support of the economic development proposed in the Growth Plan will be critical, particularly in Broome where the community has recently been divided over what constitutes acceptable and desirable growth.

There has been significant community and stakeholder consultation/engagement in the last few years. This is a mixed blessing because while it provides a picture of local sentiment on a range of issues, there is a degree of consultation fatigue and disengagement. Therefore the approach to engagement will demonstrate authentic intent and demonstration to implement early in the process to ensure there is adequate "buy-in" to the Growth Plan.

A Collective Impact approach will be utilised to bring together key stakeholders, develop a common agenda and to support each other in their endeavours. In addition engagement with groups of people with common interests will be implemented to collectively consider: social issues, building a quality lifestyle and progressing economic opportunities.

Where existing structures for engagement already exist they will be utilised - e.g. the Economic Sub Committee of the Shire of Broome. However there will be the need to establish additional engagement mechanisms including a Community Stakeholder Reference Group and opportunities/ actions targeted at transient and new residents. These groups will be brought together through workshops and other means to ensure that a whole of stakeholder approach is adopted.

The local engagement strategy utilised will align with RCDP Engagement Framework approach and messaging to ensure consistency.

The engagement of State and Federal Government Departments is also considered vital for the success of the development and implementation of the Growth Plan. As such every opportunity will be utilised to ensure that agency representatives will many opportunities for involvement.

9.1. Key Stakeholders

A preliminary list of key stakeholders has been identified as follows:

Engaged to Develop Project Plan	Future Engagement
<ul style="list-style-type: none"> ▪ Broome Chamber of Commerce and Industry Board ▪ Nyamba Buru Yawuru ▪ Broome Senior High School ▪ Kimberley Training Institute ▪ Environs Kimberley ▪ YYD Consulting ▪ Kimberley Aboriginal Medical Service 	<p>A preliminary list of key stakeholders has been identified as follows:</p> <ul style="list-style-type: none"> ▪ Shire President and Councilors ▪ Relevant State Government Agencies ▪ Chamber of Minerals and Energy ▪ Regional Development Australia - Kimberley ▪ Other local governments in the Kimberley region ▪ Kimberley Cattleman’s Association ▪ Martin Sibasado - Remote Community ▪ Shell ▪ Buru Energy ▪ Kimberley Ports ▪ Goolari Media ▪ Cygnet Bay Pearls and ▪ Broome Tourism Leadership Group ▪ Broome International Airport ▪ Willie Creek Pearls ▪ Australia’s North West Tourism ▪ Western Australia Indigenous Tourism Operations Council

	<ul style="list-style-type: none"> ▪ Notre Dame University ▪ Broome Visitor Centre ▪ Australia Country Health Service Kimberley ▪ Broome Futures
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10.0 Risks

An identification and assessment of the high level risks preparing and delivering the growth plan has been undertaken, as follows:

Project Risks	Mitigation Measures
Lack of a Unified Vision for Broome	<ul style="list-style-type: none"> ▪ Gain and retain a social license to operate ▪ Communication and engagement strategy developed and implemented
Dynamic Nature of Community	<ul style="list-style-type: none"> ▪ Induction of new residents into Broome life ▪ Communication and engagement strategy developed and implemented
Outcomes are based on unrealistic scenarios due to lack of robust assessment of futures.	<ul style="list-style-type: none"> ▪ Deliver an economic futures Discussion Paper and undertake workshops to develop and test development scenarios. ▪ Ensuring robust economic methodologies and cost benefit analysis. ▪ Undertake a place development assessment to identify strategies to enable growth linked to desired scenarios
Lack of Support from Key Stakeholders	<ul style="list-style-type: none"> ▪ Utilise existing Shire Economic Committee as a reference point ▪ Establish a Community Stakeholder Reference Group ▪ Conduct joint gatherings where required ▪ Work with various Traditional Owners to form a collaborative networks ▪ Communication and engagement strategy developed and implemented ▪ During development of the Project Plan local leaders will be identified who will champion implementation of the Growth Plan and they will be invited to join the Growth Planning Partnership
Negative Social Indicators	<ul style="list-style-type: none"> ▪ Form individual strategies with interest groups to address each key indicator ▪ Examine economic opportunities that arise from the expertise in each sector
Reports, reports, reports and no action	<ul style="list-style-type: none"> ▪ Select “ready” to go networks or opportunities and commence implementation as being emblematic of the future strategy
Quality of working relationships	<ul style="list-style-type: none"> ▪ Memorandum of Understanding to clarify the project to

amongst the core participants	<p>objectives and roles and responsibilities of the core participants</p> <ul style="list-style-type: none"> ▪ Regular meetings and communications mechanisms in place
Ability to Deliver on Time, on Budget	<ul style="list-style-type: none"> ▪ Documenting delays due to unresolved negotiation of Program Level inputs and progressing Project Level work despite unresolved items ▪ Quality project planning and project management tools ▪ Clear milestones and deliverables identified ▪ Regular check in with LandCorp and key project partners
Failure to adequately embed the plan and actions to ensure implementation and delivery into the future	<ul style="list-style-type: none"> ▪ Engage stakeholders consistently and strategically throughout the Growth Plan development ▪ Provide capacity building and leadership enhancement opportunities for stakeholders throughout the preparation of the plan. ▪ Seek to kick start initiatives during the growth plan process ▪ Develop a quality implementation plan with key mechanisms identified and agreed to by all relevant parties

11.0 Cost Summary

Broome is fortunate in the sense that a significant amount of analysis has already been undertaken. This has allowed the focus of the approach and budget to shift towards creating solutions.

The budget has been constructed around the elements that have been identified as being essential to create a relevant Growth Plan that has high local acceptance and transforms Broome into being a major regional city in Northern Australia.

Significant emphasis has been placed on the engagement of key stakeholders and the community as has the potential to commence projects during the preparation of the report to demonstrate the significance of the Regional Centre Growth Plan for the future of Broome and all its inhabitants.

There has also been focus on the development of strategies that bring generational human capacity issues into alignment with the economic development of Broome.

Particular emphasis has also been placed on the pursuit of comparative economic opportunities that can become demonstrations of the reason for this approach adopted by the State Government in the first place.

Finally, the emphasis is focused on the creation of a mature economic culture for Broome that will allow all the elements to work together to create the regional city that it aspires to be.

The overall budget for this project is \$1,296,000 exclusive of GST.

12.0 Sponsor Acceptance

Approved by the Growth Planning Partnership:

Date:

Name, title

Name, title

Name, title

Name, title

Name, title

Appendix 1: Project Governance and Management

Memorandum of Understanding

between the:

- Shire of Broome
- Kimberley Development Commission
- Department of Planning
- LandCorp
- Department of Regional Development

in relation to the –

Broome Growth Plan



Purpose

This Memorandum of Understanding (MOU) is between the Shire of Broome, Kimberley Development Commission, Department of Planning, LandCorp and the Department of Regional Development.

The purpose of the MOU is to:

- Provide for an agreement for each party to partner in the development of a Growth Plan for the future economic and social development of Broome and its economic activity area.
- Establish the terms to enable the resourcing to support the development of a Broome Growth Plan under the terms and conditions set by the Regional Centres Development Plan (RCDP), including allocation of RCDP funding in pursuit of the project plan approved by the RCDP Steering Committee.

Background

The *State Planning Strategy 2050* identifies Western Australia's network of Regional Centres and Sub-regional Centres, and RCDP and Pilbara Cities supports those of the highest strategic importance to the State's economy and regional communities. The *State Planning Strategy 2050* identifies the need for these strategic regional centres to build on their competitive and collaborative advantages to support sustained growth and prosperity of Western Australia.

The RCDP Framework provides a platform for the establishment of Growth Plan Partnerships and the development of Growth Plans through RCDP and Pilbara Cities. It is being implemented by the State Government to provide the necessary economic and strategic planning and partnerships to meet the objectives of the *State Planning Strategy 2050* and Regional Blueprints with respect to strategic regional centres. The Growth Plan is designed to unlock growth potential in a 21st century global economy, and require commitment across sectors to both develop the plan and implement it.

The outcome required is a comprehensive strategic economic and social development plan for Broome as a regional centre. It will identify objectives for economic and population growth, establish actions which are realistic and capable of being executed within an agreed time frame, and that are based on a defensible and comprehensive economic and social analysis.

The Growth Plan will note and have regard to the economic and social connections with communities within the boundaries of the Shire of Broome and its economic activity area.

Participation in this MOU also incorporates a commitment by the parties to cooperate in the implementation of the Growth Plan following formal acceptance by Local Government Council resolution, adoption by the Board of the Kimberley Development Commission and noting by the Western Australian Planning Commission (WAPC) on endorsement by the RCDP Steering Committee.

Signatories

Signatories to this MOU are authorised by each participating body through appropriate resolution or delegation.

Timeframe

The agreement commences on the date of the signing of the MOU by all parties and is applicable until the Broome Growth Plan is noted by the WAPC.

Nothing in the MOU prevents the parties changing any provision by mutual agreement at any time.

