



## Strategic Plan 2010-2012

**March 2010**

(final version – 3/3/10)



A Blueprint for the Bush initiative funded by  
Department of Employment, Economic Development & Innovation  
Prepared with the assistance of Blockey Consulting



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## Foreword

The Western Cape, centred on Weipa, is a fast-growing remote region on the western coast of Cape York Peninsula. The key driver of growth in the area has been the development of the Comalco, now Rio Tinto Aluminium (RTA), bauxite mine in the Weipa environs. Bauxite mining activity in the Western Cape may be increased with the feasibility of new mines, including that of Gulf Alumina, Chalco Australia and Cape Alumina, currently under investigation.

The communities of Aurukun, Mapoon and Napranum have the potential to leverage off the heightened levels of activity surrounding the mining, which may assist in diversification from the heavy dependence on government services and public administration for employment.

Until recently, growth opportunities have been generated by the fortunes of the RTA mine alone – Weipa has very much been a mining town where employment in the RTA mine and residency were inextricably linked. But increasingly over the past five years or so, private ownership of housing has leapt forward as a direct result of Rio Tinto making land available for purchase, generating a much greater feeling of community and sense of belonging. Meanwhile, private ownership of property in the Aboriginal communities is an aspiration yet to be achieved, and will continue to restrain economic independence until it is resolved.

The shift in the Weipa psyche has also underpinned entrepreneurial activity. While private sector enterprise is still relatively modest, it is expanding as a result of other emerging opportunities in engineering, tourism and hospitality, education and the service sectors.

This growth, and the opportunities it presents, has meant that the Western Cape Chamber of Commerce (WCCC) has been more active, and has taken a more strategic and pro-active role in the development of the Western Cape, and Weipa's progression towards normalisation. The WCCC has secured increased Government commitment to the region through the State's Cairns based project officer, as well as through the Federally funded Indigenous Business Development and Mentor positions.

The WCCC represents a small but growing business sector in the Western Cape, across a broad range of sectors, including mining, engineering and construction, tourism and hospitality, education and the service sector. The major employers and decision-makers in Weipa – Rio Tinto and the Weipa Town Authority (WTA) – are key partners in the WCCC, as are the three Aboriginal Shires of Mapoon, Napranum and Aurukun, and the Western Cape Communities Trust (representing 600 shareholders from across the Western Cape region).

The WCCC has, as the business community's representative, also actively supported the Mineral Council of Australia and the Commonwealth Government in the development and the subsequent implementation of the Western Cape Regional Partnership Agreement (RPA). The WCCC became a signatory to the RPA on 26 March 2008, along with Rio Tinto Alcan Weipa, The Western Cape Communities Trust (WCCT), the local Indigenous Shires of Aurukun,



Mapoon and Napranum, and both the State and the Federal Government. The RPA demonstrates the signatories' commitment to developing the key areas of Indigenous employment, Indigenous economic/ business development and regional transport, whilst attempting to address the extensive issues that involve obtaining genuine outcomes in remote regions. It is a statement of intent by the Parties to work together to overcome to the fullest possible extent Indigenous disadvantage and to ensure that Indigenous people are supported to take up opportunities in the mainstream economy.

The importance and acknowledgement of the RPA reflects the broader business community and key stakeholders' involvement which reinforces the long-standing commitment to achieving training, employment and business development opportunities for Indigenous people from the Western Cape Communities. The Chamber maintains the opinion that successful outcomes for Indigenous employment in the region will provide tangible results for the Indigenous employees and their employers. Similarly, Indigenous small business will, like the broader business community, provide long term outcomes for Indigenous people and their communities through the growth of community based economies within those distinct Indigenous communities and the wider Western Cape region.

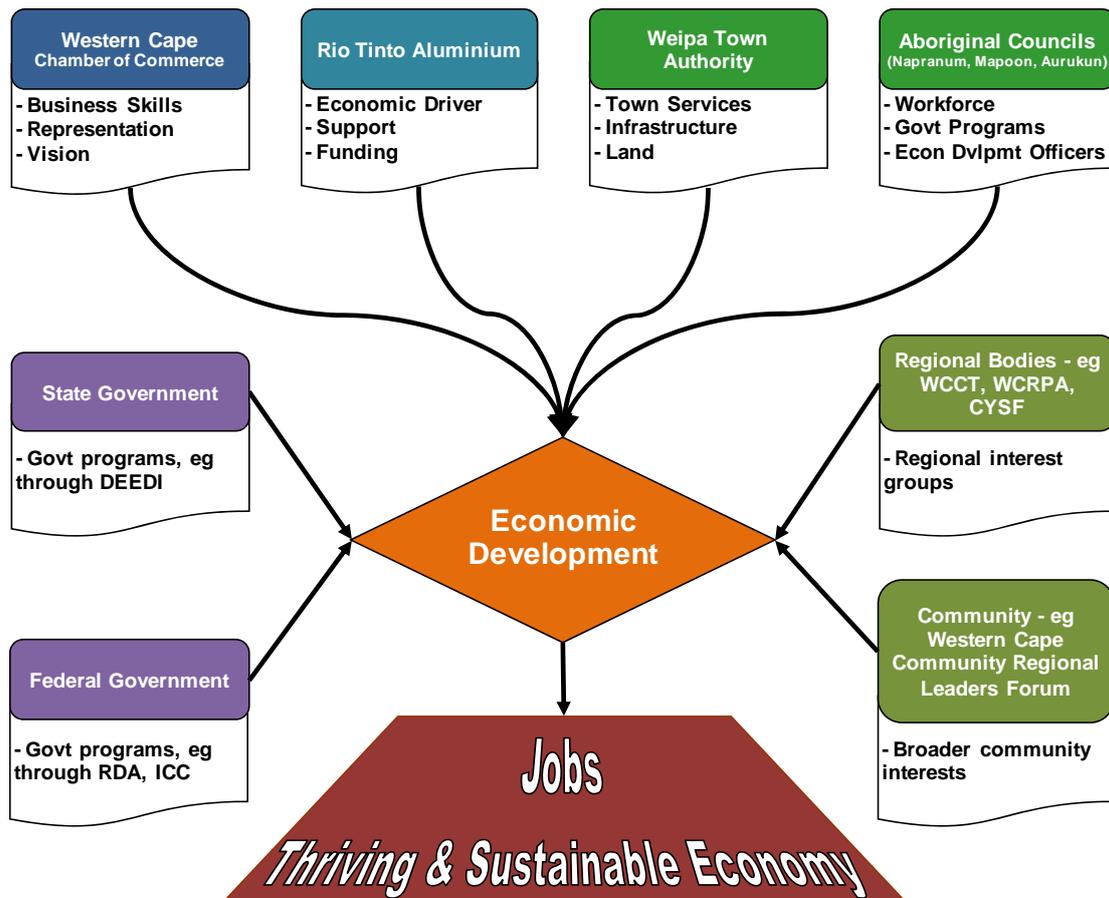
Hence, this Strategic Plan is a culmination of ideas and aspirations put forward by many different people who all seek a vibrant, diverse and sustainable community. The WCCC has every expectation that this Plan will form the basis of transforming concepts into reality with the support of members and various community partners.

