



Roebourne Services and Facilities Strategy

Final Report

Prepared for
City of Karratha

by
Keogh Bay Consulting

September 2019

Acknowledgements

Keogh Bay Consulting gratefully acknowledges the assistance provided by many people throughout this project, including Adjunct Professor Marian Tye (Centre for Sport and Recreation Research, Curtin University), Kieran Wong and Nick Juniper (The Fulcrum Agency), members of the Project Working Group, Nancy Milligan (Coordinator Partnerships and Community Projects, City of Karratha) and members of the Roebourne community.

Executive summary

Indications are that the key to Roebourne's rejuvenation lies within the community itself. It is a town with many natural assets that can be deployed successfully to generate and sustain its economic revival. The US Environmental Protection Agency (2015), in its publication "*How small towns and cities can use local assets to rebuild their economies: lessons from successful places*", provides various principles that can guide developments in similar circumstances, such as Roebourne. These are outlined below.

1. Identify and build on existing assets.

Identify the assets that offer the best opportunities for growth and develop strategies to support them. Assets can be found in the community, the town and the geographic region i.e. they might include natural beauty and outdoor recreation, historic downtowns, or arts and cultural institutions, and would also include the human potential that is latent in the town.

2. Engage all members of the community to plan for the future.

Engage residents, business owners, and other stakeholders to develop a vision for the community's future. This is just the beginning of the development of Roebourne, a project that could lead anywhere ... once the potential of the town is energised. Design thinking processes can be used to continue to open up and unfold the opportunities that currently lie dormant.

3. Create incentives for redevelopment, and encourage investment in the community.

Make it easier for interested businesses and developers to invest in the community in ways that support the community's long-term priorities. A more strategic approach to finance and investment in Roebourne is required.

4. Encourage cooperation within the community and across the region.

Cooperation to achieve jointly established priorities helps leverage the assets that each party can bring to the table to make the most of the region's resources.

5. Support a clean and healthy environment.

Ensure Roebourne can offer a clean, attractive and healthy environment to its community and visitors by investing in its natural assets, protecting natural resources and removing any environmental/visual contamination to help spur investment in the region.

It is time therefore for Roebourne and concerned stakeholders to invest in the town, and through the strategies outlined in this document, to

- a) give the community a strong voice;
- b) empower and support the community as it guides its own destiny; and
- c) unlock the potential of the local residents through education, training, mentoring and facilitation.

Contents

1	INTRODUCTION	6
1.1	<i>Purpose</i>	6
1.2	<i>Objectives</i>	6
1.3	<i>Method</i>	6
2	SITUATIONAL ANALYSIS	7
2.1	<i>Community demographics</i>	7
2.2	<i>Visitors to the region</i>	11
2.3	<i>Roebourne site plan</i>	12
2.4	<i>Planning and policy context</i>	12
2.4.1	Community services and facilities	13
2.4.2	Education and training	14
2.4.3	Culture and the arts.....	16
2.5	<i>Trends in design of facilities and services</i>	17
3	NEEDS ASSESSMENT AND SERVICE PRIORITIES	19
3.1	<i>Aspirational themes</i>	19
3.2	<i>Community and Education Precinct</i>	20
3.3	<i>Town Centre Precinct</i>	29
3.4	<i>Heritage Precinct</i>	37
3.5	<i>6718 Leadership</i>	40
4	IMPLEMENTATION	44
4.1	<i>Recommendations</i>	44
4.2	<i>Action Plan</i>	49
5	REFERENCES	52
6	APPENDIX	54
6.1	<i>Appendix 1. Project Working Group membership</i>	54
6.2	<i>Appendix 2. List of background readings</i>	55
6.3	<i>Appendix 3: City of Karratha Facilities of Interest</i>	56
6.4	<i>Appendix 4: Suggestions and Ideas - The Fulcrum Agency</i>	60
7	ENDNOTES	62



*The Services and Facilities Strategy
aims to unlock Roebourne's many assets ...*

1 Introduction

1.1 Purpose

In January 2019, the City of Karratha in conjunction with the Western Australian Government's Department of Communities contracted Keogh Bay Consulting to review the community infrastructure within the town of Roebourne in order to identify the most appropriate provision of services and facilities that will meet the ongoing needs of the local community in the short, medium and longer term.

1.2 Objectives

At a high level, the study's objectives were to identify and quantify the full range of capital and social infrastructure requirements of the community in respect of Roebourne's Education/Community Precinct, the Town Centre Precinct and the Heritage Precinct. Specifically, the objectives were to

1. identify community need across all community sectors and the full demographic profile;
2. assess all current community facilities, their operation and fitness for purpose;
3. determine future community facility and service requirements in response to the identified need of the local community; and
4. prepare a detailed, costed community facilities and services plan for Roebourne, complete with a funding strategy and implementation schedule.

1.3 Method

The four stages of the project were as follows:

- Stage 1: Research and Truth Checking
- Stage 2: Community Needs Assessment
- Stage 3: Facilities and Services Scenario Planning
- Stage 4: Final Report

A Project Working Group (see Appendix 1) was established as the formal structure to draw together stakeholders across the sectors, to ensure that the community retained the central role in leadership and decision-making. The project consultants furthermore involved, worked with and supported other initiatives in Roebourne such as the 6718 Advantage Plan and related working groups.

The Project Working Group meet formally at the conclusion of each Stage and participated in less structured workshop activities during Stage 3 to explore the solutions proposed and determine the most appropriate approach to satisfy agreed need (facility and service requirements).

The project commenced in February 2019 and concluded in August 2019.

2 Situational analysis

2.1 Community demographics

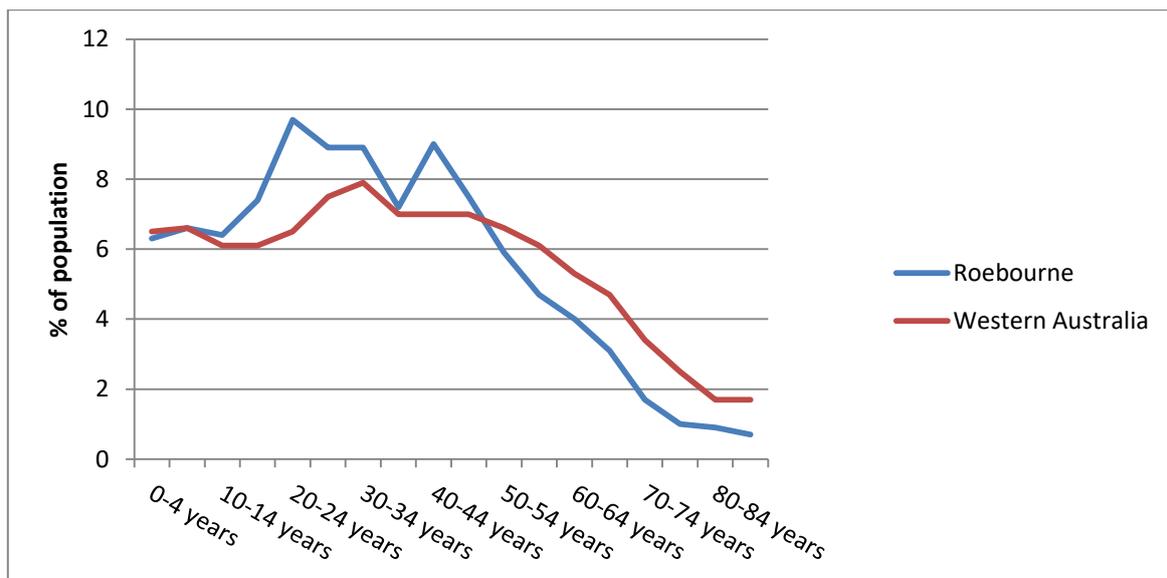
The 2016 ABS Census reported that there were 981 residents for the State suburb of Roebourne (SSC), of which 57% were male, 43% were female and the median age was 32. Aboriginal and Torres Strait Islanders comprised 76% of the population (741 persons).

This section drills down into the population census data for Roebourne, not to extract definitive meaning from the numbers but rather to present various perspectives on the Roebourne community that may have implications for the services and facilities that are provided to the community.

Age distribution

It can be seen from Figure 1 that the percentage age distribution for the Roebourne population is clustered in the 15 to 45 year old range when compared with the distribution for Western Australia as a whole.

Figure 1
% Age Distribution 2016 ABS Census for Roebourne (SSC)



Children aged 0 - 14 years make up 19.3% of the population, which is consistent with the State average, whereas in the elderly age range (65 years and above) there are proportionally fewer people than the State average with this group comprising only 7.4% of the population in Roebourne compared with the State average of 14%.

Extending the comparison with the remainder of the State further, it could be expected that the services and facilities provided to the community in Roebourne would therefore show

- a typical range of infant and child care facilities;
- enhanced services for youth to middle-age adults – this should include a wide range of youth activities (such as sport, recreation, career services and counselling) and education and training; and

- the need for partnership or modified service provision to account for the smaller number of elderly residents in the community.