Objectives

The objectives of this agreement are:

1. Creation of a collaborative partnership to investigate, develop and promote a Growth Plan for Broome as a regional centre.
2. Widely engage with industry and community stakeholders to promote the concept of a Growth Plan, build ownership, and obtain stakeholder input into the development of the plan.
3. Produce a Growth Plan based on well researched economic and social development strategies for Broome by 1 October 2016.
4. Develop a brand and marketing suite to promote and broker investment in Broome and its region.
5. Collaborate with other regional centres to advance economic opportunities and to share knowledge.

Agreed Principles

Signatories agree to:

1. Use their best endeavours to achieve a collaborative partnership committed to the objectives of the MOU.
2. To operate on an inclusive basis, seeking the views and aspirations of industry, community and other government stakeholders.
3. Cooperate and share information with other participants in the RCDP program as appropriate in the interests of building a state wide collegiate approach to regional growth and economic development.
4. Recognise the Kimberley Regional Investment Blueprint as the guiding regional economic and social development strategy.

Resourcing Commitments

Signatories to this MOU will commit sufficient resources, which will be agreed between the parties, to undertake their role as specified in this MOU to achieve the Objectives, including the support of the Growth Plan Partnership and to the development and review of a Growth Plan.

Project Funding

Funding will be made available through the Royalties for Region RCDP Program, subject to the RCDP Steering Committee endorsing this executed MOU, a project plan and a budget for preparing a Growth Plan.

Funding will be administered by LandCorp in accordance with the approved project plan and budget, and in consultation with the Growth Plan Partnership.

Additional work outside of the scope of works described in the project plan approved by the RCDP Steering Committee is to be resourced and funded by the Signatories, unless approved by the RCDP Steering Committee as a variation to the approved project plan.

Roles and Responsibilities

RCDP Steering Committee

The RCDP Steering Committee has been established to provide oversight of RCDP. It is responsible for approving the Growth Plan project plan and budget, and any variations. The RCDP Steering Committee is required to approve the final Growth Plan prior to its referral by the Growth Plan Partnership to the Western Australian Planning Commission for noting.

The RCDP Steering Committee is also responsible for the provision of advice to the Regional Development Council and to the Minister for Regional Development and the Minister for Planning.

The Steering Committee membership includes:

- A member of the Regional Development Council (Executive Chair)
- The Director General, Department of Regional Development
- The Chair, Western Australian Planning Commission
- The Director General, Department of Planning
- The Chief Executive Officer of LandCorp

Regional Development Commission

The Kimberley Development Commission will support the development of the plan through participation in the Growth Plan governance groups, adopt the final draft Growth Plan by resolution of the Board and submit the final draft Growth Plan to the RCDP Steering Committee.

Upon approval of the Growth Plan by the RCDP Steering Committee, the Kimberley Development Commission is to ensure the Growth Plan Partnership refers the Growth Plan to the WAPC for noting.

The Kimberley Development Commission will nominate a Board Member and the CEO to the Growth Plan Partnership and will nominate staff to provide technical and administrative support as required.

The Kimberley Development Commission is responsible for strategic alignment and integration of the Growth Plan and Regional Blueprint, and promoting and brokering investment in the Broome as a regional centre.

Shire of Broome

The Shire of Broome will consider adoption of the final draft Growth Plan by Local Government Council resolution and submit the final draft Growth Plan to the Kimberley Development Commission.

The Shire of Broome is responsible for strategic alignment and integration of the Growth Plan and Local Government's integrated planning framework, and promoting and brokering investment in Broome.

The Shire of Broome will nominate one elected representative and the CEO to the Growth Plan Partnership and will nominate staff to provide technical and administrative assistance as required.

LandCorp

In relation to this MOU LandCorp will:

- a) provide project management services in accordance with the project plan approved by the RCDP Steering Committee in March 2015, for which LandCorp will be remunerated; and
- b) nominate a representative to the Growth Plan Partnership to provide, on request, technical support and advice in relation to principles of land development economics, identification of development opportunities and advice in relation to brand development for investment attraction.
- c) nominate staff to provide technical and administrative support as required.
- d) administer funding in accordance with the Broome Growth Plan Partnership's approved project plan and budget, and in consultation with the Broome Growth Plan Partnership.

Department of Planning

The Department of Planning will, on request, nominate a representative to the Growth Plan Partnership to provide technical advice in relation to urban and regional land use research, data, information and planning, and strategic advice on alignment and integration with land use planning policy and strategy frameworks, and infrastructure coordination.

Department of Regional Development

The Department of Regional Development will, on request, nominate a representative to the Growth Plan Partnership to provide technical advice in relation to regional development research, data and information, and strategic advice on alignment and integration with regional development policy and strategy frameworks.

Governance and Decision Making

Growth Plan Partnership

A Growth Plan Partnership will be established to oversee the development of the project and ensure that it meets the objectives of this MOU. In accordance with the Roles and Responsibilities outlined above the participating bodies are:

- Shire of Broome
- Kimberley Development Commission
- LandCorp
- Department of Planning
- Department for Regional Development

The Growth Plan Partnership will establish a stakeholder reference group that represents industry and community stakeholders within the Broome and its economic activity area, and ensuring their views are incorporated into the development of the Growth Plan.

The Growth Plan Partnership will set its own terms of reference to effectively oversee the project's delivery.

The Growth Plan Partnership will submit bi-monthly progress reports through the Program Coordinator to the RCDP Steering Committee.

The Growth Plan Partnership will be required to endorse the Growth Plan prior to referring it to the RCDP Steering Committee.

Upon approval of the Growth Plan by the RCDP Steering Committee the Growth Plan Partnership will refer the approved Growth Plan to the WAPC for noting.

Project Control Group

The Project Control Group will be responsible for managing the operational delivery of the Growth Plan by the Lead Consultant in accordance with the approved project plan and budget and direction provided by the Growth Plan Partnership.



Membership of the Project Control Group will be:

- Tim Bray Kimberley Development Commission
- Paul Martin Shire of Broome
- Director of Planning Shire of Broome
- Simon Proud LandCorp
- Other Stakeholders - as required

Representatives of other organisations (eg DoP and DRD) may be invited to attend from time to time.

The Project Control Group will establish its own terms of reference.

The Project Control Group will provide the RCDP Program Coordinator a monthly progress report.

Dispute Resolution

All parties agree to use best endeavours to resolve disputes. Disputes of a technical or strategic nature within the Project Control Group will be referred to the Growth Plan Governance Group for Resolution. Disputes are to be resolved on the basis of the intent of the RCDP, and the objectives set out in this MOU.

Media and Communications

All Signatories will undertake communications relating to Growth Plans in accordance with a communications plan approved by the Growth Plan Partnership and by the Department of Regional Development.

All media communications in relation to the Broome Growth Plan will be undertaken in accordance with that agreed communications plan, agreed key messages and in consultation with other relevant signatories when appropriate and if time permits.

Royalties for Regions (RfR) funding recipients are required to acknowledge the funding provided by the Western Australian Government, in accordance with the approved format.

Legal Facilitation

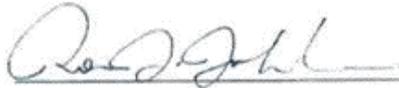
The MOU is not intended to be a legal document. It is an administrative document that seeks to ensure mutually beneficial working arrangements and to clarify the relationship between the parties to this MOU in view of their responsibilities under the Local Government Act 1995 and other relevant legislation.

The MOU is not intended to define, create, recognise, affirm, deny or amend any rights or obligations of the parties or any other individual or group nor restrict any of the parties from participation in similar activities or arrangements with other public or private agencies or parties.

Signatories

The COMMON SEAL of the SHIRE OF BROOME)
by the authority of a resolution of the Council)
was hereunto affixed in the presence of:)

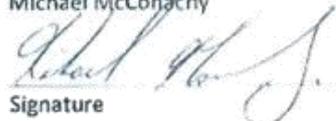



Councillor Ron Johnston
Shire President


Kenn Donohoe
Chief Executive Officer

Signed on behalf of the Kimberley Development Commission by the Chair and Chief Executive Officer:

The Chair
Michael McConachy


Signature
Date

The Chief Executive Officer
Jeff Gooding


Signature
Date

Signed for and on behalf of
LandCorp:

Chief Executive Officer
Frank Marra


Signature
Date

Signed for and on behalf of the
Department of Regional Development:

Director General
Ralph Addis

Signature
Date

Signed for and on behalf of the Department of Planning:

Director General
Gail McGowan

Signature
Date

Appendix 2: Items Considered Within Scope

Please note, these items are considered to be within:

Components
<ul style="list-style-type: none"> • <i>Preliminaries</i> <ul style="list-style-type: none"> ▪ Establish the partnership ▪ Agree purpose of growth plan process ▪ Define outputs and outcomes ▪ Set the desired outcomes for the Growth Plan work ▪ Assemble early documentation – particularly the resources paper and the toolkit ▪ Assign and understand responsibilities of team members
<ul style="list-style-type: none"> • <i>Context and goal(s)</i> <ul style="list-style-type: none"> ▪ Literature review – stock take of all existing ‘goals’, ‘visions’, ‘aspirations’ (Blueprints, Community Plans) ▪ Two step process: <ul style="list-style-type: none"> – goals for the process; and – goals for the end result ▪ Draft the goals at the start – inclusive collaborative with all stakeholders (goals may evolve through the process) ▪ Includes economic social environmental etc. goals.
<ul style="list-style-type: none"> • <i>Situation analysis</i> <ul style="list-style-type: none"> ▪ What does the regional centre do well ▪ What is our current economic trajectory ▪ Economic and Social profile ▪ Services ▪ Competitive advantage
<ul style="list-style-type: none"> • <i>Analysis of opportunities and constraints</i> <ul style="list-style-type: none"> ▪ Where is the regional centre successful and where are improvements needed ▪ Identify likely comparative and competitive advantages ▪ Determine opportunities and constraints ▪ Value chain analysis ▪ Population/ labour market impacts ▪ Communication and consultation with stakeholders
<ul style="list-style-type: none"> • <i>Scenario Planning</i> <ul style="list-style-type: none"> ▪ A structured approach to assess options and reduce the length of the list ▪ Market analysis ▪ Cost-benefit analysis ▪ Scale and impact analysis ▪ Need for a scenario modelling tool ▪ The output/outcome of this process is the preferred scenario
<ul style="list-style-type: none"> • <i>Strategic positioning</i> <ul style="list-style-type: none"> ▪ Testing the preferred future ▪ End result is a strategic position
<ul style="list-style-type: none"> • <i>Strategy formulation</i> <ul style="list-style-type: none"> ▪ Need to coordinate (all levels of govt.) – making sure where agency support is required it is agreed Growth Plan Partnership responsibility. ▪ Confirming alignment with other Centres and networks required to help deliver actions; agreement to action together ▪ Capacity identification

Components	
	<ul style="list-style-type: none">▪ Marketing and branding▪ Finalise document drafting
• <i>Deliverability</i>	<ul style="list-style-type: none">▪ Purpose is to deliver a reasonable expectation that the proposed changes can be delivered.▪ Who is providing the leadership▪ Nature of agreements / understandings with other partners▪ Cost sharing profit sharing and risk sharing▪ What are the main risks to delivery▪ Capacity to deliver – track record of participants, availability of key personnel, finance, contractors
• <i>Implementation and evaluation</i>	<ul style="list-style-type: none">▪ An implementation plan with a schedule of deliverables and time-lines▪ Provisions for contingencies▪ Who is responsible for each step of implementation?▪ Evaluation and performance reporting▪ Audit trails and review process
• <i>Pursuit of opportunities as they arise</i>	<ul style="list-style-type: none">▪ Identify projects that are ready to initiate▪ Produce business case▪ Seek funding▪ implement

Appendix 3: Capacity Assessment

Part A: High level capacity assessment

	Component	Criteria	Yes/No	Qualitative rating 0-5
Region	Regional Blueprint	<p>Identifies the economic role/priorities of the regional centre.</p> <p>Link: http://kdc.wa.gov.au/kimberley-regional-investment-blueprint/</p> <p>Comment: Identifies aspirations and set priorities for communities at a Kimberley wide level. Plan strives to identify commonalities shared by the four Kimberley Councils</p> <p>Other Documents:</p> <ul style="list-style-type: none"> • SoB Economic profile • SoB Investment prospectus • Regional Development Australia Kimberley prospectus • Northern Australia White paper (Federal) 		
	Planning & Infra Framework	<p>Identifies economic infrastructure projects, priorities and timing.</p> <p>Link: http://www.planning.wa.gov.au/dop_pub_pdf/Kimberley_RPIF_draft.pdf</p> <p>Comment: KRPIF defines a strategic direction for the future development of the region over the next 25 years. The KRPIF investigates current infrastructure capacity and investigates future requirements to support economic and population growth across the region. Provide brief overview of available land for Broome and key challenges for land release. Projects not prioritized or scheduled</p> <p>Additional Documents</p> <ul style="list-style-type: none"> • Chamber Minerals and Energy - Kimberley Infrastructure Report (Ernst and Young) • Infrastructure Australia - Northern Australia Audit • Dept. of Planning WA - Dampier Peninsula strategy • Northern Beef Futures - Agriculture Infrastructure Audit (Ernst and young October 2015) • Tourism WA and Tourism Australia Statistics • Marina concept designs done with common ground • Casino discussion paper (in development) 	Yes	3
Regional centre	Strategic Community Plan	<p>Identifies economic development priorities and enabling infrastructure.</p> <p>Link: http://www.broome.wa.gov.au/Discover-</p>	Yes	3

	Component	Criteria	Yes/No	Qualitative rating 0-5
		<p>Broome/Community-Plan</p> <p>Comment: The SCP sets out four Strategic Themes and details the Goals planned for the next ten years and the desired outcomes to be achieved. Plan was informed by significant community engagement identifying key strengths and challenges and opportunities for the community. The plan also identifies a number of key initiatives, many of which have potential to be “kick started” as part of the Growth Planning Process</p>		
	Economic Development Strategy	<p>Shire Economic Development Strategy planned for 2016. Opportunity to link closely with Regional Growth Centre Planning process and align approach.</p> <p><u>Shire of Broome Inwards Investment Prospectus:</u></p> <p>Link: http://www.broome.wa.gov.au/Discover-Broome/Economic-Development</p> <p>Comment: 8 page “glossy” document covering Investment Vision, Key Economic Role, Land Availability; Culture and Community. Includes facts sheets on:</p> <ul style="list-style-type: none"> • Agriculture • Aquaculture • Logistics • Marine Services 	No (but planned for FY15/16)	0
	Corporate Business Plan	<p>Economic development capacity</p> <p>Link: http://www.broome.wa.gov.au/Discover-Broome/Community-Plan</p> <p>Comment: The BSC has allocated resources and expertise to economic development. Resources are also available for the following Economic Development initiatives:</p> <ul style="list-style-type: none"> • Economic Development Strategy (\$50,000 FY15/16) • Jetty to Jetty Project (\$4,200,000 FY 16/17) • Chinatown Redevelopment (\$12,000,000 FH15/16) • Roebuck Bay Caravan Park Redevelopment (1,000,000 over 4 years) • Facilitate solution to commercial, residential, tourism and community redevelopment opportunities (\$6,160,000) 	Yes	4
	Local Planning Strategy	<p>LPS Is less than 2 years old</p> <p>Link:</p> <p>Comment: Identifies land use as key consideration for Shire of Broome due to the many significant and unprecedented challenges associated with growth and related issues that the Shire is now facing. Plan clearly identifies locally appropriate additions to State Wide Principles which give good indication of key Broome</p>	Yes	4

	Component	Criteria	Yes/No	Qualitative rating 0-5
		<p>priorities: Enhance Environmental Values; Support Social Aspiration; Encourage Economic Growth; Celebrate Culture and Heritage; Integrate Innovative Infrastructure; Strengthen Consultation. These align closely to the key themes behind the proposed Growth Plan Process.</p>		
	Economic Profile	<p>Detailed economic profile of the centre that is less than 2 years old.</p> <p>Link: http://www.broome.wa.gov.au/Discover-Broome/Economic-Development</p> <p>Comment: An economic profile was commissioned in 2014 in preparation of an Economic Development Strategy for Broome. It documents the local economic and demographics conditions and emerging opportunities in the context of global and regional trends. Detailed additional work required to:</p> <ul style="list-style-type: none"> Engage stakeholders to further identify barriers and opportunities specific to industry sectors. Develop a shared vision for the Shire Develop a population/ economic scenario model to provide reliable estimates of the GRP, population and job growth <p>Profile stops short of making any detailed recommendations on industry development. These are likely actions that can be undertaken by the Shire as part of the Economic Development Strategy work planned for 2016.</p>	Yes	3
Data	Regional data	<p>Detailed economic and social data available (REMPAN, Economy ID, etc)</p> <p><u>Insight Tool - Developed by Regional Australia Institute</u></p> <p>Link: www.regionalaustralia.org.au/insight.</p> <p>Comment: Access to Regional Competitiveness Index. Reflects the experience and approach of a number of Global Competitiveness measures. Group by ten themes and 69 indicators - focus on the economic drivers that determine longer term competitiveness including Economic Fundamentals, Labour Market Efficiency, Business Sophistication, Human Capital, Infrastructure and Essential Services, Institutional Foundations, Innovation, Technological Readiness, Demography, Natural Resources,. It is assessed at both the Local Government Area level and also at a regional level</p>	Yes	5
	Relevant research and analysis	<p>Eg comparative and competitive advantage, supply chain and value chain analysis, etc.</p> <p><u>Broome Futures Document</u></p>	Yes	3