# 1. Introduction

This strategic plan for the 2010-2012 period has been developed following a review by the Western Cape Chamber of Commerce (WCCC) of its 2007 plan, its recent achievements and by identifying the aspirations of the region during a workshop held in Weipa on 20 November 2009.

Relevant are the various roles in economic development in the Western Cape played by others – the key players involved are represented in the diagram below. The main drivers of economic development in the Western Cape (the top line) are variously assisted and/or supported by Government (both State and Federal), and regional and communities bodies. Below each is a snapshot of what each might bring to the table. The relationships between organisations are generally strong, and the coordination on economic development has improved in recent years.

**Key Drivers of Western Cape Economic Development**



A summary of what each of the organisations is shown in Attachment 6.

## 2. Western Cape Profile

The Western Cape region has blossomed over the past 40 years following the first commercial shipments of bauxite from Weipa in 1963. In the ensuing 46 years, the Weipa township has grown from the original accommodation of 12 houses and single quarters for 90 people to approximately 1200 houses, duplexes and flats for 3,300 people. The Aboriginal communities of Aurukun, Mapoon and Napranum are currently home to some 2,400 people. The total population in the Western Cape has increased to 5,678, at an annual average growth of 4.2% per annum in the five years to 2008.

Against this backdrop of long-term strong growth, the last 12 months has seen the global financial crisis impact on demand and commodity prices – in response, Rio Tinto cut back production of bauxite and shed staff and contractor numbers. This was evidenced by production dropping from 18 million dry product tonnes to a rate equivalent to some 12 million tonnes per annum in mid 2009, though production more recently has been on the rise again; over 100 positions were cut, predominantly from the contractor workforce.

**Table 1: Estimated Resident Population**

Local Govt Area	2003	2008	Av. Ann. Growth
Weipa	2,427	3,291	6.3%
Aurukun	1,128	1,196	1.2%
Mapoon	230	263	2.7%
Napranum	840	928	2.0%
<b>Western Cape</b>	<b>4,625</b>	<b>5,678</b>	<b>4.2%</b>

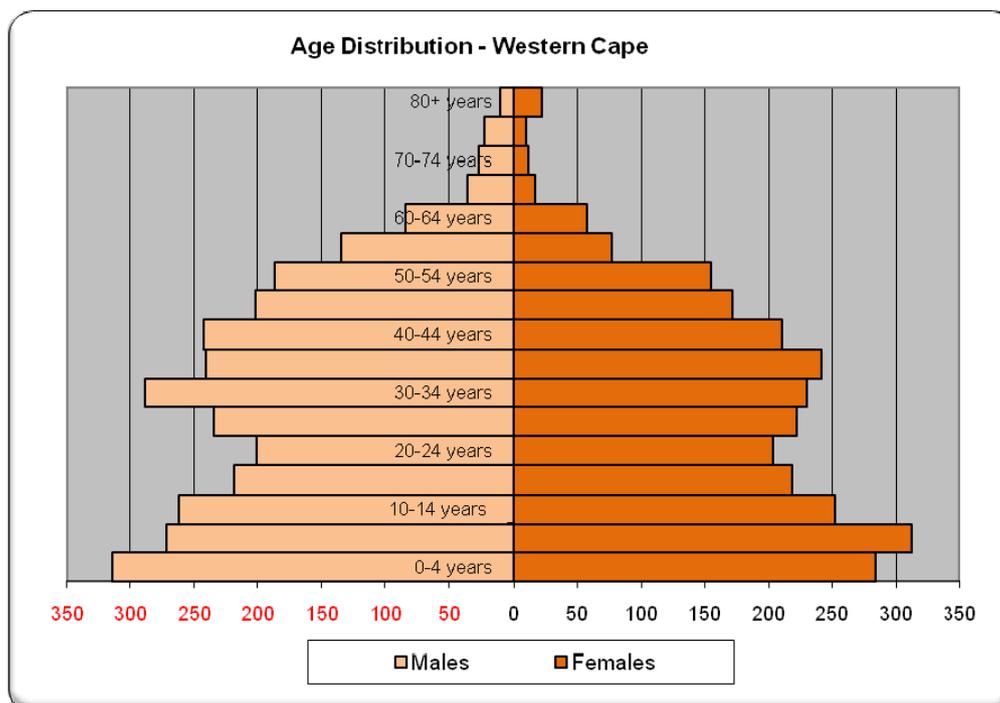
Source: ABS, *Population by Age and Sex, Regions of Australia*, Cat.3235.0

Over the past five years, most of the residential accommodation in Weipa has passed from ownership by Rio Tinto Aluminium to the private sector, such that privately owned residential properties in Weipa now amounts to 78%. The communities of Aurukun, Mapoon and Napranum remain DOGIT areas, where private ownership has yet to be resolved.