Table 1 provides an indication of the total number of residents in the different age groups in Roebourne.

**Table 1
Residents by Age (2016 ABS Census)**

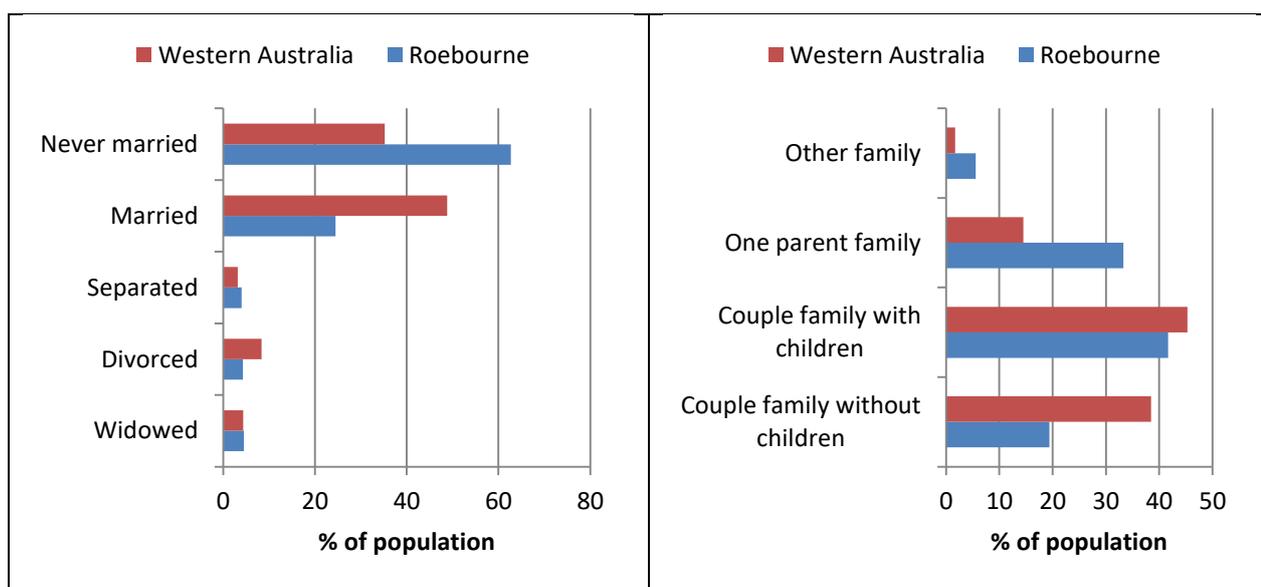
Age group	Number	Age group	Number
Infant (0-4)	61	Young adult (25-40)	242
Child (5-14)	126	Mature adult (40 to 65)	302
Youth (15-25)	166	Aged (65+)	72

Services for single and supporting parents

Roebourne has a higher proportion than average of single parent families and parents of families who have never married (see Figure 2). As over 80% of Roebourne families support children, this will affect

- the nature and availability of services and facilities provided to single parent families;
- the capacity of residents (particularly single parents) to maintain full-time employment;
 - of people who reported being in the labour force, aged 15 years and over, 64% of the Roebourne population works either part time or are unemployed); and hence
 - many families will not have the financial means to pay for services and facilities as the median weekly income for persons, families and households in Roebourne is consistently approximately half that of the State as a whole; and
- the need for education and training around life-skills and re-entry to the workforce for single parents who have been out of the workforce for some time.

**Figure 2
% Marital Status and Family Composition (People aged 15 Years and Over)**

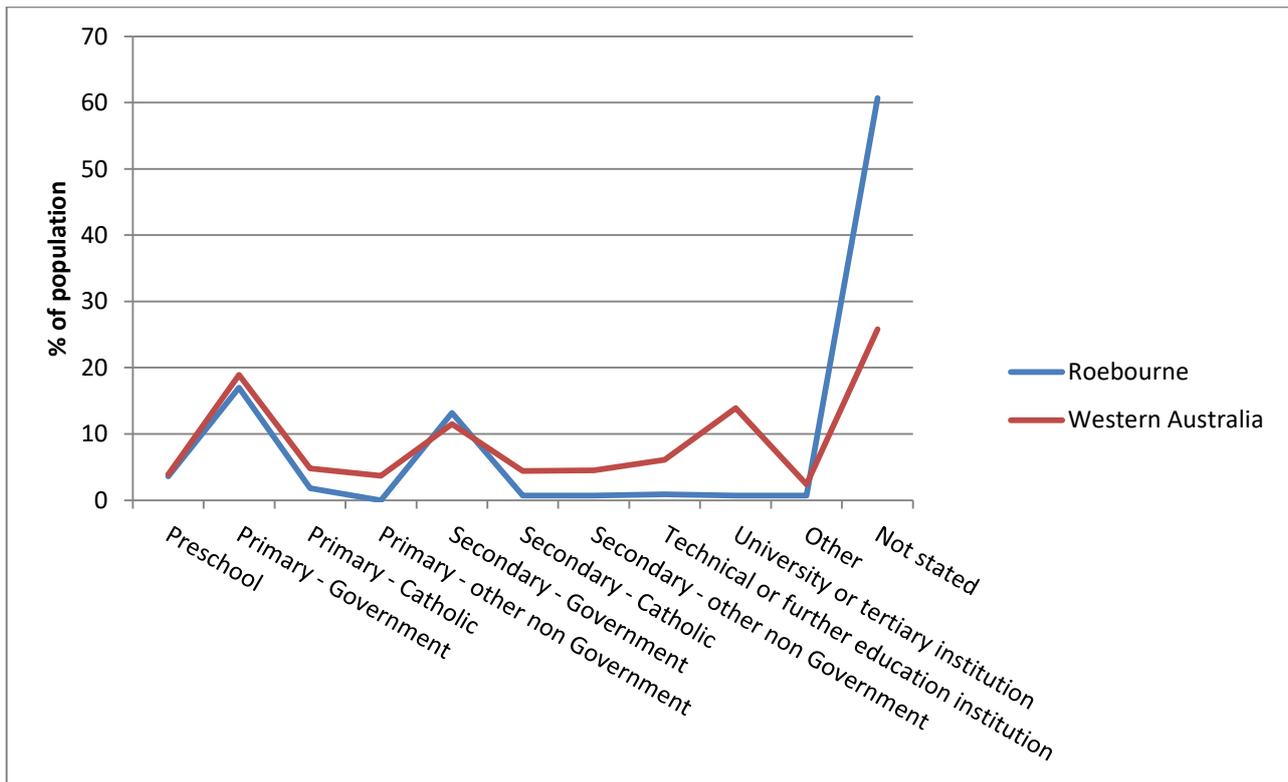


These and similar matters are themes that will recur also in later sections.

Education and training

The population distribution for the type of educational institution attended shows that the community profile for Roebourne matches the profile for the rest of State up to secondary school, and then drops away entirely in the tertiary education sector, showing an alarming under-representation for members of the Roebourne community in any form of post-secondary education such as that provided by TAFE or universities (see Figure 3).

**Figure 3
Type of Educational Institution Attended**

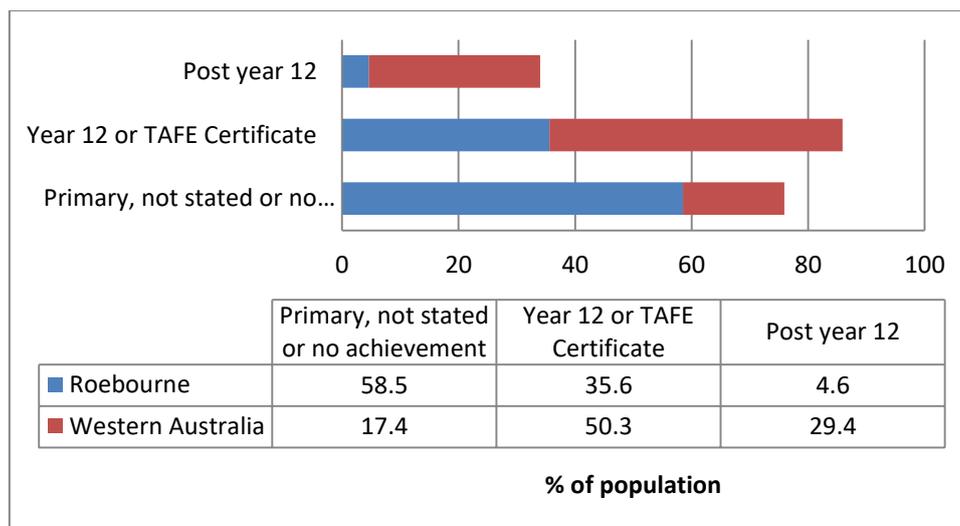


A related concern is the limited access Roebourne residents have to private or other non-Government educational institutions across all sectors - primary, secondary and tertiary education, no doubt related largely to the limited capacity of residents to pay for, and travel to, private education.