	Component	Criteria	Yes/No	Qualitative rating 0-5
		<p>Link:</p> <p>Comment: Explores the complexity associated with economic development in the region and develop pathways to successfully navigate so that logistics capacity can evolve. Focused heavily on port and logistics but includes good information on:</p> <ul style="list-style-type: none"> • Industry structure and economic prospects - assessment of logistics requirements • Aboriginal Industry • Productivity • Existing and planned infrastructure • Government activity • Civic and Community Assessment • Competitive and comparative advantage for logistic hubs <p>More detailed analysis required around competitive and comparative advantage for other key industries</p> <p><u>Other Documents</u></p>		
	Evaluation and KPIs	Framework and criteria for evaluation included in strategies/plans		
Engagement	Industry	<p>There are a number of working groups/ committees/ initiatives already in place to promote industry collaboration. However, the interaction and collaboration between these groups is questionable.</p> <ul style="list-style-type: none"> • Broome Futures • Economic Sub Committee - Shire of Broome • Tourism Leadership Group • Chamber of Commerce and Industry • Education Cluster • Various TO and PBC Groups • Trader Association 	Yes	4
	Partnerships	<p>There is some degree of 43 formalisation in partnerships between the public and private sectors.</p> <p>Joint projects with State are important in regards to Department of Water, Department of Regional Development, Department of Housing and Department of Agriculture and Food</p>	Some	4
	Other groups	<p>Strong, engaged community groups and progress associations (or similar) covering a breadth of community interests</p> <ul style="list-style-type: none"> • Broome Stallholders Association • Community Leaders Group as part of Broome 2040 engagement 	Yes	4

	Component	Criteria	Yes/No	Qualitative rating 0-5
		<ul style="list-style-type: none"> Arts, Culture and Heritage Advisory committee Broome Sports Association Various Arts Organisations Various informal interest group networks e.g. environmental There is a rich cultural heritage movement 		
Regional Governance	Nature and quality of regional governance and leadership	<p>There is a strong Traditional Owner group (Yawuru) within the town-site of Broome and a range of other TO and PBC (Prescribed Body Corporate) organisations that provide a potential network of opportunity within Shire.</p> <p>There is a strong local leadership group, including the Broome Chamber of Commerce and Industry which are active in the community.</p> <p>A number of networks and committees are evident including:</p> <ul style="list-style-type: none"> Broome Futures Port Logistics Working Committee Tourism Leadership Group Economic Stakeholder Committee 		

Part B: Assessment against Data and Modelling Requirements

Item – project as a whole	Gaps Y/N	Comment
Future-telling and mega trends	Could be more detailed	General assessment undertaken in Broome Economic Profile and Next Wave report by Deloitte
Perceptions of Broome– live, work, visit, study, invest	Some	Community survey undertaken in 2013 by Shire of Broome. Could be undertaken again, however risk of “consultation fatigue”. Consultation results readily available and summarized in multiple reports
Synthesising community values/aspirations relating to growth: <ul style="list-style-type: none"> Identity Sense of place Type of growth desired 	Some	A lot of community consultation already undertaken. Potential to consolidate information and then test Guiding Principles with community through Shopping Centre stall and online engagement

Item – Data (Note – Data availability should not be taken to imply full granularity or that adequate analysis has been undertaken)	Gaps Y/N	Comment
Political		
Services provided by local state and federal governments	Y	Data available but fit-for-purpose analysis not yet undertaken
Increased interest in regional growth and regional centres	y	Lots of discussion around economic opportunities for Broome in last five years. Good anecdotal understanding amongst stakeholders
Overseas ownership of Australian resources and businesses	y	Not considered relevant for study
Local planning conditions and their application	Y	Review of planning

Item – Data (Note – Data availability should not be taken to imply full granularity or that adequate analysis has been undertaken)	Gaps Y/N	Comment
		conditions and laws to be undertaken as part of 'Enablement' process
Economic		
Economic history of the region	y	Good summary available in various reports..
Value of major products, by industry	y	GRP per industry available (KDC has some un-disaggregated data)
Recent turning points for industry in the region	N	Community and stakeholder aware of key turning points of industry - James Price Point important to consider
New business formations	Y	ABS has by SLA2 (LGA's) Cat No. 8165 – data is limited in granularity
Access to capital	Y	And also source of capital
Leakage from the local/regional economy (expenditure data, include internet)	y	No specific reliable data available
Construction activity – residential and heavy construction	N	By LGA Residential and non-residential. KDC already has.
Level of business activity – vehicle and machinery sales	N	Not considered relevant
Partnership agreements with other regions	N	
Employment by industry of work	N	ABS Table builder (note tourism flaws
Employment by place of residence	N	ABS Table builder
Employment by category of work	N	ABS Table builder
Unemployment, length of unemployment, numbers of job ads.	y	UE by LGA released quarterly by Australian Department of Employment. Length- ABS Cat No. 6222 (will need adjustments). Job vacancies is only state based ABS Cat No. 6354
Job skills/qualifications of local labour force	N	ABS Table builder

Item – Data (Note – Data availability should not be taken to imply full granularity or that adequate analysis has been undertaken)	Gaps Y/N	Comment
Business trends and conditions in the local economy	Y	Very little independent and complete data
Productivity of human / other capital (compared with competitor providers)	Y	Will need to make assumptions and do analysis of State based Multifactor Productivity Stats and methodology ABS Cat no. 5260.0.55.002
Distance to significant markets	y	Supply chain dynamics and implications not well understood
Brand or product identity	y	Limited data is available for specific aspects e.g tourism
International education potential	Y	Important with Queensland Uni interested along with Notre dame being underutilised and commonwealth CRC funding available through Federal White Paper
Presence of any industry clusters or investment hubs and their capabilities	Y	Potential to build clusters around the key areas identified in Kimberley Blue Print
History of capital investment and bringing in outside funding	y	. Very limited and flawed data available at macro level, lacks granularity
Community based institutions and history of collaboration and partnering	y	Collaborative approach to be utilised
Social		
Social and cultural history of the region	N	Analysis available in various reports
Population trends in the region – age and gender composition	Y	Analysis available in various reports but lacks important granularity. KDC has data for region by LGA. Or ABS Cat No 3218.0
Sources of population growth – especially in-migration and skills brought	N	ABS for inward flow of migration through Census analysis.

Item – Data (Note – Data availability should not be taken to imply full granularity or that adequate analysis has been undertaken)	Gaps Y/N	Comment
Attractions of the local lifestyle	Y	Clearly define the elements of the Broome lifestyle that match the principles identified in the “Social License to Operate” process. Living in the Regions Report, DRD.
Levels of community services	Y	Social indicators below
Social and cultural infrastructure and services	Y	
Health infrastructure and services	N	WAHCS, Kimberley Region. Infrastructure ALCES.
Housing affordability	N	Any of the following: EPP for Blueprint by Landcorp, ABS data, REIWA data, KDC data.
Costs of housing	Y	ABS data, REIWA data, KDC data is available but has not been formulated or analysed
Average and median income levels	N	ABS data or KDC data
Health and well-being indicators	N	Opportunity to seek more complete data from BRAMS and KAMS WAHCS Kimberley Region in Profile 2015.
Recent improvements in social amenity – schools, aged care etc.	N	
Technological		
Access to high speed data networks	N	Consider utilisation or uptake of high speed services for business
Environmental		
Environmental assets and their level of protection	N	Analysis undertaken in Broome Futures report
Topoclimate study	Y	The existence and nature of this gap will be tested through the initial sector analysis

Item – Data (Note – Data availability should not be taken to imply full granularity or that adequate analysis has been undertaken)	Gaps Y/N	Comment
Environmental assets - tourist attractions or contribute to local quality of life	N	Analysis of Tourist industry available in Broome Futures report. Tourism WA Report, Broome Tourism Group – Identity and Perceptions of Broome and the Kimberley.
Environmental issues requiring management	Y	Must include analysis of Native title, heritage and cultural surveys and impact or delays with development, ILLUA’s etc.
Legal		
Any problems with commercial law	Y	Interaction with native title and pastoral diversification and land assembly requirements, ILUA’s uptake of ability to enact aboriginal economic development
Legal and justice services	N	
Availability of other professional services such as accounting	N	
Planning documents	N	
Regional Centre Growth Plan documents	N	
State Planning Strategy	N	
Regional Blueprints	N	
Supertowns	N	
Other regional planning documents	N	
Infrastructure plans	N	
State budget - relevant forward estimates	N	
Approvals process procedures	N	
Significant local planning experiences	N	

Item – analysis, modelling and frameworks	Gaps Y/N	Comment
Strategic Planning Framework and Process	Y	
Governance models – institutions / leadership / accountability	Y	Governance for economic development/investment attraction will be addressed as part of the process.
Identification of stakeholders	Y	Some work required to consolidate key Stakeholder lists
Situation assessment (extended SWOT analysis)	N	
Urban design framework and revitalisation plan	Some Gaps	Potential for urban renewal initiative to be kick started through Growth Planning Process
Detailed assessment of infrastructure capacity and future requirements	Some Gaps	Detailed assessment of Broome logistics infrastructure in Broome Futures report. Overview of Community infrastructure, current provision and current demand available. Analysis of future requirements will be necessary based on preferred growth scenario
Value chain analysis (including global value chain)	Y	Further work required to specify this clearly
Individual/sub sector competitive and comparative advantage and forecast growth potential	Y	Further work required to specify this clearly
Forming partnerships and networks	Y	Key element of approach for delivery
Aboriginal business development and economic inclusion analysis/facilitation	Y	Broad context defined in Broome Futures report. Signification work required in this area. Without engaging aboriginal community economic development will be difficult
Leadership development	Y	This is a key part of the human capital development area in the