The Aboriginal communities are governed by their respective local government councils. Rio Tinto is responsible for the administration of Weipa, which it does through the Town Office. The Town Office is acting in the role of a local authority and has staff which one would normally associate with a local Council. The services supplied through Town Office are also of a similar nature to those supplied by local Councils throughout Australia, i.e. road maintenance, water supply, building control, town planning, public library services, a public swimming pool, parks, gardens, ovals and garbage collection. Weipa has been gazetted as a

local authority area and has adopted local laws. There is also an Advisory Development Plan to govern and guide the future development of the Town. Aside from the Aboriginal communities, the land outside the Weipa Town Boundary is primarily Rio Tinto mining lease and inside the Cook Shire. Evans Landing is the industrial area of the Western Cape.

The latest demographic data is available from the *2008 Estimated Resident Population data, by Age and Sex*, and the *2006 Census of Population and Housing*, from the Australian Bureau of Statistics. The data following relates to the Western Cape area (Aurukun, Mapoon, Napranum, Weipa).

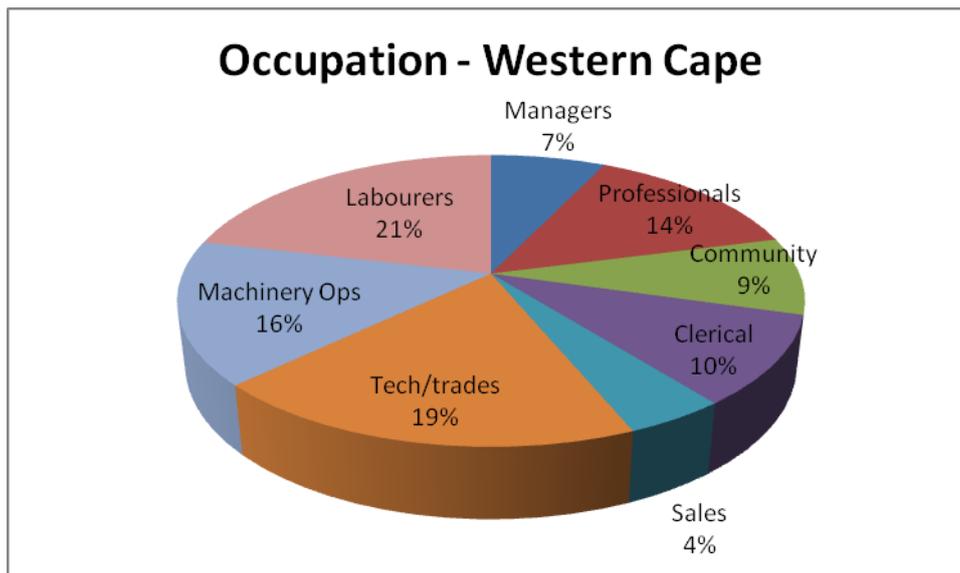


Source: Blockey Consulting from ABS, *Population by Age and Sex, Regions of Australia*, Cat.3235.0

Some highlights on demographics:

- Across the Western Cape, there are 110 males to every female, though for Weipa township, there are 123 males for every 100 females.
- 49% of the Western Cape population is Indigenous, though for Weipa this as low as 17%, which compares to 14% for the Far North and 2.3% Australia-wide.
- Compared to the Far North Queensland region, the Western Cape population has a higher proportion of younger people – 11% of the population is pre-school aged, 27% are school aged-late teens, giving a total of 38% aged between 0 and 19 (compared to 29% for the Far North), whilst only 3% are aged over 60 years (15% for the Far North). The median age for the Western Cape is in the late 20s, compared to 35 for the Far North and 37 for Australia.

- In terms of people's place of birth, the Western Cape has a relatively high number of people born in Australia – 88% compared to 71% across Australia.
- At the 2006 Census, 41% of residents were living at a different address five years previously – in Weipa, that proportion was almost 60%.
- At the 2006 Census, 36% of residents (aged 15 years or older) went through to Year 11 or 12 in schooling, which compares to 50% across Queensland; the differential is most marked within the Aboriginal communities, and Weipa is equivalent to the State. Qualifications post-school fare better, with 42% of residents holding a bachelor, diploma or certificate (Queensland was 50%), though again, Weipa residents attained higher level (bachelor degree) qualifications, while residents in the Aboriginal communities tended to have more certificate level qualifications.
- Of those employed persons, over one quarter (28%) were employed in the manufacturing sector and one fifth (20%) in public administration and safety (compares to 10% and 7% Queensland wide). Direct employment in mining accounted for 5% of those employed (2% in Queensland).
- There was a high level of employment in the labouring, technical/trades and machinery operators fields – over half (56%), which compares to 34% across Queensland.
- Couples with children make up 48% of household family types, which is greater than for Queensland (43%); 27% of family types are couples with no children, less than for Queensland (39%); while the proportion of one-parent families (22%) is higher than for Queensland (16%).



### 3. Vision & Mission

The vision that the WCCC has for the Western Cape is as follows:

***The Western Cape is a vibrant region based on an independent, diverse and sustainable economy that is the hub for commercial and community activities on Cape York***

The WCCC will help the region achieve this vision by embracing the following mission:

***The Western Cape Chamber of Commerce takes a leading role in the economic development of the Cape York region:***

- ***by encouraging private enterprise;***
- ***by supporting business networks;***
- ***by expanding Indigenous participation in employment and economic development;***
- ***and through its strategic advocacy role to ensure the region receives appropriate levels of services and infrastructure.***

### 4. Goals

To guide WCCC, the following five goals have been adopted:

Corporate Goals	
Economic	To create a platform for sustainable economic development that leads to a growing and diverse economy
Advocacy	To be an effective representative body for members by influencing government policy and programs
Environment	To ensure the Western Cape natural environment is managed sustainably in tune with growing and stronger economies and communities
Leadership	To operate a productive and proactive chamber that provides leadership for the business community
Governance	To be an independent body that maintains high standards in all areas of operations and governance

## 5. Economic Outcomes

**Goal: To create a platform for sustainable economic development that leads to a growing and diverse economy**

The WCCC will support a growing and diverse economy through pursuit of the following strategies and outcomes:

- Business retention and expansion – creating growth and employment
- New industries attracted – generating new businesses and jobs
- Tourism industry developed – creating greater capacity and capability
- Investment attraction – bringing new money into the community
- Skills levels – building a sustainable local workforce capacity through education and training
- Indigenous business – supporting Indigenous business opportunities

## 6. Advocacy Outcomes

**Goal: To be an effective representative body for members by influencing government policy and programs**

The WCCC will aim for improved public policy and program delivery through pursuit of the following strategies and outcomes:

- Advocating for infrastructure improvements – eg better roads, power supply, and information and communication technologies
- Advocating for equitable access to services – eg improved health, education, policing and transport delivery
- Advocating for access to housing – ensuring an adequate supply and affordability of private dwellings in the long term
- Advocating for major government capital infrastructure supply in the region – ensuring this work is carried out by local contractors where possible

## 7. Environmental Outcomes

**Goal: To ensure the Western Cape natural environment is managed sustainably in tune with growing and stronger economies and communities**

The WCCC will support sustainable environmental management through pursuit of the following strategies and outcomes:

- Securing local solutions to environmental issues – ensuring a coordinated regional response is put forward on relevant environmental issues, such as legislation and declarations on Wild Rivers, World Heritage Listing, and Fish Habitat Areas
- Cooperation and active engagement with regional organisations and agencies – eg natural resource management groups, the Environmental Protection Authority, and the Department of Employment, Economic Development and Innovation
- Engage with Traditional Owners to ensure environmental outcomes are considered by all community members

## 8. Leadership Outcomes

**Goal: To operate a productive and proactive chamber that provides leadership for the business community**

The WCCC will provide leadership for the business community through pursuit of the following strategies and outcomes:

- Improving the supply and purchase of goods and services locally by raising the profile of members
- Promoting local business growth through collaboration and networking
- Improving business productivity through education and training

## 9. Governance Outcomes

**Goal: To be an independent body that maintains high standards in all areas of operations and governance**

The WCCC will be independent and well governed through the following strategies and outcomes:

- Secure core funding achieved – through membership subscriptions, as well as targeted corporate and government support
- High standards in operations and reporting are maintained
- Good corporate governance is practised by the Management Committee

## 10. Attachments

The following supporting material is attached:

- Attachment 1: Prospective Economic Development Projects
- Attachment 2: SWOT Analysis
- Attachment 3: Achievements Since 2007
- Attachment 4: Summary of Relevant Plans of Other Western Cape Organisations

## 11. Action Plan

### Economic Outcomes

**Goal: To create a platform for sustainable economic development that leads to a growing and diverse economy**

The WCCC will support a growing and diverse economy through pursuit of the following strategies and outcomes:

- Business retention and expansion – creating growth and employment
- New industries attracted – generating new businesses and jobs
- Tourism industry developed – creating greater capacity and capability
- Investment attraction – bringing new money into the community
- Skills levels – building a sustainable local workforce capacity through education and training
- Indigenous business – supporting Indigenous business opportunities

Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
Business retention and expansion – creating growth and employment	Communicate to the membership business opportunities – eg through newsletter	Committee	Monthly	Secretary, admin	Regular member news
	Obtain information about govt projects and disseminate opportunities to members	Committee	Ongoing	Committee time	'Local' (Weipa) participation in govt projects increased
New industries attracted – generating new businesses and jobs	Gain commitments from community partners and promulgate the prospective economic development projects	Committee	Ongoing	Committee time	3 new economic projects commenced in Yr1
	Investigate options for future development land for commercial purposes	Committee	Dec '10	Committee to secure funding for study	Secure agreement with WCCA that identifies suitable land



Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
Tourism industry developed – creating greater capacity and capability	Get the message right, eg: branding	Committee	Ongoing		Increased visitation / greater proportion of ‘Tip of Cape York’ visitors coming to Western Cape
	Identify target markets (eg niches) and develop appropriate campaigns	Committee	Ongoing	Self-funding	
	Work with TQ / DEEDI to develop tourism industry in Western Cape - Cape York & Torres Strait Tourism Development Action Plan	Members	Ongoing		
Investment attraction – bringing new money into the community	Provide support to prospective new businesses and industry	Committee	Ongoing	Project by project	Expanding industry base → create 10% more jobs over 2 years
Skills levels – building a sustainable local workforce capacity through education and training	Host “Business Improvement Seminars” – eg visiting govt programs	Committee	Ongoing	Self-funding / govt	Increased business management capability
	Facilitate support networks that enable members to identify & deal with business issues in common	Members	Ongoing	Members’ time	
Indigenous business – supporting Indigenous business opportunities	Work with indigenous individuals/families or groups to pursue and develop a business idea Support indigenous businesses to develop sustainable enterprises Support existing indigenous businesses	WCCC Indigenous Business Development	Ongoing	WCCC /DEEWR	Increased Indigenous participation in Western Cape business activities → membership of WCCC

## Advocacy Outcomes

### Goal: To be an effective representative body for members by influencing government policy and programs

The WCCC will aim for improved public policy and program delivery through pursuit of the following strategies and outcomes:

- Advocating for infrastructure improvements – eg better roads, power supply, and information and communication technologies
- Advocating for equitable access to services – eg improved health, education, policing and transport delivery
- Advocating for access to housing – ensuring an adequate supply and affordability of private dwellings in the long term
- Advocating for major government capital infrastructure supply in the region – ensuring this work is carried out by local contractors where possible

Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
- Advocating for infrastructure improvements - Advocating for equitable access to services – eg improved health - Advocating for access to housing - Advocating for major government capital infrastructure supply in region	Identify opportunities to lobby key decision-makers (eg visiting politicians)	Committee	Ongoing	Committee time	Raise the profile of strategic issues in Weipa, obtain commitments to action/ funding
	Prepare briefing notes/ letters on strategic issues to present/send to key people	President/ Secretary	Ongoing	Committee time	
	Where possible, brief key people in Cairns/Brisbane/Canberra	President/ Secretary	As suitable	Committee time	