The lack of access to post-secondary education is reflected similarly in the levels of highest educational achievement for the population of Roebourne. It can be seen in Figure 4 that 58.5% of the Roebourne community are recorded as having no achievement, not stated or primary school as their highest educational achievement compared with 17.4% in the rest of the State.

At the other end of the educational spectrum, only 4.6% of Roebourne residents have achieved a qualification post year 12, compared with 29.4% in the rest of the State.

Figure 4
% Highest Educational Achievement (People Aged 15 Years and Over)



At least four other factors highlighted in the ABS census data could be contributing to the low levels of educational achievement in Roebourne:

- the percentage of the Roebourne population where English is the only language spoken at home is 39%, compared with 75% for the rest of the State;
- interestingly, over half of the population (50.2%) have no access to the internet;
- dwellings in Roebourne tend to have fewer bedrooms (44% of the State typically live in houses with 4 or more bedrooms, whereas in Roebourne only 17.6% live in such houses) – accommodation in Roebourne tends to be more crowded (the average number of people per household in Roebourne is 3.3 compared to 2.6 in the rest of the State) which limits the amount of space that can be dedicated to study and personal development; and
- 32% of the population do not own a motor vehicle (and a further 11% did not state ownership).

These factors must be borne in mind when considering the services and facilities required by the Roebourne community for education, given that

- travel to campuses outside of Roebourne will be difficult for many residents;
- support for Indigenous languages in most tertiary educational institutions is not very commonplace;
- there is limited access to personal study space for learners at home; and
- an online presence is required in almost all courses provided by metropolitan-based institutions.

Population growth

Time series information for the Roebourne community (State suburb) that is comparable across census collection years is not readily available due to changes to the geographical boundaries. Comparable information is available for the Roebourne Statistical Level Area 2 but this region comprises over 15,000 sq kms which is too large for the purpose of this report.

Nevertheless, information of some value is provided in Figure 5 below, from which several observations can be made:

- except in the event of unanticipated policy or industry shifts, the population of Roebourne community shows no sign of significantly increasing to the extent that provision for growth will need to be a factor in determining the level of community infrastructure in Roebourne ; and
- the proportion of Indigenous people as a percentage of the total Roebourne community is increasing which, when coupled with the observations in the previous sections on community and education, could have implications for the services and facilities infrastructure in Roebourne.

**Figure 5
Population by ABS Census for Roebourne**

ABS Census Year	Column 1	Column 2*			
	Roebourne SLA2 (15104.9 sq km)	Roebourne State Suburb (SSC) (Note that changes to geographical boundaries make comparisons across census years invalid)			
Year	Total population	Male	Female	Indigenous	
2016	5643	564	419	741	75%
2011	6425	916	494	783	56%
2006	4619	465	456	584	63%

* The change in the geographical classification standards for the different census years has an effect on the Time Series Profiles, making comparisons across census years for the SSC geographical areas invalid.

2.2 Visitors to the region

Recent data concerning the number of tourists passing through the region are not readily available as the Roebourne Visitors Centre is no longer operational. However, information provided by the City of Karratha (based on the last reported figures from the organisation that was operating the Visitor Centre) indicates that:

- as at Quarter 3, the Roebourne Visitor Centre received 2,306 visitors in 2018. This was a decrease of 12% on the previous year.
- The Karratha Visitor Centre received 13,823 visitors for the first 3 quarters of the year and that was a reduction of 14% on the previous year.

The Department of Main Roads traffic maps for the area that record the average number of vehicles passing through or near the town (see <https://trafficmap.mainroads.wa.gov.au/map>) are shown below.



The ability to attract these visitors and other passing trade in to the community, and for the community to prosper financially through appropriate commercial and retail outlets, is obviously an important aspect of the infrastructure considerations and the resulting services and facilities strategy for Roebourne.

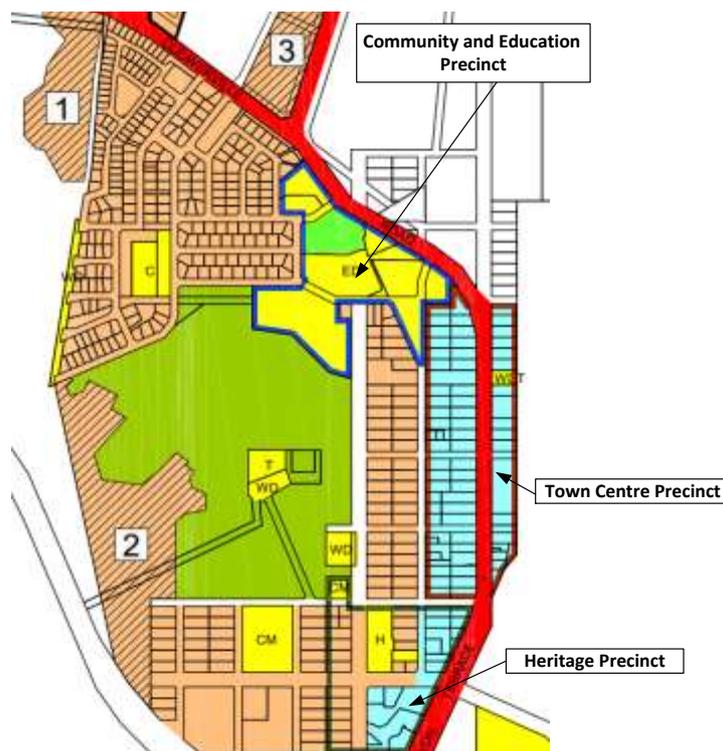
2.3 Roebourne site plan

The Roebourne Structure Plan (City of Karratha, 2014: p10) identified seven precincts within the town of Roebourne, namely:

1. Heritage Precinct
2. Roebourne Centre Precinct
3. Residential Precincts
4. Community and Education Precinct
5. Industrial Precinct
6. Commercial Precinct
7. Future Urban

This project focusses on only three of these precincts: the Heritage Precinct, the Roebourne Town Centre Precinct and the Community and Education Precinct (see Figure 6).

Figure 6
Roebourne Site Map



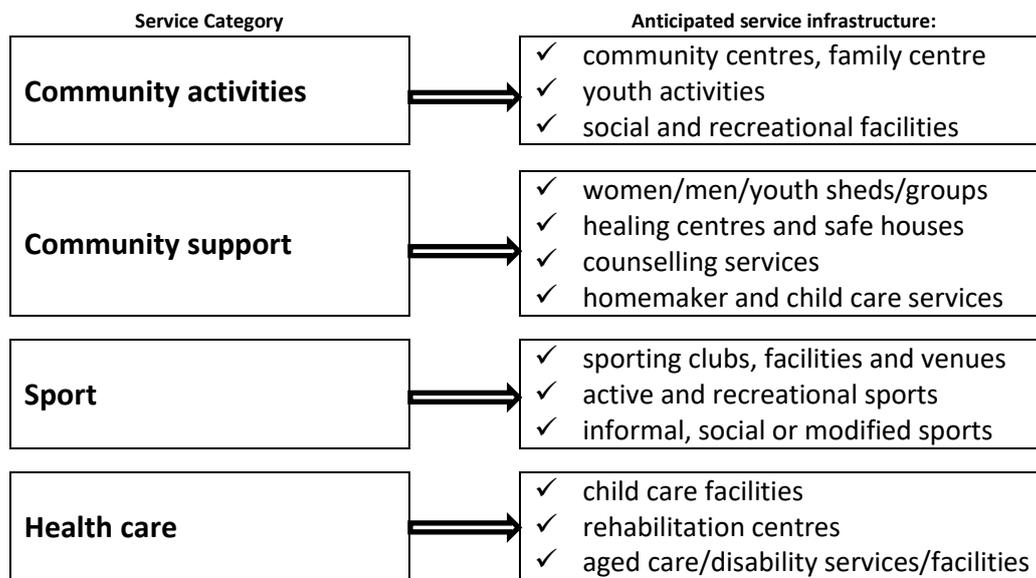
2.4 Planning and policy context

According to Gensler's (2019) research, to thrive communities must be connected, resilient, healthy and inspiring. This means being connected to both people and place; resilient to adapt to change; healthy by design; and inspiring by its blend of arts, culture, entertainment and recreation. These factors help to make the community a desirable place to live, work and play. This next section explores this in more detail.

2.4.1 Community services and facilities

Positive community connections are formed through the many professional, social and recreational services and activities that members engage in. These “participative” networks, such as those that are run by organisations, formal/informal community groups, clubs and volunteers, serve to strengthen communities by providing members with the physical and mental wellbeing they need to conduct their daily lives. Some typical examples are shown in Figure 7.