Item – analysis, modelling and frameworks	Gaps Y/N	Comment
		Growth Plan (in liaison with Department of Regional Development)
Collective Impact Framework Analysis	Y	To be utilised in approach
Cluster analysis	Y	Likely clusters already identified
Benchmarking	N	Some benchmarking already undertaken
Identification of “market failures” in public policy analysis	N	
Branding and Marketing plan	N	Broome Tourism leadership group will soon complete a detailed branding strategy
Risk analysis and risk mitigation	Y	To be considered through the project
Contingency evaluation	Y	Contingency to be included in budgeting
Project evaluation e.g.: <ul style="list-style-type: none"> ▪ Cost Benefit analysis ▪ Net Present Value and Rate of Return ▪ Multi criteria analysis ▪ Social rate of return 	Y	As required
Business Case	Y	As required - potential to kick start initiatives
Scenario identification and modelling	Y	Pending decision of DoP Scenario Modelling approach
Paralleling of regional (land use) planning with economic and social growth.	Y	Assessment to ensure adequate and affordable supply of land to facilitate growth
Embedding – objectives, reviews, performance indicators	Y	
Building resilience	Y	
Implementation planning	Y	Support planning by key partners/ stakeholders

Appendix 4: Project Plan Table and Gantt Chart

The attached Project Plan Table is intended to inform the procurement process and thus enable resources to be produced as required. It is not intended to address detailed content issues, however provides a broad overview of key deliverables, milestones and timings. Items are mapped according to the project stages (as defined in the RCDP Toolkit) and are also ordered in sequence as best as possible. It is assumed that LandCorp are responsible for procurement.

The attached Gantt Chart has been developed based on best understanding of key tasks and timings at this early stage. The Project Control Group will review this in detail in January 2016 and ongoing throughout the project as various consultants as briefs are developed, consultants procured and work plans agreed upon.

BROOME - REGIONAL CENTRE GROWTH PLAN - PROJECT PLAN OUTLINE

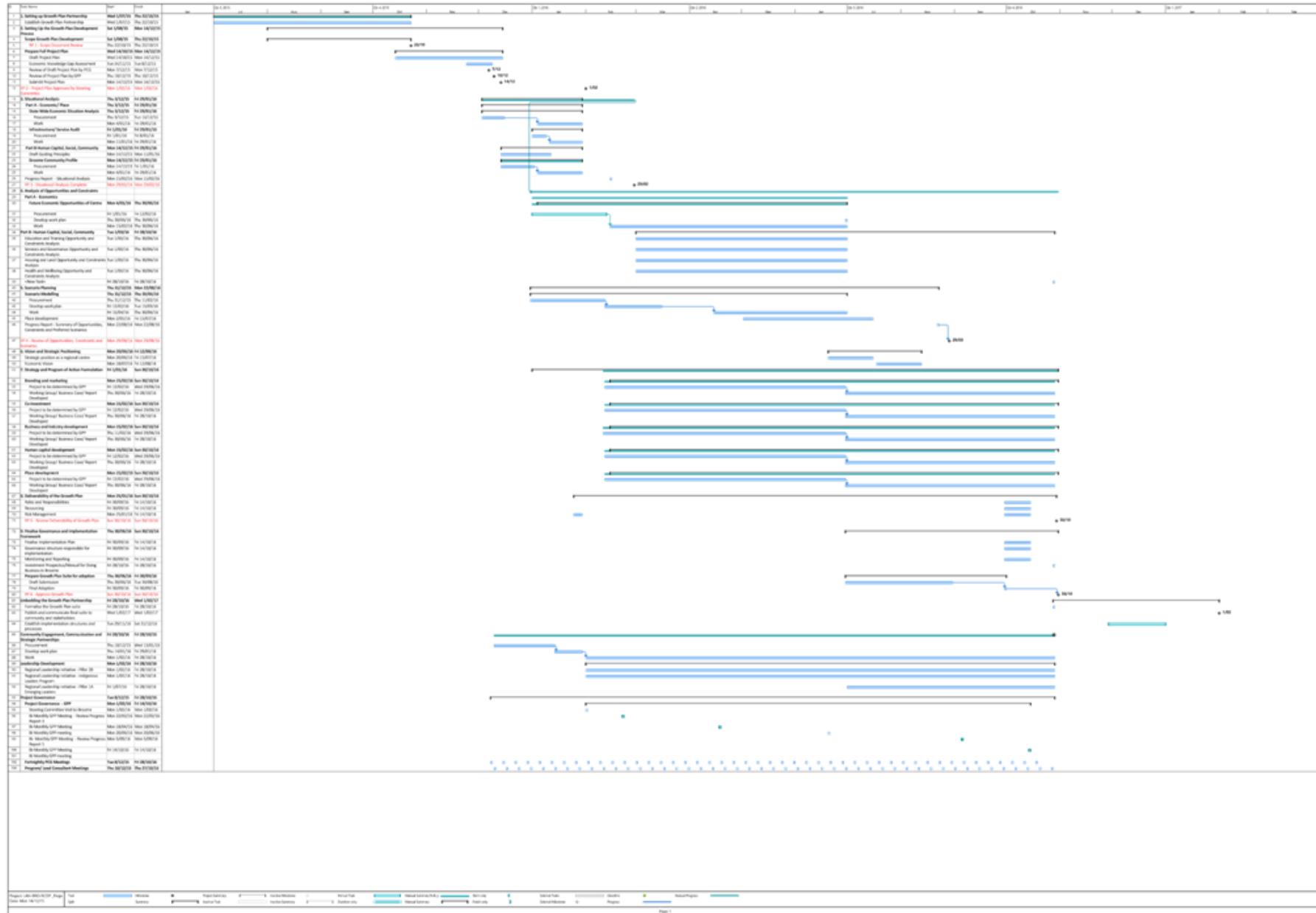
General notes about the Project Plan:
 - Shall be used to inform the procurement process and thus enable resources to be procured as required. Not intended to address detail content issues.
 - Items ordered in sequence as best as possible or with Gantt chart to support.
 - Assumes LandCorp responsible for procurement.