## Environment Outcomes

**Goal: To ensure the Western Cape natural environment is managed sustainably in tune with growing and stronger economies and communities**

The WCCC will support sustainable environmental management through pursuit of the following strategies and outcomes:

- Securing local solutions to environmental issues – ensuring a coordinated regional response is put forward on relevant environmental issues, such as legislation and declarations on Wild Rivers, World Heritage Listing, and Fish Habitat Areas
- Cooperation and active engagement with regional organisations and agencies – eg natural resource management groups, the Environmental Protection Authority, and the Department of Employment, Economic Development and Innovation
- Engage with Traditional Owners to ensure environmental outcomes are considered by all community members

Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
Securing local solutions to environmental issues	Prepare position papers, submissions, conduct research on local issues	Committee	As required	Committee time	Effective submissions made to enquiries (or in response to topical issues) in timely manner → influence govt policy
	Attend public enquiries, send delegation to BNE/CBA	Committee	As required	Committee time Travel & Accom	
Cooperation and active engagement with regional organisations and agencies	Participate in regional organisation meetings, regional briefings	Committee	As required	Committee time	Influence environmental planning and management decisions
Engage with Traditional Owners to ensure environmental outcomes are considered	Facilitate / attend TO Meetings	Committee	As required	Committee time	Unified regional voice → better outcomes for the region

## Leadership Outcomes

### Goal: To operate a productive and proactive chamber that provides leadership for the business community

The WCCC will provide leadership for the business community through pursuit of the following strategies and outcomes:

- Improving the supply and purchase of goods and services locally by raising the profile of members
- Promoting local business growth through collaboration and networking
- Improving business productivity through education and training

Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
Improving the supply and purchase of goods and services locally by raising the profile of members	Develop interactive website, including member database showing capabilities, list procurement opportunities	Committee	Dec '10	Access govt funding, eg <i>Small Business Online</i>	Funding source identified and database implemented
	More frequent liaison with managers/purchasing officers	Committee	Ongoing	Committee time	Participation in WCCC events or sponsored activities increase by 10%
Promoting local business growth through collaboration & networking	Hold a regular series of WCCC activities and networking functions – eg annual Forum	Committee	Ongoing	Self-funding	Greater interaction with members
	Facilitate support networks that enable members to identify & deal with business issues in common	Members	Ongoing	Members' time	
Improving business productivity through education and training	Host "Business Improvement Seminars" – eg visiting govt programs, speaker circuit	Committee	Ongoing	Self-funding / govt	Increase member participation in education events by 10%

## Governance Outcomes

### Goal: To be an independent body that maintains high standards in all areas of operations and governance

The WCCC will be independent and well governed through the following strategies and outcomes:

- Secure core funding achieved – through membership subscriptions, as well as targeted corporate and government support
- High standards in operations and reporting are maintained
- Good corporate governance is practised by the Management Committee

Outcome	Implementation				Target / KPI
	Action	Who	Timing	Resources	
Secure core funding achieved – through membership subscriptions, as well as targeted corporate and government support	Invite non-member business contacts to WCCC activities	Committee	Ongoing	Committee time	Increase membership to 70 by end of 2010 Increase membership subscriptions by 20% by end 2010
	Membership campaign, eg: <ul style="list-style-type: none"> <li>• Ads in Weipa Bulletin</li> <li>▪ Regular media releases/columns</li> </ul>	President/ Secretary	Monthly	Costs - \$1,000 - for ad design/ placements	
	Review membership categories and look at introducing tiered membership fees	Committee	Mar '10	Committee time	
	Identify & apply for funding – eg seed funding, govt programs, matching business funding/in-kind contributions	Committee	Meet application deadlines	Committee time	Indigenous Business Development Officers funding retained New funding secured
High standards in operations and reporting maintained	Clarify & document staff/committee roles and maintain monthly reporting	Committee	Ongoing	Committee time	Better informed decision making
Good corporate governance practised by Committee	Policies & procedures reviewed and clearly defined in manual (adopted by committee)	Committee	Ongoing	Committee time	Nil breaches of law / ethical standards

## Attachment 1: Prospective Economic Development Projects (1 – 5 Years)

The following prospective economic development projects to be targeted for the next one to five years were identified:

Project	Type	Time Horizon (Yrs)			Likely Proponents	
		1	2	5	Drivers	'Partners'
Access to commercial land (freehold / non-DOGIT)	All (potentially)	✓			WTA, DNRM, WCCCA	Indigenous Councils, Ports Corp, Chamber
Roads advices – seasonal openings / closures	Tourism	✓			Chamber	RACQ, Police, Main Roads, media
Establish Trade College	Education	✓			Western Cape College	WTA/RTA, Chamber
Protection of a sustainable fishing industry	Primary industry	✓			Chamber, DPI	Private enterprise
Develop & promote Western Cape as the hub for northern Cape York	Industry	✓			Chamber, WTA	
Prepare a Tourism Development Strategy for Western Cape	Tourism	✓			Chamber, DEEDI	CYSF, WTA
Live cattle exports (including feedlot & holding yards)	Primary industry	✓			Chamber, DPI, Ports Corp	Private enterprise
Develop agricultural production - eg fresh fruit & vegetables	Primary industry	✓			Chamber, DPI	Private enterprise
Develop air & sea access - infrastructure & services	Infrastructure / Services	✓			WTA, Ports Corp, Qantas QT, SeaSwift	Chamber, RTA
Marina & associated facilities ( <35m vessels)	Transport	✓			Ports Corp	Chamber
Normalisation	Community		✓		WTA, DNRM	Chamber, community
Develop tourism capacity - eg major camping centre (500-750 camp/van sites), tourist accommodation (total of 400 beds - 5 locations)	Tourism		✓		Chamber	WTA, Private enterprise
Customs surveillance & border security base, Naval Patrol Boat base/enhanced ADF border protection capability	Govt		✓		Federal	
Investment Attraction Strategy Plan	Industry			✓	Chamber	WTA
Sporting hub (eg air-conditioned facilities)	Community			✓	WTA	
Entertainment Centre (eg 1500 seat capacity)	Community			✓	WTA	Chamber
Develop / adopt technology innovations - eg satellite technology, National Broadband Network	Industry			✓	Chamber, WTA	Private enterprise
Establish a tourism "loop" road	Infrastructure			✓	Main Roads, Station owners	WTA, Chamber, Indigenous Councils
Develop timber industry - eg Sandalwood / African Mahogany, value added, native hardwood, extraction by-products	Primary industry			✓	Chamber, DPI, RTA, Indigenous councils	Private enterprise
Aquaculture (including development of green industry)	Primary industry			✓	DPI, Chamber	Private enterprise
Ferry & barge services to Darwin/Gove (including vehicles)	Tourism			✓	Chamber	WTA, Ports Corp, Private enterprise
Promotion of "Green" image / carbon credit opportunity	Environment			✓	WTA/RTA	Chamber