Figure 7
Community Services and Facilities



Evidence shows that strong community networks “... generate positive social practices including the spread of information and innovation, inclusive attitudes and respect, limiting of negative behaviours, feelings of safety and collective efficacy” (City of Whittlesea, no date). In particular, research shows that participation in physical activity (such as sport) has many health, social and economic benefits for both community and residents, as well as supporting inclusion and diversity.

“A broad array of evidence clearly demonstrates the beneficial effects of participation in sports and recreation for supporting healthy Aboriginal and Torres Strait Islander communities. These activities provide a safe place for people to learn new skills, explore and confront both personal and community trauma and dysfunction, and build social networks” (Ware and Meredith, 2013: p17).

Sport has traditionally played a significant part in the lives and communities of rural Australia, with Governments at all levels acknowledging the benefits and unique role that sport can play in these communities (Clearinghouse for Sport, 2017). The report notes that some of these regional centres have produced a disproportionately high number of successful elite athletes, frequently as a result of government and community investment in sports infrastructure and sponsored programs. A related study by the Victorian Health Promotion Foundation provides a detailed analysis of participation trends, noting that

- sport participation is highest among young children (aged 5–14 years);
- sport participation rates drop significantly during adolescence;

- sport participation rates among females are half of those among males; and
- sport participation rates are higher in regional areas compared to the metropolitan area (Victorian Health Promotion Foundation, 2018).

It could therefore be expected that regional sport should play a significant role in the community of Roebourne, following similar trends evident in other regional communities, bringing similar positive benefits. This should apply to both competitive and recreational sports in the community, as well as modified sports and other physical activities that promote inclusion and diversity.

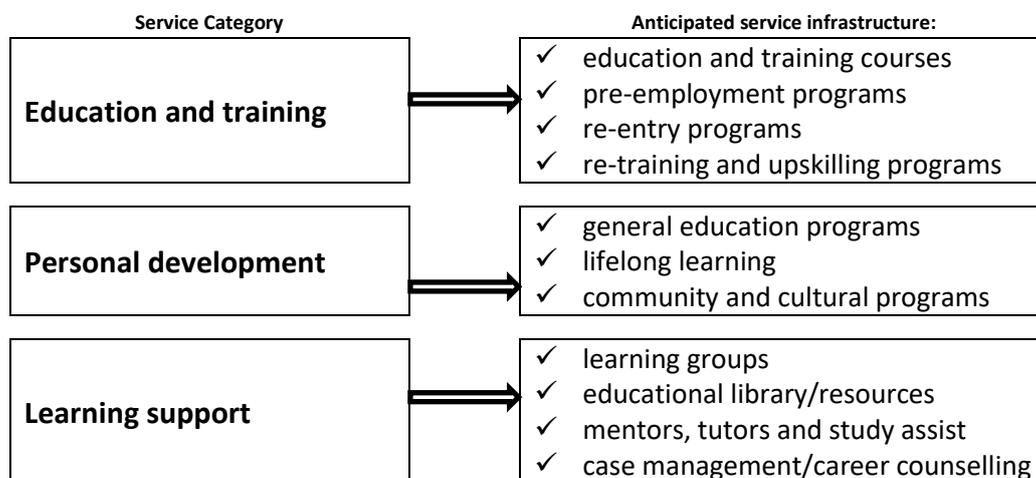
Community services however extend well beyond sport and recreation, and Council-provided community services and facilities will typically encompass many of the following (Victoria State Government, 2015):

- early childhood education and care, including family day care;
- school holiday/vacation care programs;
- kindergarten programs and playgroups;
- youth services, including counselling services, drug and alcohol services, skate parks, youth-oriented festivals, neighbourhood houses, sports programs and youth-based advisory councils;
- aged and disability services; and
- home and community care.

2.4.2 Education and training

Post-secondary education, and particularly vocational education and training, plays a significant role as a pathway to employment for young people, as well as in skilling and reskilling for all age groups (see Figure 8). However, the Mitchell Institute’s (2015) findings show that students in remote regions generally have reduced access to education services, achieve less than students in urban centres, and are less likely to catch up once they are off track. Equally important is that they generally also have less positive dispositions towards learning.

**Figure 8
Education and Training in the Community**



Impacting further upon the level of access to learning in the town of Roebourne are a number of developments and trends in the educational delivery platforms:

- (a) learning is frequently technology-based, making use of podcasts, learning management systems and online tutorials for many aspects of delivery;
- (b) students are expected to “bring their own device” and manage many of their activities through technology-enabled learning; and
- (c) students are increasingly expected to use online “self-help” strategies and tutorials (via online FAQs and the like) rather than contact support staff.

For a large proportion of the Australian population, these trends make education and training more accessible. But for residents of Roebourne, some of whom may have below-average reading ability, don't have access to the internet, may not have a compliant device and who have had limited experience in online systems, this serves as a significant disincentive.

“Australia is yet to overcome the enormous challenge of providing quality education to those outside urban centres ... The evidence shows there is a consistent link between where Australians live and their educational outcomes at all stages of education, with those living in rural and remote communities doing worse than students in urban areas” (Mitchell Institute, 2015)

The findings presented in the Mitchell Institute study have clear implications for the services provided to the Roebourne community. “Business as usual” for higher education and VET in Roebourne is not going to address the educational gap, and more proactive learning strategies should be evident in the community, such as

- support classes;
- mentoring;
- study centres;
- wifi-enabled and technology-accessible learning spaces;
- learning and resource centres;
- counselling and case management support;
- and so on.

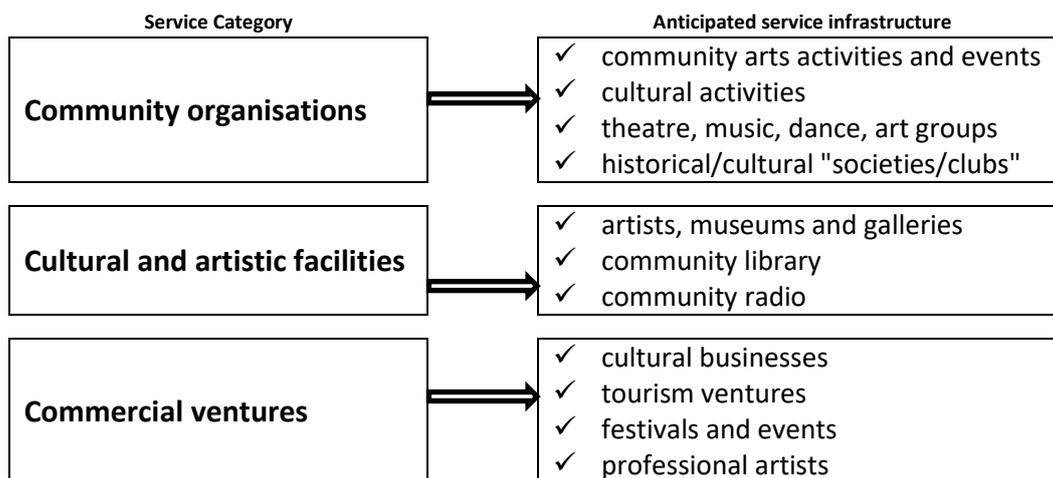
Evidence suggests that establishing solid links between education and training, employers, family and related services such as professional and social support are fundamental to successful educational achievement and finding a stable job after completion. Billett and Seddon (2004) set out the conceptual terrain for these ‘new’ forms of social partnerships that are proliferating alongside and outside existing institutions of education and training (i.e. schools, universities and vocational colleges), in terms of their prospect of building communities and opening up new opportunities for learning throughout life by supporting participation in vocational education and training (VET).

This, as highlighted in a report into rural, regional and remote education by the Department of Education and Training (2017), is “the rural school challenge” - improving education outcomes for rural students.

2.4.3 Culture and the arts

Arts and cultural events are ways to build social connections, reduce isolation, enrich lives and improve mental wellbeing. Celebrating the arts and culture is a great way to bring people together to engage with the community, to build equality and respect. Equally important are cultural and artistic programs that inspire young people and provide a vehicle for the transmission of culture and artistic skills to the younger generation (as illustrated in Figure 9).

**Figure 9
Culture and the Arts in the Community**



The cultural and creative industries offer a range of approaches to bring new ways of thinking and doing to complex social issues, to effect change.

“A creative community is the engine that drives innovation and brings a liveliness and vibrancy to the community’s activities. It’s about bringing art and creativity into the mainstream, supporting and using the talents of creative people and businesses to innovate and create social change and new businesses. It’s about challenging long-held ideals and gives a voice to those whose voice is not always heard. A creative community articulates the community’s feelings and promotes self-examination and cultural identity” (City of Greater Geraldton, 2013)

There is now a well-established body of evidence that supports the view that participating in the arts can contribute to social, cultural and economic well-being at both an individual and community level (Stockton Rush Bartol Foundation, 2002). On a more tangible level, the Western Desert Kidney Health Project has used the arts as a medium to promote awareness of healthy lifestyles using the community’s own stories in a bid to reduce diabetes and kidney disease by 20% in ten Western Australian communities (University of Western Australia, 2011).