Item	Task/Scope	Deliverables	Relevant part/s of Growth Plan Suite	Work level (in Project, Program or Combination)	Who will do the work (Subject Matter Experts, Lead Growth Consultant, Program Consultant, Regional Team, Landcorp)	Consultant Discipline/Speciality	Issue-specific engage-meet?	Predecessor works? (if so then describe or reference item)	Start Date (allow 3 weeks to procure)	Finish Date	Estimated Cost excl GST (nil for prog. level tasks)	Comments (in status, issues, constraints, opportunities etc)
1 SETTING UP THE GROWTH PLAN PARTNERSHIP												
1.1	Establish Growth Plan Partnership	<ul style="list-style-type: none"> Establish Growth Partnership Group and MOU 	Background Report	Project	Regional Team Landcorp	-	-	Nil	Jul-15	22/10/2015	-	Complete
2 SETTING UP THE GROWTH PLAN DEVELOPMENT PROCESS												
2.1	Initiate and scope Growth Plan development process	<ul style="list-style-type: none"> Establish Project Control Group Growth Plan development process initiated Project Scope Statement 	Background Report	Project	Lead Growth Consultant Regional Team Landcorp	-	-	1.1	Aug-15	22/10/2015	-	Complete
RP 2 Scope Document Approved												
2.2	Prepare full project plan	<ul style="list-style-type: none"> Consultants brief Early phase approach to engagement and communications Finalise roles and responsibilities Full project plan 	Background Report	Project	Lead Growth Consultant Regional Team Landcorp (note input from Program Control Unit)	-	-	2.1	26/10/2015	30/12/2015	-	Underway
2.3	Economic Knowledge Gap Assessment	<ul style="list-style-type: none"> Review and collation of existing economic analysis research, data etc identification of key data and information gaps 	Business and Industry Development	Project	Subject Matter Expert	Economics	-	1.1	24/11/2014	4/12/2015	\$12,000	Procured
2.4	Community Engagement and Communication & Strategic Partnership Note: Engagement needed across whole project - however noted that procurement will be staged as per release of funding tranches. Where specialised Indigenous and Youth engagement is required it will be subcontracted by the successful proponent with the requirement that the provider be locally based if available.	<ul style="list-style-type: none"> Develop Communication and Engagement Strategy including an overview of key messaging, processes, tools and findings Utilise Engagement M2 technologies to design and implement an Online Engagement portal to be used at relevant points of project Develop engagement and communications materials as required and in line with guidelines at both program and project level Foster strategic relationships with key stakeholders to seek their input and involvement into key initiatives, including Indigenous Groups, Government Agencies, Local Service Providers, Community Groups and Key Community Leaders Plan and facilitate up to 4 meetings with both the Economic Reference Group and Community Stakeholder Network throughout the course of the project Facilitate engagement with Cluster Groups as required Utilise local consultants to deliver Indigenous and Youth engagement as required 	AS	Project	Subject Matter Expert	Engagement/ Communications	✓	2.1	14/01/2016	30/10/2016	\$250,000	\$200,000 for lead Engagement consultancy and \$50,000 contingency to procure specialist expertise as required and to be managed by the lead Engagement consultant
RP3 Project Plan Approved												
3 SITUATIONAL ANALYSIS - PART A - ECONOMIC/ PLACE												
3.1	State Wide Economic Situation Analysis Note: Assumes analysis is part of program level assignment and engagement/ development below is a region-specific extension	<ul style="list-style-type: none"> Map economic activity areas for the state Cluster/ economic opportunity identification - summary of future export market growth and future local market growth opportunities relevant to Broome Comparative/ competitive advantage assessment Document/ communicate relevant national and international economic development case studies Document/ communicate relevant trends at global, national and state level Map investor ecosystem, asset classes and strategies for investment attraction 	Strategic Position Investment Activation Business and Industry Dev Place Development Background Report	Program	Program Consultant	Economics	-	-	4/01/2016	29/01/2016	\$0	
3.2	Infrastructure/ Service Audit Note: Assumes desktop study will be sufficient given extensive work already done in this area.	Consolidate existing data and analysis of infrastructure requirements from various existing reports.	Place Development Investment Activation Business and Industry Development Background Report	Project	Subject Matter Expert	Infrastructure	-	-	11/01/2016	29/01/2016	\$28,000	
3 SITUATIONAL ANALYSIS - PART B - COMMUNITY, SOCIAL AND PEOPLE												
3.3	Draft Guiding Principles	<ul style="list-style-type: none"> Consolidate Community Consultation Develop Guiding Principles Test Principles with the community 	Strategic Position	Project	Lead Growth Consultant	N/A	✓	Previous engagement reports	14/12/2015	29/01/2016		Included in Lead Growth Consultant Scope
3.4	Broome Community Profile	<ul style="list-style-type: none"> Consolidate above inputs and existing information on demographic profile, character and spirit, heritage and culture to develop a community profile Clearly identify the elements of the Broome Lifestyle that match the principles identified in the "Social License to operate process" (as identified above in Item 3.3) Undertake brief assessment of human capital, education and training and housing Assess using best practice community development models to develop an understanding of any clear gaps, opportunities, challenges which may impact on the Growth Planning process Develop strategies to build a leadership development process for all sections of the Broome Lifestyle Develop strategies to induct residents into the Broome Lifestyle 	Human Capacity Strategic Position Background Report	Project	Subject Matter Expert Input from Regional Team and Subject Matter Expert	Community Development/ Social Planning/ Cultural Mapping / Economist	✓	3.3	4/01/2016	29/01/2016	\$30,000	
	Regional Leadership Initiative - Pillar 2B	Potential funding to be provided by Department of Regional Development to deliver a strategy which is in the process of being developed.	Human Capacity	Program	DRD				1/02/2016	Ongoing		Funded through DRD
	Regional Leadership Initiative - Indigenous Leaders Program		Human Capacity	Program	DRD				1/02/2016	Ongoing		Funded through DRD
	Regional Leadership Initiative - Pillar 1A Emerging Leaders		Human Capacity	Program	DRD				1/01/2016	Ongoing		Funded through DRD
RP 3 Situational Analysis Complete												

Item	Task/Scope	Deliverables	Relevant part/s of Growth Plan Suite	Work level (in Project, Program or Combination)	Who will do the work (Subject Matter Experts, Lead Growth Consultant, Program Consultant, Regional Team, Local Gov)	Consultant Discipline/ Speciality	Issue-specific engagement?	Predecessor works? (if so then describe or reference item)	Start Date (allow 3 weeks to procure)	Finish Date	Estimated Cost excl GST (nil for prog. level tasks)	Comments (ie status, issues, constraints, opportunities etc)
4 ANALYSIS OF OPPORTUNITIES AND CONSTRAINTS - PART A - ECONOMIC												
4.1	Future Economic Opportunities of Each Centre Note: Assumes process is led by a lead economic consultant - specific brief for subconsultant of industry specialists to be informed by gaps identified in early economic analysis and discussion with the Cluster group.	<ul style="list-style-type: none"> Work with Stakeholder Collaborative and Partnership consultant to identify, engage and analyse clusters Assess policy and regulation, funding requirements and industry mobilisation Understand the value chains and industry / technology roadmaps Assess extent to which they can realistically contribute to the growth trajectory of Broome in terms of investment mobilisation and economic diversification Understand the potential employment generation impacts and the relationship between this and long term sustainable population growth and retention in Broome Workforce needs assessment for potential growth industries Understand the governance mechanisms required to implement and maintain these initiatives Assess the reality of doing business in the context Identify quick win projects ready for implementation Identify infrastructure, skills and other constraints 	Industry Development	Project	Subject Matter Expert Input from Regional Team and Subject Matter Expert and Other Consultants	Agriculture Tourism Rangeland Industries Minerals and Energy Technology and Innovation Aquaculture Economist	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 	3.1 - 3.2	15/02/2016	30/06/2016	\$140,000	\$80,000 appointed for Lead Economist with \$40,000 contingency available to engage industry specialists as required and to be managed by Lead Economist.
ANALYSIS OF OPPORTUNITIES AND CONSTRAINTS - PART B - COMMUNITY, SOCIAL AND PEOPLE												
	Education and Training Opportunity and Constraints Analysis	<ul style="list-style-type: none"> Consideration of key factors as per 4.1 however brief tailored to social focus 	Human Capacity Strategic Position			Education and Training			1/03/2016	30/06/2016	\$15,000	Budget allocation assumes that Stakeholder Collaborative and Partnership specialist will consolidate inputs as required to develop key strategies.
	Services and Governance Opportunity and Constraints Analysis		Governance Strategic Position			Governance			1/03/2016	30/06/2016	\$15,000	
	Health and Wellbeing Opportunity and Constraints Analysis		Human Capacity Strategic Position			Health and Wellbeing			1/03/2016	30/06/2016	\$15,000	
	Housing and Land Opportunity and Constraints Analysis		Plans Capacity Strategic Position			Housing and Land			1/03/2016	30/06/2016	\$15,000	
5 SCENARIO PLANNING												
5.1	Scenario modelling Scenario refinement and modelling Needs to be comparable across the Program	<ul style="list-style-type: none"> Development of Scenarios with Cluster Groups and data generated from early assessment including key factors, external forces, critical uncertainties Apply cost benefit / opportunity cost and economic impact analysis to economic development / industry attraction initiatives including commodity pricing and associated upside and downside scenarios modelling to give data to available options Refinement of plausible scenarios Modelling Engagement with Cluster Group and Community around implications and options for each scenario Development and articulation of preferred scenarios 	All	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant	Economic Modelling	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 	4.1	15/04/2016	30/06/2016	\$40,000	
5.2	Physical Infrastructure Planning	<ul style="list-style-type: none"> Review relevant statutory and strategic planning documents appropriate to task. Meet with all key stakeholders Assess any shortfalls in information and/ or formulate strategies to enhance infrastructure to enable the potential of Broome as a regional centre. Areas that may require additional or specific review are: Energy, Access, essential services, housing and amenity Assess to ensure there is adequate and affordable supply and pipeline of residential and industrial land Develop strategies to transition from existing scale/ form to match future targeted industries/ businesses 		Project	Subject Matter Expert With input from Regional Team, Lead Growth Consultant and Lead Economist	Infrastructure Planning	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 	3.2, 5.1	1/04/2016	30/06/2016	\$130,000	\$80,000 appointed for Lead Infrastructure Planner with \$70,000 contingency available to engage industry specialists as required
6.1 REVIEW OF THE OPPORTUNITIES, CONSTRAINTS AND SCENARIOS												
6 VISION AND STRATEGIC POSITIONING												
6.1	Strategic position as a regional centre	<ul style="list-style-type: none"> Report on strategic position as a regional centre Strategic Positioning Statement 	Strategic Position Background Report Prospectus	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant	Strategist	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 	4.1, 5.1	25/06/2016	31/07/2016		Included in Lead Growth Consultant Scope Input from Lead Economist
6.2	Economic Vision	<ul style="list-style-type: none"> Economic vision and identity statement 	Shared Vision Prospectus	Project	Regional Team facilitated by Lead Growth Consultant	Strategist	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 	6.1, 3.5, 5.1, Strategic Community Plan	18/07/2016	12/08/2016		Included in Lead Growth Consultant Scope Input from Lead Economist
7 STRATEGY AND PROGRAM OF ACTION FORMULATION												
7.2	Branding and marketing Note: Assumes building off strategy already developed by Tourism Leadership Group. However will encompass all sectors	<ul style="list-style-type: none"> Strategy and business case developed for project to be used to seek funding OR Working Group established to lead implementation of planning/ implementation to project branding for all sectors - not just tourism 	Business and Industry Development Background Report	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant	Branding and Marketing	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 		As required		\$25,000	Assumes defined amount per initiative to cover the development of the strategy/ "kick start" as required.
7.3	Co-investment initiatives (partnership approach taken to all of the below)											
	Business and Industry development (Identified projects may include: Jetty to Jetty Education as an Export, Health as an Export, Shore Economic Development Plan, Aquaculture on the Cape)	<ul style="list-style-type: none"> Strategy/ business case for funding developed OR Working Group established to lead planning/ implementation of project 	Investment Activation Business and Industry Development Background Report Prospectus	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant	Business and Industry Development	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 		As required		\$40,000	
	Human capital development (may include Dept of Regional Development program/s) (Identified projects may include: Youth Entrepreneurship; DRO Regional Development Program, Indigenous Leadership Program)	<ul style="list-style-type: none"> Strategy/ business case for funding developed OR Working Group established to lead planning/ implementation of project 	Business and Industry Development Human Capital Background Report	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant DRO (sic)	Human Capital Development	<ul style="list-style-type: none"> Engagement with Cluster Group and Committees 		As required		\$25,000	