Longer term projects might include: establishing a campus of James Cook University; final sealing of the Peninsula Development Road; developing alternative power solutions; establishing a Queensland directorate for Cape York affairs in Weipa; and developing new industries such as therapy oils from native species – for which ongoing investigation might occur in the interim period.

## Attachment 2: SWOT Analysis

The strengths and weaknesses of the WCCC have been identified as:

### Strengths:

- People/Skills:
  - Ability to speak out
  - Accessible, networking
  - Aware of opportunities
  - Close community, local
  - Confidence in town people
  - Diverse background / people
  - Friendly, social
  - Like-minded people trying to develop this area
  - Little influence by others
  - Overall representation
  - Strong people
  - Teamwork
  - Understands uniqueness
  - Unique canvas
  - Young - to plan
- Attributes:
  - Committed
  - Energetic
  - Faith in area
  - Forward thinking
  - Influential
  - Keen
  - New
  - Professional
  - Supportive
  - United
  - Visionary
  - Willing to listen

### Weaknesses:

- People:
  - Need more business people to get involved
  - New/inexperienced
  - Too busy with business/kids/recreational distractions
- Attributes:
  - Bad press
  - Collectively not seen as threat
  - Lack credibility
  - Lack influence
  - Need stronger voice to be heard in high places
  - Need to aim high
  - Poor image (history)
  - Recognition
  - She'll be right attitude/apathy/lethargy/inaction
- Membership & Resources:
  - Ability to increase/attract, and retain members
  - Lack of numbers/members (considering size of business community)
  - Micro-business (small/single operators) non-involvement
  - A big job ahead
  - Money
  - Restricted labour to implement
  - Structured plan
  - More support from RTA
  - Time

**Opportunities:**

A number of opportunities that would help the Western Cape Chamber achieve its vision have been identified:

- Resources and funding:
  - Embark on a membership drive to increase the base income.
  - Access government funding programs to increase the ability to deliver Chamber services.
- Advocacy:
  - Increase membership representation by seeking members from neighbouring communities.
  - Through strong membership numbers and unified voice – be the representative body for members to effectively lobby government and WTA in areas of policy and program delivery to achieve improved services, infrastructure, land tenure etc.
  - Actively participate in the ‘normalisation’ process, lead the dialogue with WTA to ensure the Western Cape community achieves the best possible net benefit.
  - Identify and lobby for priority services that will contribute to improved lifestyle.
  - As a signatory to the Western Cape Regional Partnership Agreements, actively support and lobby for improved accountability and service provision consistent with the RPA Steering Committee members.
- Education:
  - Sit on the Western Cape Stronger Smarter Learning Communities committee.
  - Coordinate and provide business training opportunities.
  - Provide intra-membership support and mentoring.
  - Encourage members to provide work experience opportunities.
- Economy/Business Activity:
  - Develop and promote the Western Cape as the hub for industry and services (public and private sector) for Cape York.
  - Develop a tourism development plan for the Western Cape.
  - WCCCA and RTA are in a position to facilitate/encourage economic activity (eg through land availability, resources), and WCCC need to strengthen the relationship.
- Promotion:
  - Develop a tourism and regional promotion marketing plan to capture the lifestyle/frontier image.
  - Promote the region’s attributes – eg in terms of business investment opportunities, services and tourism.

**Threats:**

A couple of key threats confronting the WCCC have been identified:

- Resources and funding:
  - Current limited/lack of funding and support limits the ability of the Chamber to commence projects.
- Economy/Business Activity:
  - In dealing with the government and Rio Tinto, the WCCC is a relatively small player, and hence Weipa is subject to the commitment and control of Rio Tinto.
  - A reduction in airline capacity (one airline) impacts on members' ability to operate efficiently.

## Attachment 3: Achievements Since 2007

In the strategic planning process in 2007, the WCCC identified some specific actions and outcomes it was aspiring to achieve. The following table highlights some of those key achievements.

Achievements since 2007	Action/Outcome set in 2007	Achievements
<b>Membership</b>	<ul style="list-style-type: none"> <li>Membership in 2007 sat at 28 – aimed to increase to 50</li> <li>Review fees and introduce tiered fees</li> <li>Attain financial independence</li> </ul>	<ul style="list-style-type: none"> <li>Membership has been around 35-40 for the past 2 years</li> <li>Tiered fees introduced</li> <li>Yet to achieve financial independence – long-term strategy</li> </ul>
<b>Staffing</b>	<ul style="list-style-type: none"> <li>Set out to secure funding for an economic development officer</li> </ul>	<ul style="list-style-type: none"> <li>Got DEEWR funding for 2 positions (Indigenous business mentor and Indigenous business development)</li> <li>Secured p-t DEEDI resource – recently extended for another 12 months</li> </ul>
<b>Project funding</b>	<ul style="list-style-type: none"> <li>To apply for grants to fund strategic projects</li> </ul>	<ul style="list-style-type: none"> <li>Received a couple of grants, eg:               <ul style="list-style-type: none"> <li>Update the Chamber’s strategic plan (under Blueprint for the Bush)</li> </ul> </li> <li>Appointed to DEEWR’s Indigenous Economic Development and Business Support Panels</li> </ul>
<b>Member Services</b>	<ul style="list-style-type: none"> <li>Hold networking and workshop events</li> </ul>	<ul style="list-style-type: none"> <li>Events held – eg               <ul style="list-style-type: none"> <li>ATO</li> <li>Govt Tendering</li> <li>Staring Small Businesses</li> <li>Tourism badging workshop</li> </ul> </li> </ul>
<b>Business Opportunities</b>	<ul style="list-style-type: none"> <li>Gain support/grants for 2 top priority projects</li> <li>Provide shopfront for business</li> </ul>	<ul style="list-style-type: none"> <li>Priority list developed – work in progress               <ul style="list-style-type: none"> <li>Marina study completed</li> </ul> </li> <li>WCCC has increased profile – permanent office established in Boundary Rd with assistance of RTA and WTA</li> </ul>