According to the Australia Council for the Arts (2017), creativity is strong in the regions i.e. living in a regional area does not substantially affect participation in the arts. The vast majority of regional Australians have positive attitudes about the value of the arts. They believe the arts reflect and contribute to society, to cultural identity, and to Australia’s international reputation. A healthy arts and cultural community in Roebourne would therefore contribute positively to community connectedness, economic regeneration, social inclusion, regional development and civic pride/community identity (Rentschler *et al*, no date).

2.5 Trends in design of facilities and services

Services and facilities in many Shires throughout Australia are undergoing a transformation. Some of the more significant trends in the design and use of community services and facilities that could have an impact on the future developments in the town of Roebourne are highlighted below.

Community engagement and leadership

One of the fundamental innovations in the provision of social infrastructure for communities is the emphasis that is placed on the involvement of the community in building an understanding of its role and purpose i.e. greater emphasis in recent years is placed on community input into the design, use and operation of the facilities. Consultation, inclusion and engagement with the community are techniques used to ensure that facilities meet identified community needs and aspirations. This requires high levels of community dialogue and leadership to ensure that the design and development of the community infrastructure is responsive to the community's requirements.

Integrated and multi-use facilities

Higher levels of social benefit are associated with integrated and multi-use facilities that bring a variety of people together, as opposed to single use facilities that have limited social application. Multi-use facilities can be used by a variety of groups for a range of activities throughout the day and evening, can more readily access funding from different sources through partnership, co-location and shared use agreements and have a better capacity to adapt to the changing demands on their use and services as a result of changes in society, population shifts and so on. Such facilities generally

- are more site responsive and appropriately scaled;
- are culturally appropriate;
- are shared and integrated public spaces that contribute to a sense of place in the community;
- are more visible with logical and defined navigation routes to and within the facility; and
- conform to contemporary building design standards for access, signage and so on.

Furthermore, such facilities are generally better able to cater for different user groups and give better consideration to the special needs of people requiring a higher level of support, such as safety, comfort, discretion and accessibility.

Vibrant, inclusive, appropriate and functional

Consistent with the development of integrated and multi-use facilities is the expectation that facilities are more flexible, functional, sustainable, vibrant, safe, accessible, and welcoming. In addition to the traditional suite of activities, a range of inclusive programs, services, and spaces for people to connect and thrive within community facilities are expected. Facilities that are inspiring and visually appealing without compromising the functionality help to attract high quality community services and programs.

Healthy, active design

The Heart Foundation provides a practical guide that showcases features of the built environment that can make it easier for Australians to be more active and improve their health. The trend towards healthy, active living is increasingly a feature of most communities. Similarly, there is a growing concern that community facilities showcase ecologically sound and healthy, sustainable living principles in the building design and application, minimising costs and ensuring longevity.

Cost effective and sustainable

Increasing competition for access to funds to support community services and facilities puts pressure on the service infrastructure. Current trends are to ensure that the design is environmentally responsible and promotes long-term economic, health and wellbeing for the community, but also is sensibly designed to minimise capital, and ongoing operational and maintenance costs.

Partnerships

There is an increasing trend for Councils to work in partnership with others (including State Government and community organisations) to jointly fund, deliver and manage community facilities.

A sense of place

There has been a movement towards the provision of larger, but fewer, facilities that are designed to serve a larger population catchment and deliver higher quality and a wider range of spaces, services and activities.

“A relatively universal concern that is voiced in many different ways across Australia is the increasing scarcity, but strong desire for, ‘places that you can spend time, without having to spend money’. These ‘third places’ (not home or work) are increasingly important in communities where social isolation, time poverty and stress are common afflictions of contemporary lifestyles and where the desire to feel the security, comfort and connection of being part of a real community remain strong.” (Maitland City Council, 2012)

These “placemaking” facilities provide an important focal point for community activities and social interaction¹. Community hubs are a particularly appropriate model for urban growth areas given their emphasis on co-location, clustering, shared use, and integration with activity centres (City of Greater Geelong, 2018).

¹ Shire of Karratha Draft Community Facilities Plan

3 Needs assessment and service priorities

3.1 Aspirational themes

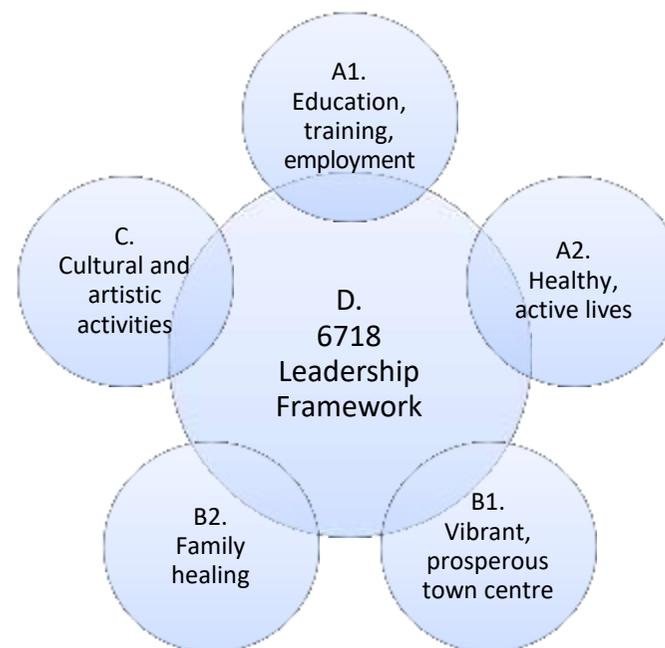
Five key aspirational themes emerged through the community consultations in relation to the precincts that this study focusses on (see Figure 10). These themes are addressed individually in this section using the precinct model that this project has adopted. In working through the solutions with the Project Working Group, cognisance was given to the following:

- ease of implementation;
- operating and capital cost requirements;
- capacity to implement (available resources);
- likelihood of success;
- long term sustainability; and
- level of community buy-in.

Significant to the achievement of the community's aspirations for each of these themes is the need to provide a leadership framework that will energise and drive agreed solutions. There is therefore a need to consolidate and extend the leadership framework within Roebourne so that there can be a focal point for the coordination and central administration of the "on-the-ground" development of the town and its community. This matter is discussed in the final component of this section.

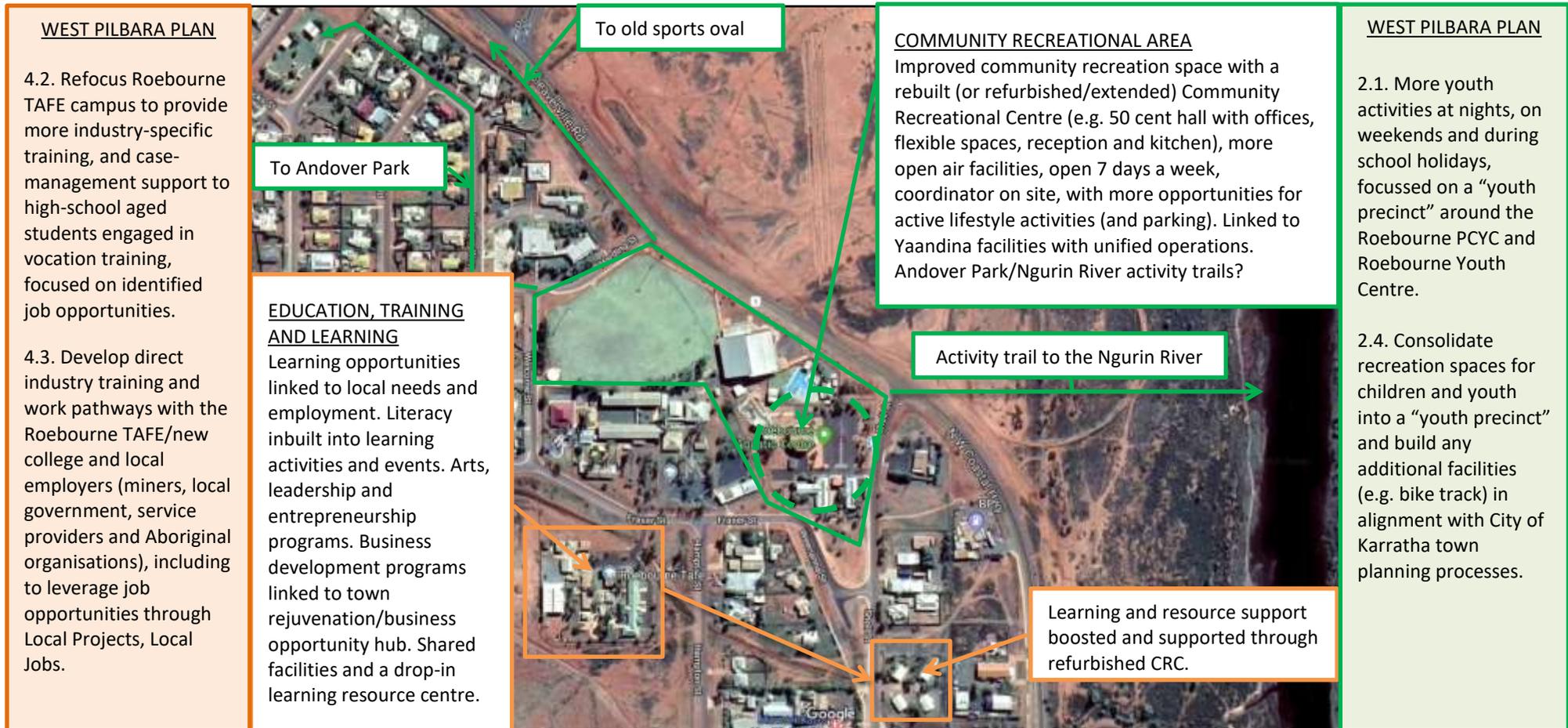
The solutions are ordered such that the simplest, and most important items, occur first. Note that the costs provided are indicative only and will require a more complete scope of service to be developed to finalise more accurately.