Item	Task/Stage	Deliverables	Relevant part/s of Growth Plan Suite	Work level (in Project, Program or Combination)	Who will do the work (Subject Matter Experts, Lead Growth Consultant, Program Consultant, Regional Team, Linderoth)	Consultant Discipline/ Speciality	Issue-specific engagement?	Predecessor works? (if so then describe or reference item)	Start Date (allow 3 weeks to procure)	Finish Date	Estimated Cost cost (EST) (nil for prog. level tasks)	Comments (ie status, issues, constraints, opportunities etc)
	Place development <i>(Identify projects may include: (Downtown Redevelopment) Cultural Centre, Urban Renewal - End Street, Short Stay Accommodation)</i>	<ul style="list-style-type: none"> • Prioritise improvement areas (additional to town centre revitalisation covered above) • Strategy/ business case for funding developed 	Place Development Background Report Place-Making Plan/s	Project	Subject Matter Expert Input from Regional Team and Lead Growth Consultant	Urban Development	✓		As required		\$25,000	
8 DELIVERABILITY OF THE GROWTH PLAN												
8.1	Roles and Responsibilities	<ul style="list-style-type: none"> • Roles and responsibilities identified, assigned and accepted 	Governance and Implementation Framework	Project	Regional Team facilitated by Lead Growth Consultant	--	✓	7.1 - 7.8	30/09/2016	31/10/2016		
8.2	Resourcing	<ul style="list-style-type: none"> • Resource requirements and sources identified 	Governance and Implementation Framework	Project	Regional Team and potential external funders facilitated by Lead Growth Consultant (note there will be inputs from other sub-projects)	--	✓	7.1 - 8.1	30/09/2016	31/10/2016		
8.3	Risk Management	<ul style="list-style-type: none"> • Risk Management Plan 	Governance and Implementation Framework	Project	Regional Team facilitated by Lead Growth Consultant	--	✓	7.1 - 8.2	30/09/2016	31/10/2016		
RPS REVIEW DELIVERABILITY OF THE GROWTH PLAN												
9 FINALISE GOVERNANCE AND IMPLEMENTATION FRAMEWORK												
9.1	Finalise Implementation Plan	Implementation Plan	Governance and Implementation Framework	Project	Regional Team facilitated by Lead Growth Consultant	--	✓		30/09/2016	31/10/2016		
9.2	Governance structure responsible for implementation	<ul style="list-style-type: none"> • Develop and establish Governance Structure • Assist to implement throughout project • Report on Governance Structure responsible for implementation for final Growth Plan 	Governance and Implementation Framework	Project	Regional Team facilitated by Lead Growth Consultant	--	✓		15/07/2016	31/10/2016	\$40,000	
9.3	Monitoring and Reporting	<ul style="list-style-type: none"> • Progress and Performance Management Framework established 	Governance and Implementation Framework	Project	Regional Team facilitated by Lead Growth Consultant	--	✓		2/10/2016	31/10/2016		
9.4	Investment Prospectus/Manual for Doing Business in Broome <i>Note: Investment Prospectus already produced by Shire of Broome - potential to update in line with outcomes of Growth Planning Process.</i>	<ul style="list-style-type: none"> • Work with Shire of Broome and KDC to review current Investment Prospectus given outcomes of Growth Planning Process • Provide administrative support to update if required 	Investment Prospectus	Project	Shire of Broome Input from Regional Team and Lead Growth Consultant	Investment Prospectus Development	✓	All relevant inputs	15/08/2016	31/10/2016		
9.5	Prepare Growth Plan Suite for adoption <i>Note: Prepared incrementally throughout project.</i>	<ul style="list-style-type: none"> • Growth Plan • Place/ Infrastructure Plans • Background Report • Prospectus • Broome Branding Report • Implementation Plan 	All	Project	Lead Growth Consultant with input from Regional Team	--	✓	All relevant inputs	Draft Submitted 30/9/2016	Final Draft Endorsed 30/9/2016	\$40,000	
RPS APPROVE GROWTH PLAN												
10 SETTING UP THE GROWTH PLAN PARTNERSHIP												
10.1	Formalise the Growth Plan suite (Growth Plan, Place/ Infrastructure Plan/s, Background Report, Prospectus, Branding Report, and Implementation Plan)	<ul style="list-style-type: none"> • Endorsement by Growth Plan Partnership • Adoption by Local Government as a part of Integrated Planning and Reporting Framework • Adoption by Regional Development Commission as Regional Centre Growth Plan aligned to the Regional Blueprint • Approved by RCDP Steering Committee • Noted by Western Australian Planning Commission 	All	Project	Internal?	--	--					
10.2	Publish and communicate final suite to community and stakeholders	<ul style="list-style-type: none"> • Produce publication standard versions of documents (print and online as required) • Implement communications plan (including media etc) 	All	Project	Internal?	--	--		1/12/2016	3/12/2016		
10.3	Establish implementation structures and processes	TBA	All	Project	Project Manager?	--	✓		1/12/2016	3/12/2016		
	Lead Growth Consultant	Refer to Appendix 5									\$250,000	

Sub total \$1,151,000
Contingency \$101,000
Total \$1,252,000



Appendix 5: Broome Growth Planning – Lead Consultant Scope of Services

To be read in conjunction with LandCorp’s Request for Services of July 2015 and Creating Communities Australia’s response dated 23 July 2015.

PROJECT PLANNING

- Review of existing plans, data and other information and familiarisation with project context.
- Confirmation with LandCorp of project objectives, major constraints, controls and potential problems.
- Manage project development and cost budgets
- Reporting to and liaison with the Growth Planning Partnership, the Project Control Group through meetings, discussion and correspondence.
- Develop and recommend the composition of a consultant team, their scope of activities and budgets.
- Prepare project cost forecast incorporating input by other consultants.
- Prepare a project plan as per provided template.
- Develop a Procurement Plan.
- Development of guiding principles for program planning and implementation based on community consultation.

PROJECT IMPLEMENTATION AND DELIVERY

- Provide strategic advice on the development of a Growth Plan for Broome to the Broome Growth Planning Partnership (GPP).
- Ongoing management and maintenance of overall program plan and its implementation.
- Identify and manage risks throughout the program.
- Support engagement of stakeholders (e.g. relevant authorities, organisations, business, community and special interest groups etc) to provide advice and input on program planning and implementation.
- Develop briefs for Broome Growth Planning consultants in collaboration with LandCorp
- Provide support to LandCorp for the selection and commissioning of consultants as required.
- Supervision, co-ordination and control of the consultant team.
- Coordination of preparation of program implementation plans to cover further phases of the services being delivered by consultants.
- Coordination of ongoing review and update of detailed cost estimates, progressive expenditure and commitments for all program works.
- Support and liaison, to an agreed level, with the overall RCDP2 program and other Stage 1 Growth Centres

PROJECT REVIEW AND QUALITY CONTROL

- Scheduling, convening and recording bi-monthly Growth Planning Partnership meetings.
- Scheduling, convening and recording regular Project Control Group meetings.
- Scheduling and convening fortnightly consultant team meetings.
- Ongoing compliance with LandCorp procedures and approvals processes.

- Reporting to the PCG, GPP and RCDP Steering Committee as outlined in the agreed Project Plan and required project review points.