<p><b>Regional Promotion</b></p>	<ul style="list-style-type: none"> <li>• Western Cape brand, develop campaigns</li> </ul>	<ul style="list-style-type: none"> <li>• New Chamber name/logo (Western Cape). Promotion – work in progress</li> </ul>
<p><b>Advocacy</b></p>	<ul style="list-style-type: none"> <li>• Provide credible voice and represent interests of community</li> </ul>	<ul style="list-style-type: none"> <li>• Advocated, attended meetings, written a lot – to a degree, have raised profile of issues, got action, eg:                         <ul style="list-style-type: none"> <li>○ Hosted DEEDI’s local Rapid Response Team (following the GFC)</li> <li>○ Development of ATO financial management tools to assist small business operators in compliance</li> <li>○ Lobbied for public information sessions on issues such as Albatross Bay closure to net fishing</li> <li>○ Continued to play leading role in implementation of the RPA</li> </ul> </li> </ul>
<p><b>Normalisation</b></p>	<ul style="list-style-type: none"> <li>• Were to commission independent study to quantify benefits/costs</li> <li>• Lead the public debate – not just driven by Rio/WTA</li> <li>• Access to freehold land</li> </ul>	<ul style="list-style-type: none"> <li>• Still needs to be done – no clear govt point of contact to assist with funding of such a study</li> <li>• Participated in a normalisation forum</li> <li>• Working group established – WCCC not directly represented on that</li> <li>• 78% of residential now f/h, but no commercial</li> </ul>

## Attachment 4: Summary of Relevant Plans of Other Organisations

Strategic plans are a feature of many other regional organisations in the Western Cape – the WCCC is keen to have their own plan that is consistent with such plans. The following summarises some of the relevant parts from other organisations' plans, reports and agreements.

### Western Cape Communities Co-existence Agreement – Strategic Plan 2009-12

The Agreement is between eleven Traditional Owner Groups, four Shire Councils (Aurukun, Napranum, Mapoon and New Mapoon), Comalco (now Rio Tinto Alcan), the Queensland State Government and the Cape York Land Council on behalf of the Native Title Parties. The agreement was signed and registered in 2001 and is an Indigenous Land Use Agreement over the mining lease areas. Out of the Agreement, two implementation bodies were established:

- The Western Cape Communities Trust (WCCT) and its Sub-Regional Trusts receive contributions from RTA and the Queensland Government in return for use of lands and support for RTA activities. The Trusts are charitable trusts for the purposes of community development for Traditional Owner Groups' benefit.
- The Western Cape Communities Co-ordinating Committee (WCCCC) monitors, implements and reviews the WCCCA, ensuring all parties to the Agreement meet their obligations.

They have four key objectives, and a number of key strategies – some extracts as follows:

**Preservation of Culture, Environment and Heritage:** To ensure our culture is recognised and respected and the cultural and spiritual links to the land are preserved, managed and passed down to future generations:

- Establish strategic linkages with the WCCCC, its Sub-Committees and partners to facilitate the planning and coordination of projects to implement and monitor the environment and heritage objectives under the WCCCA.

**Community Development (Social & Economic):** To manage the WCCT and its Sub-regional Trusts in a manner that will achieve the social and economic advancement of the communities of the Western Cape Region:

- Create an environment that will enable the WCCT to optimise social and economic opportunities in the Western Cape Region.

- Ensure investment strategies of the WCCT that will assist in building long-term social and economic stability for prosperous futures in the Western Cape Communities.
- Ensure quality training, mentoring and coaching are available in the areas of social, economic and corporate development.

**Partnerships:** To develop and maintain constructive partnerships with relevant stakeholders and other parties:

- Identify and establish partnerships required to meet the strategic direction of the WCCT, its Sub-Regional Trusts and the WCCCC.
- Establish strategic linkages with the WCCCC, its Sub-Committees and partners to plan and coordinate projects to implement and monitor the employment and training objectives under the WCCCA.
- Facilitate partnerships to assist the WCCT and its Sub-Regional Trusts to source social, commercial and economic development opportunities.
- Provide strategic leadership to the Regional Partnership Agreement and encourage a cohesive approach among partners, stakeholders and service delivery agencies.

### **Weipa Town Authority – Corporate Plan 2009-12**

WTA is charged with the responsibility of management of the Town under the Comalco Act 1957. WTA's vision is:

*Weipa: a diverse and sustainable community, the hub of our unique Cape lifestyle*

WTA has five key objective areas, and a number of key strategies – some extracts as follows:

**Chairperson:**

- Continue to support regional tourism strategies.
- Improve Town and Region information sharing.
- Promote and encourage local employment.
- Promote and encourage industry and small business diversity and investment in Weipa.

**Community & Social:**

- Implement Environmental Management System.

**Planning & Development:**

- Develop and improve the Town Plan.
- Lobby for the extension of town boundaries.
- Ongoing development of Town Planning and Building policies and procedures.

**Mapoon Aboriginal Shire Council – Corporate Plan 2004-08**

One of the Indigenous communities in the Western Cape, Mapoon is home to approximately 260 people. MASC has the following vision:

*To ensure the Mapoon Community is happy, safe, healthy and prosperous through sustainable economic development whilst maintaining our cultural heritage.*

MASC has five key objective areas, and a number of key strategies – some extracts as follows:

**Education & Training:** Supporting our people having access to quality education and training to achieve better employment skills.