Figure 10
Aspirational Framework



3.2 Community and Education Precinct

**Figure 11
Community and Education Precinct Overview**



A1: Education

The Aspiration

Learners of all ages engaging in education, training and employment: the data reveal a need to improve education and training opportunities for learners post-school. This has implications for employment, the development of new leaders in the community, cultural education and the ability of the community to adapt and change with society. The emphasis needs to be on developing the human capital that is latent in the town through the provision of learning support, individual case management and mentoring.

Community need

- **Training for industry - pre-employment, entry and re-entry programs**
- **Training for the community - arts, business, entrepreneurship, sport, finance etc**
- **Leadership development - governance, accountability, leadership, strategic management**
- **Re-engaging adults in training and employment**
- **Lifelong learning opportunities (with career advice, support, resources, incentives)**
- **Learning/homework centres, study support, case management and mentors**

Notes

The education/training gap is largely not related to facilities, but rather to the coordination and activation of the under-used facilities and latent potential in the town.

The provision of learning support through an accessible Learning Resource Centre is significant for learners who have neither the equipment nor the facilities to study at home.

Education without local job opportunities has limited community benefit i.e. those who want a job will inevitably have to leave the town. Hence there is a simultaneous need to focus single-mindedly on the economic rationale for the town (or more simply, the retail, commercial and employment opportunities in Roebourne). This is discussed in Section B1 of this document.

The Roebourne community strongly encourages the Department of Education to upgrade and improve the facilities provided at the District High School.



The Learning Resource Centre, John Ruskin College, <https://www.johnruskin.ac.uk/the-college/facilities/learning-centre/>

Dominant precinct: Community and Education Precinct
Subsidiary precinct: Town Centre



The iZone on level two of Curtin University’s Robertson Library is a vibrant, interactive learning resource centre packed with technology, services support and advice <https://news.curtin.edu.au/stories/curtin-connect-now-open/>

Service considerations

Quantity and variety of learning

There is insufficient post-school education and training occurring in Roebourne. The learning that is being delivered runs in isolation, is focussed predominately on the mining industry and ignores the role education can play in stimulating local employment. There is a need for a more strategic/planned/ flexible/responsive approach to learning delivery and a broader range of courses to be made available to the community, including more options for VET in schools.

Integration of learning providers

The Roebourne Education Network will connect education and training providers together using a federated learning provider model to focus on the delivery of a more comprehensive and integrated suite of programs that suit the community's need and the aspirations of students transitioning from school i.e. training for the community (child care, business, aged care, sport etc) as well as industry. Providers who are located in the town but who do not deliver training should be encouraged and funded to do so e.g. PCYC (leadership), One Tree (child care) etc.

Articulation of learning opportunity

Personal development programs should articulate wherever possible to VET programs in Roebourne (and elsewhere). These largely school-based programs should work together to identify, develop and extend Roebourne's young leaders, mentoring them post-school as they continue their learning journey.

Cultural and contemporary arts

If Roebourne is to become the arts centre of the Pilbara, education and training in the cultural and contemporary arts should be readily available at

all levels in the community, starting with children and youth, with support continuing into their later years as they develop their practice and careers. It begins with community education (arts practitioners as teachers in the local community), transitions to professional and vocational learning as proficiency and skills develop and flourishes in resource-rich environments (ready access to buildings, equipment, people). Courses for the local community in teaching small groups may be required.

Further education/community education/lifelong learning

An open-access, community education service is required, delivering further education style courses in general interest areas and basic living competencies e.g. income management, computers, healthy environments, home maintenance, automotive repair, woodwork etc. These can be delivered from the one location e.g. Minurmarghali Mia through a partnership arrangement or elsewhere such as the School. Note that in the past, adult learning programs were delivered on school and TAFE campuses as a "night school" but if these options are not available the courses can be readily distributed around the town e.g. in the Ngurin Centre, PCYC/Yaandina Family Centre, the Men's Shed, the Old Justice Buildings and so on.

Learning support

There is little to support learning in Roebourne, either by way of people (mentors, coaches etc) or facilities (particularly technology to access online learning resources). This is important for credentialed learning, as well as lifelong and further education, and applies across all age groups from children to seniors.

Solutions matrix

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	6718 Backbone - educational coordination and leadership	<ul style="list-style-type: none"> - Roebourne education coordinator to provide leadership, case management and mentoring in the community. - Implement Roebourne Education Strategy KRA 4: <u>Pathways to employment</u>. 	\$ 10,000	\$ 120,000 ⁱ	Immediate Medium cost ² Low complexity	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	An annual training plan for the community	<ul style="list-style-type: none"> - Learning opportunities from local providers linked to local needs, delivered in conjunction with TAFE and other education providers. - Small training budget available for supplementary learning. - Training is coordinated, communicated broadly to the community and delivered in a timely manner. 	-	\$ 100,000 ⁱⁱ	Short term Low cost Low complexity	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	A training provider network	<ul style="list-style-type: none"> - Establish Roebourne Education Network or Training Taskforce supported by 6718 Backbone – high level advice and coordination between all education providers in the town. 	-	- ⁱⁱⁱ	Short term Possible cost implications	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	A cultural arts development strategy/program for youth	<ul style="list-style-type: none"> - Extend cultural arts and community engagement programs for youth into all areas (art, sculpture, music, dance, acting etc)^{iv}. 	\$ 20,000 ^v	\$ 30,000 ^{vi}	Short term Low cost Low complexity	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

² Cost: Low: Under \$100,000; Medium: \$100,000 - \$1 million, High: Over \$1 million

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	Further education/lifelong learning courses	<ul style="list-style-type: none"> - A further education strategy for the town (activity/interest based). - Implement Roebourne Education Strategy KRA 3: <u>Adult education</u> through delivery of short courses. - Further education interface supported by facilities at the Roebourne Library and the Community Resource Centre. 	- ^{vii}	\$ 50,000 ^{viii}	Short term Low cost Low complexity	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility	Expand learning resource facilities to support education, training and lifelong learning at all levels, across all providers.	<ul style="list-style-type: none"> - Provision of an accessible and adequate learning resource facility for the community at Minurmarghali Mia and/or Roebourne Community Resource Centre comprising study facilities, internet computers, copying/printing facilities, study assistance and related learning and study materials ("how to" guides, academic resources etc). Outdoor area and storage required for practical projects. 	\$ 1,500,000 ^{ix}	\$ 150,000 ^x	Medium term High cost Low complexity	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility	Upgrade to Roebourne Community Resource Centre	<ul style="list-style-type: none"> - The Community Resource Centre is a valuable service in the town but it is inadequately equipped and supported. 	\$ 1,500,000	- ^{xi}	Long term High cost Low complexity	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business

A2: Sport and recreation

The aspiration

Diverse opportunities for the community to live healthy lives through sport and recreation: the town must provide more opportunities for residents to participate in a healthy lifestyle that involves sport, recreation and other active, outdoor activities. This generally requires a recreation centre, gym or other facility that is regularly open for the community to use and a diverse and inclusive range of options for active, healthy lifestyles.

Community need

-  **More diverse sport and recreation opportunities**
-  **Recreation spaces for children and youth**
-  **Safe, multi-use areas and facilities for all ages**

Notes

The gap here is initially in making the best use of the town's existing facilities that are currently under-utilised. Spaces that are used most in Roebourne are those without doors and locks i.e. the basketball stadium nearly always has people using it while the facilities that are locked are inaccessible. This problem can be easily addressed.