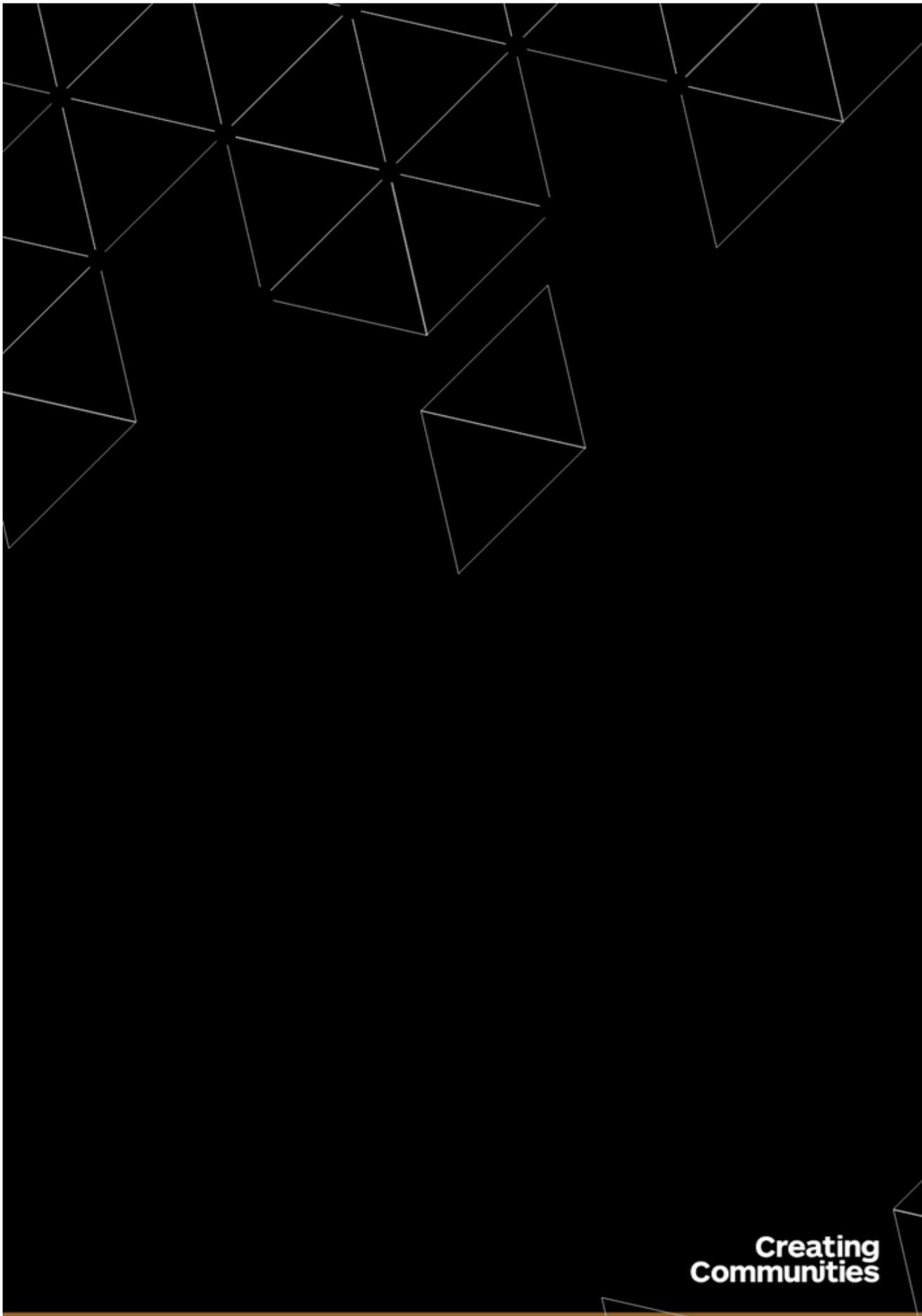
PROJECT DELIVERABLES

A Growth Plan for Broome that:

- Is based upon a sound understanding and analysis of the challenges and opportunities for Broome
- Provides deliverable and clear strategies and actions to guide future investment.
- Is endorsed by the GPP by October 2016

BUDGET AND BILLING

- 250,000 (GST exclusive) in total from October 2015 - October 2016
- Invoicing to be for agreed amounts and to occur as and when agreed milestones in the Project Plan are reached.



**Creating
Communities**

LOCAL PLANNING POLICY

8.20

TITLE:	PROVISION OF PUBLIC ART
ADOPTED:	OCM 19 September 2013 – Page 51 - 55
REVIEWED:	OCM 30 July 2015 – Pages 28 – 40 OCM 17 December 2015 – Pages 110 - 121
ASSOCIATED LEGISLATION:	Planning and Development Act 2005
ASSOCIATED DOCUMENTS:	Chinatown Development Strategy
REVIEW RESPONSIBILITY:	Director Development Services
DELEGATION:	Delegations are exercised in accordance with delegation granted in terms of Section 5.42 of the Local Government Act 1995 as amended or other statutes as applicable to specified officers.
APPLICATION	This policy applies to the LPS6 area

Previous Policy Number N/A

Background

Art can provide an important role in connecting people to place and providing a reflection and interpretation of the uniqueness of their culture and history. It can be a positive visual reminder of the sense of shared community. It may also enhance the attractiveness and cultural significant of a place and encourage further investment on the local economy. The installation of public art helps achieve the following aim of Local Planning Scheme No. 6:

1.6.1. Place

- (f) Safeguarding and enhancing the character and amenity of the built environment and urban spaces of the Scheme area.

In order to ensure that new development or redevelopment celebrates and enhances local history and culture and promotes a sense of identity it is considered appropriate for significant development proposals to make a contribution to public art within Broome. This contribution is to be made based on the following policy provisions and the Shire of Broome 'Art Concept Plan' and "Guidelines for Contribution to Public Art"

Policy Objectives

- To set out the criteria for when development is to contribute a percentage of the development cost to the provision of public art whether in a cash contribution or public art work.
- Ensure that new development within the Broome town site makes a fair and reasonable contribution toward public artworks that promote and recognise Broome's rich culture, heritage and history.
- Enhance the sense of place and promotion of identity by providing an interpretation and expression of the area's natural physical characteristics, culture and history.
- Improve legibility and visual amenity of streets, open spaces and buildings, and
- Improve the functionality of the public domain through the use of public art to provide appropriate street furniture functions.

Definitions:

'Construction Cost' means the construction cost of development as stated by the Applicant on the Application for Planning Approval form as the 'approximate cost of proposed development'

'Development' has the same meaning given to the term in and for the purposes of the *Planning and Development Act 2005* and applies to any such development, that in accordance with the Shire of Broome Local Planning Scheme No 6, requires the prior approval of the Shire.

'Public Art' means an artistic work that:

1. Is permanent in nature and constructed of materials which may be maintained and repaired if necessary, including metal, wood, plastic, paint or any other durable material.
2. Is either freestanding or integrated into the exterior of a building or other structure.
3. Reflects the local history, culture and /or community of the Place Area in which it is to be located.
4. Is created and located for public accessibility, either within the public realm or which in view of the public realm, such as a street, park, urban plaza (area) or public building, and
5. May take the form of unique functional objects designed by an artist (such as seats or gates), but may not include architectural design, advertising or directional signage or any form of commercial branding.

Exemptions

- 1.0 This policy applies to all development within LPS6 with the exception of:
 - a) Any development within the 'General Agriculture', 'Rural Residential', 'Rural Small Holdings', Settlement and 'Culture and Natural Resources' zones.
 - b) A development of a single house or less than 10 grouped or multiple dwellings
 - c) Any development with a gross lettable area of less than five hundred (500) square metres

- d) Any other type of development with an estimated total construction cost of less than two million dollars (\$2,000,000).

Policy Statement:

- 1.1 Development is required to contribute an amount equal in value to one per cent (1%) of the estimated total construction cost as indicated on the form of Application for Planning Approval, for the development of public art works to enhance the public realm. The contribution can be a monetary amount or the installation of a public art work on the site of the development or within a crown reserve adjoining or near to the development site.
- 1.2 The contribution requirement shall be imposed on applicable development as a condition on the Planning Approval. The condition shall specify that the contribution must be made prior to occupation of the development.
- 1.3 A monetary contribution made under clause 1.2 shall be paid into a special fund to be used by the Shire of Broome for the purpose of providing public art within the general locality or area of the subject site. Individual funds contributed may be accrued for more comprehensive or detailed public art projects in the locality or area as outlined in a plan adopted by the Council. Funds contributed may be used to meet any cost reasonably associated with the scoping, commissioning, fabrication, installation and identification of a public art work and the engagement of the community in the preparation of an art work.
- 1.4 Where a development incorporates public art work(s) to the same value as specified in clause 1.1 on the site of the development or within a crown reserve adjoining or near the development site, the public art work(s) must be:
- a) Located in a position clearly visible to the general public;
 - b) Developed in accordance with a Public Art Report endorsed by the Shire incorporating all relevant information set out in the Shire's 'Guidelines for the Provision of Public Art'; and
 - c) Installed prior to the occupation of the development.
- 1.5 If the public art is to be located on the site of the development, in addition to the above, the public art work must remain on the site as a permanent fixture. The landowner's responsibility for the continuance of the public art work is to be formalised through a notification on the Certificate of Title under section 70A of the *Transfer of Land Act* in a form acceptable to the Shire.
- 1.6 Public art installed in accordance with clause 1.4 is considered 'minor development' and is therefore exempt from requiring a further Planning Approval from the Shire.

SHIRE OF BROOME LOCAL PLANNING SCHEME No. 6 (LPS6) – LOCAL PLANNING POLICIES

This Policy is a Local Planning Policy adopted under the provisions of Clause 2.4 of LPS6. LPS6 is administered by the Shire of Broome as the responsible authority under the Scheme. LPS6 was gazetted and came into operation on the 30 January 2015.

Planning policies adopted under LPS6 may be amended or rescinded after the procedures set out in Clause 2.4 and 2.5 have been completed.