**Culture & Environment:** Ensuring our people are able to enjoy their natural environment including the sea and fishing, the bush and its resources whilst maintaining our unique cultural identity.

**Partnerships:** Encouraging, developing and maintaining partnerships with Community, Government and Industry for the benefit of Mapoon people.

Under its economic development objectives, MASC states it will continue to support and implement strategies that actively assist in developing initiatives that move towards economic independence and the development of a “real economy” within Mapoon for the Mapoon people. Council will also develop and implement strategies to encourage the establishment and improvement of commercial activities.

**Western Cape Community Regional Leaders Forum – September 2009**

The Forum was initiated by Rio Tinto in 2006 and an annual meeting of the forum has occurred since that time. The Forum provides an opportunity for community leaders from across the Western Cape to discuss issues that impact the community at a regional level and identify how they might work together to achieve the best outcome for the region. The objectives of the forum are:



- Engage key community stakeholders to ensure an alignment of the Rio Tinto sustainability planning initiatives with those of the community.
- Hear the voice of the community regarding matters of mutual concern.
- To agree how we might work together on issues so that we are collectively able to obtain better outcomes.

At the 2009 Forum, a number of priority issues were identified, including:

- Governance of the region (14) - Inability to apply for government funding, viable income base, regional strategic plan.
- Regional approach to Alcohol Management Plan (10) – Support programs (health related programs), rehabilitation services, diversion services.
- Law & order (8) – Community accountability, 24 hour policing, security services, police liaison officers.
- Dependency on one industry (6) – Increase in local economic base
- Indigenous employment (5) – Direct employment, small business / regeneration, social issues, loss of skills in the communities.
- Regeneration (5)
- Land management (5) – Co-ordination of rangers, illegal dumping, strategic plan linking land management and employment opportunities.
- Youth social issues (4) – Alternative employment models, detention centre in Weipa, Hostel.

[The number following the issue indicates the number of votes this issue received when working through a priority ranking and therefore is a measure of the priority for the participants.]

## **Western Cape Regional Partnership Agreement**

The Western Cape Regional Partnership Agreement, signed on 26 March 2008, is a statement of intent by the Parties to work together to overcome to the fullest possible extent Indigenous disadvantage and to ensure that Indigenous people are supported to take up opportunities in the mainstream economy. The creation of 250 additional mainstream jobs over five years for indigenous people in the region was set as the job placement target for the Agreement. The purpose of the Agreement was to address four initial priority areas:

- Work Readiness – including addressing issues of work culture and job readiness.

- Intra-Region Transport – access to employment and social independence.
- Youth Engagement – including innovative models of education and training linked to labour market participation.
- Indigenous Business Development – creating and supporting business development.

### **Tourism Queensland – Cape York Peninsula & Torres Strait Tourism Development Action Plan 2008-11**

The Cape York Peninsula and Torres Strait Tourism Development Action sets out nine strategies that: provide a clear vision for the future of tourism in the region; provide practical action for government, industry and the community; support informed decision-making by communities and individuals about their involvement in the industry; and establish key tourism priorities.

The foundation of these strategies is that any development should respect and celebrate the culture, traditions and lifestyle of the people who inhabit the region. Similarly, any development should be sensitive to the environment and create both economic and social growth. The strategies include:

- Improving tourism coordination and leadership.
- Improving community and industry tourism planning and knowledge.
- Developing new tourism products, experiences and supporting services.
- Defining and developing destination marketing and promotional messages.
- Developing and maintaining tourism resources and infrastructure.
- Improving workforce skills and capacity.
- Attracting investment to develop, maintain and upgrade tourism infrastructure and products.

### **Cook Shire Council – Corporate Plan 2007-12**

Responsible for the majority of the Cape York land mass, Cook Shire has a population of around 5,000. The Shire has four stated priority areas, and a number of key long term goals – some extracts as follows:

- Economic – Activities that continue towards improving the financial status of our Shire:
  - The community has access to a quality and well maintained road and transport network, that meets the community’s needs.
  - The community sustains and benefits from a strong, growing and diversified economy, which includes tourism, mining, agricultural, pastoral and fishing.
  - A community with the capacity to continue to manage the current and future direction of the area and its community of interest.
- Environmental – Activities that ensures health and environmental well-being of our Shire while catering for sustainable development:
  - Land and infrastructure development that facilitates and meets the needs of the growing communities.
  - A community which is actively maintaining practices which ensure natural resource management.
- Social – Activities that recognises the importance of our community and their ability to interact through a range of groups:
  - A community which recognises the value of preserving the cultural heritage of the Shire.
  - The community has access to state of the art communication, information technology, television and electricity services and infrastructure.
- Governance – Activities that enable Council to provide direction of Council officers and staff.

### **Cape York NRM Steering Committee – Recommendations for a Governance Structure (August 2009)**

On the instigation of Cape York Sustainable Futures, in 2009 the Cape York NRM Steering Committee undertook community consultation, out of which it recommended a structure and selection process for a community based NRM Board for the region. Their findings included overwhelming support for the formation of a NRM body for CYP and the urgency to establish one; strong support for a community based model based on the “strawman model”; unanimous support for board members to be Cape York residents; and strong support for each sector electing their own representatives.

Once established, the Cape York NRM charter might include the following:



- The protection and enhancement of the natural environment.
- To support and facilitate the ecological sustainability and viability of industry to improve quality of life for the community.
- Develop a natural resource management plan and investment strategy for the Cape York region.
- Wherever possible, in the first instance broker partnerships with existing groups/ organisations/local governments across Cape York to deliver natural resource management activities.

### **Regional Development Australia – Far North Queensland & Torres Strait Committee**

The regional RDA committee was only appointed towards the end of 2009 and has yet to be formally constituted. A representative from Weipa (Tamara Freeman) was successful in getting on to that committee. The position of CEO has been advertised in January 2010. Once fully operational, it is anticipated that the regional RDA committee will develop its own strategic/regional economic development plan.