In the medium term a more substantial, rejuvenated or purpose-built recreational facility in Roebourne will be required. This matter requires due consideration and some ideas for rejuvenating the Roebourne Community Hall is provided within this document. This is a chance that comes once in twenty or thirty years and Roebourne should ensure it makes the right decision i.e. a "Community Hub" (along with the significant staffing and infrastructure/operational costs and obligations) may not be the optimal outcome for Roebourne. The community should consider how an investment of this magnitude can be leveraged best to achieve optimum benefit for the town e.g. can the facility be used also for training (e.g. a hospitality café?) or other forms of recreational entertainment e.g. music, dance? Arts events? Could it house a drop-in learning resource centre? It is suggested that a local community "design thinking" team with an external facilitator is conducted before any decision is made concerning a new facility.



NACCHO Aboriginal Health News:

<https://nacchocommunique.com/2013/12/16/naccho-aboriginal-health-reportssport-and-recreation-programs-help-health-in-aboriginal-communities/>

Dominant precinct: Community and Education Precinct
Subsidiary precinct: Town Centre



Service considerations

More diverse sport and recreational facilities

Roebourne residents need more opportunities for sporting activities and healthy, active recreational pursuits, including more diverse, organised sporting events (both indoor and outdoor activities) supported by coaches, teams and sporting associations. Options for individual sporting activities (gyms, trampolines, practise walls etc), group activities (tennis, table tennis, pool, badminton etc) and team sports (football, soccer, hockey, netball, softball etc) should be readily available, as well as options that require more background support (e.g. cycling events, athletics carnivals and so on). A recreation coordinator for Roebourne is essential for these services to happen.

Readily accessible

Whilst the oval and the basketball courts are open access, essential equipment (nets, hoops, balls, goals etc) are not readily accessible and provide a significant barrier for these activities to occur. The facilities should be open and essential equipment should be available for use or hire. Facilities should be able to be set up and/or booked as necessary e.g. for a game of tennis, badminton, volleyball or netball. Other fixed and mobile

equipment should be easily accessible (gym equipment, table tennis, pool etc). A significant amount of money has been invested in the skate park and this resource could require just a little more “activation” e.g. access to skating equipment, videos, competitions.

Well-maintained facilities

Given that the facilities are well-used, there is a need to keep maintaining the area (particularly the area surrounding the Community Hall) to keep it clean, looking fresh and vibrant - an attractive place to be with as much shade as possible for outdoor activities.

Sport and recreation to add social value

There is clear evidence that positive community connections are formed through the many social and recreational activities that members engage in. These “participative” activities serve to strengthen communities by providing members with both social support and the physical and mental wellbeing they need to conduct their daily lives. Furthermore, sport and recreational activities add significant “entertainment” value for youth, decreasing boredom and related anti-social activities.

Solutions matrix

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	6718 Backbone - coordination, promotion and facilitation of sport and active lifestyle options	- A sport and recreational coordinator to promote healthy activities, arrange coaching, open and manage the multi-function facilities.	\$ 10,000	\$ 120,000 ^{xii}	Immediate Medium cost Low complexity	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility	Extend outdoor facilities around the basketball stadium/Community Hall	- Expand range of outdoor recreational/active programs including on-site facility for coordinator ^{xiii} - Set up regular maintenance program.	\$ 300,000	\$ 35,000 ^{xiv}	Short term Medium cost Low complexity	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	A network of mentors, volunteers and umpires for the town	- Seek out suitable and motivated mentors/volunteers and umpires to operate and manage sporting clubs and associations e.g. the "one-club" model for Roebourne.	-	\$ 20,000	Short term Low cost Low complexity	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	A managed indoor/outdoor recreational space for the town, open 7 days per week, coordinator on site.	- Link the management of the Community Hall, the Aquatic Centre and Yaandina so the facilities can be shared by the one operator, open most hours to the public with access to an improved range of sporting and recreational opportunities.	-	- ^{xv}	Medium term Low cost Medium complexity	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

Solution	Elaboration	Indicative costs		Priority	Responsibility
		Capital cost	Recurrent cost		
Facility A community/ recreational hub for the town*	- Upgrade the Community Hall <u>OR</u> - Replace the Community Hall	\$ 3 million to \$ 15 million	Unable to estimate	Medium term High cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility Overflow parking	- Overflow parking areas to be identified and adequate (it is better to have organised overflow parking than haphazard parking that frequently marginalises safety).	Unable to estimate	-	Long term Medium cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility Recreational walks, cycle paths and fitness trails	- Links to river, Andover Park, Gus Jager oval.	\$ 500,000	-	Long term Medium cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

3.3 Town Centre Precinct

Figure 12 - Town Centre Precinct Overview



B1: Vibrant town centre with commercial/retail/employment opportunities

The aspiration

A vibrant town centre with growing commercial, retail and employment options: Roebourne needs a vibrant, functioning town centre. Within the town centre there should be a variety of essential retail and commercial services that are usually associated with a town of this size. Many comments were received concerning the need for a town beautification program and particularly to develop the river as a focal point for the town and a springboard to other outdoor/recreational activities.

Community need

-  **A neighbourhood and community centre/"heart" for the town**
-  **A family hub that is the social heart of Roebourne**
-  **A wide choice of entertainment, recreation and leisure activities**
-  **Multi-functional "third place" outdoor spaces for meeting/learning**
-  **Strong economic basis for the town (retail/commercial/employment opportunities)**

Notes

The gap here is significant, with few functional facilities readily available to house and support retail/commercial activity, shopping and entertainment. Hence there are very few employment opportunities for the local community. The Victoria Hotel and the Ngurin Cultural Centre are valuable additions to this fairly depleted area. There is potential to capitalise on the linkages between the Victoria Hotel and the Ngurin Cultural Centre to promote a "critical mass" of energy and activity for the town centre.

The business owners in the street should be encouraged to take a leading role in invigorating the town centre. A Roebourne Business Council is proposed as a network of business owners in the town who should take responsibility for the development of the town centre and finding innovative solutions to bring the main street alive.

Note that there will be significant parking problems, traffic congestion and safety concerns in the main street if the area achieves its potential – off-street alternatives may need to be considered.



Enlivening with colour: Curtin partnered with FORM to bring urban artists to the campus. American artist HENSE painted the ceiling of a new building. Image: Christophe Canato.
<https://www.pps.org/article/taking-learning-outside-classroom-placemaking-campus-curtin-university>

Dominant precinct: Town Centre Precinct
Subsidiary precinct: Heritage Precinct



ASPECT studios, Meningie Lakefront (<https://www.aspect-studios.com/au/project/meningie-lakefront-habitat-restoration-project>).

Service considerations

Local employment

Stimulating local employment is the single biggest challenge the town faces. Outside of Roebourne, around 60% of 17-year-old Australians have a part-time job while at school, according to data released by the National Centre for Vocational Education Research (NCVER Media release, 28 March 2019). Many are also part of the new gig economy, with 8% undertaking 'gig work' like online tasks, babysitting and cleaning. For these students, the experience of working provides valuable introduction to a work culture that leads directly or indirectly to other jobs. The youth of Roebourne face a significant disadvantage in this regard.

Retail and commercial opportunities

There is significant potential to capitalise on the linkages between the Victoria Hotel and the Ngurin Cultural Centre to promote a "critical mass" of people, energy, activity and entertainment in the town centre which will be added to further if the Gunjimulla facility is built. Note however that the growth in retail and commercial opportunities is inextricably linked to the previous item on local employment, and to the earlier discussion around education and training.

Entertainment

When asked about entertainment in the town, many community members indicated that shopping and dining were the two significant activities. However, a gym, games, markets, a second-hand shop (or swap meet), outdoor cinema and other recreational pursuits were likewise important. Some of these activities have low startup costs (e.g. food vans, swap meets and markets) and bring significant benefits to the life of the town. A more active community news service (bulletin boards, online news, newspaper etc) would help to create a more dynamic environment in the town.

Town beautification, open spaces

A consistent theme from the community over the past decade has been a beautification program to develop the town and its linkages to its natural assets. Roebourne doesn't look or feel like the art centre of the Pilbara, it has no provision to host or accommodate tourists, it has no cycleways or other features that have become commonplace in modern communities i.e. it lacks its own version of "community pride".

Solutions matrix

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	6718 Backbone – Town Rejuvenation Taskforce (Roebourne Business Council)	<ul style="list-style-type: none"> - Long-term retail/commercial development plan for town. - Strategy for energising commercial and retail opportunities. - Incentives to establish businesses, new flexible, robust retail/ commercial buildings and facilities for main street and surrounding areas. 	Unable to estimate	Unable to estimate ^{xvi}	<ul style="list-style-type: none"> Immediate to short term Low cost 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input checked="" type="checkbox"/> Private Business
	Entertainment and activities to enliven the town centre – Youth Involvement Council	<ul style="list-style-type: none"> - Consider a gym for the town centre, free WiFi/games centre, outdoor films, food nights etc. - Link with Red Earth Arts Precinct for event coordination - Promote/encourage other cultural and artistic events in the town e.g. Songs for Peace. 	Unable to estimate	Unable to estimate ^{xvii}	<ul style="list-style-type: none"> Short term Low cost 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility	Town beautification program	<ul style="list-style-type: none"> - Places for people to enjoy the town's outdoor spaces. - Street art and sculptures distinctive to Roebourne with high visual appeal in the town. - River beautification and activity trails for rest and recreation. 	Unable to estimate	Unable to estimate	<ul style="list-style-type: none"> Short to medium term Medium cost 	<ul style="list-style-type: none"> <input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility	Development of existing retail infrastructure and activities	<ul style="list-style-type: none"> - Retail outlets, shops, stalls, markets and other low cost business models to be given incentives to utilise vacant buildings and spaces. 	Unable to estimate	Unable to estimate	<ul style="list-style-type: none"> Medium term Medium cost Ongoing subsidies may be required 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input checked="" type="checkbox"/> Private Business

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Facility	Accommodation	- More options for travellers and those attending tourist events ^{xviii}	Unable to estimate	Unable to estimate	Medium term Medium cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input checked="" type="checkbox"/> Private Business
Facility	Parking	- Layover bays and off-street and overflow parking to accommodate visitors and improve safety. However, space availability is limited.	Unable to estimate	Unable to estimate	Long term High cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

Discussion

The retail situation in Roebourne has declined over the years. Many services that were listed in the town in 2014 are now in liquidation or have closed. It is therefore important to focus on the strategic matters that will encourage investment and stimulate sustainable retail and commercial growth e.g.

- Diversify the economic base and social demographic of residents i.e. incentivise/encourage Government officers to reside in the town and provide housing for NGO staff through public-private partnerships.
- Provide incentives and support to jumpstart businesses.
- Key stakeholders and resource companies to coordinate their strategic investment for Roebourne e.g. innovative leverage of investment funds can be a key economic driver for Roebourne.
- Investigate optimal use of vacant land in the town and provide greater diversity, flexibility and choice of residential and commercial product through robust design of new facilities.

A business incubator/Opportunity Hub could provide useful support to reinforce success strategies e.g. cooperatives, mentoring, incentives, spaces (including popup and mobile spaces), hybridisation strategies, marketing, technology, finance, education and so on.

There is also a role the City of Karratha could play here in advocating on behalf of the Roebourne community to encourage larger retail businesses in Karratha and elsewhere to support these more marginal operations in Roebourne.

B2: Family support and healing

The aspiration

A safe community for families through support and healing: whilst progress is being made in this area, there is still a significant need for family support, counselling and healing centres in the town.

Community need

-  A safe community. Safe houses
-  Family support centres, one-stop shops, counsellors
-  Strong women's/men's groups
-  Healing centres
-  Culture and connection to country – living in two worlds

Notes

A number of matters concerning family support and healing have been addressed (e.g. the men's shed), and discussions are underway with stakeholders, architects and the community on the following initiatives:

- Gunjimulla, No. 1 Padbury St (family support centre, one-stop shop, counsellors);
- DECCA facility (healing, culture and on-country programs; and
- counselling services for 8-14 year old children.

There will be a significant resource requirement to operate the planned services at Gunjimulla and the out-of-town DECCA facility. If successfully implemented, these services will complement the existing health services and provide a significant and possibly sufficient boost to the healing process in the town.

The integration into the town of the new facilities proposed for Gunjimulla and DECCA requires more discussion in the context of the existing services that might be required to relocate. It was agreed by the Project Working Group that the resolution of this matter should be guided and led by the West Pilbara Plan.

A need for increased focus on preventative health and health education has also been addressed in Section A1.



An opportunity to transform this space, No 1 Padbury St

Dominant precinct: Town Centre Precinct

Subsidiary precinct: Out of town



DECCA will be a place for families to rebuild themselves ... j.HUB
Community Engagement Report

Service considerations

The health services in Roebourne operate as an eco-system. It is almost certain that increased benefit could be obtained through the removal of regulation and increased cooperation and networking. These matters are under consideration through the West Pilbara Plan. As this is an area that requires expert judgement, no further comment is offered in this regard except to suggest that the sector needs to continue to find ways of working together for the optimum benefit of the community, such as is occurring through the West Pilbara Plan and other forums.

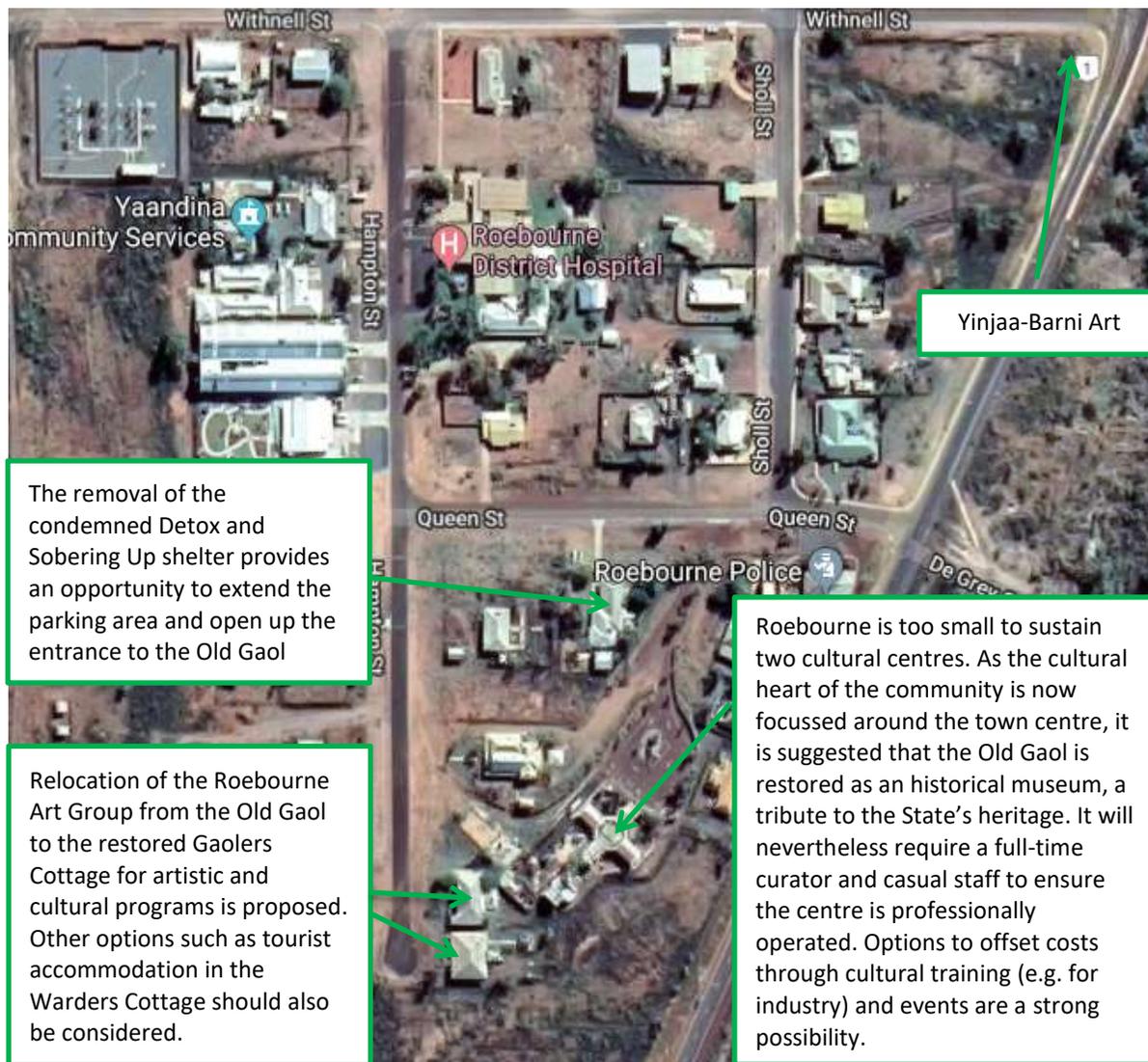
Solutions matrix

Solution	Elaboration	Indicative costs		Priority	Responsibility
		Capital cost	Recurrent cost		
Facility Men's shed	<ul style="list-style-type: none"> - In progress through Mawarnkarra Health Services. - Location identified, facilities yet to be provided. 	In progress	In progress	In progress Solution in place Funding provided	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility Family and youth services "one stop shop"	<ul style="list-style-type: none"> - No 1. Padbury St - Gunjimulla to provide a range of support services for families. - Design concept in process. - Funding partners identified. 	Unable to estimate	Unable to estimate	Medium term High cost Ongoing recurrent cost	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Facility A health, healing, learning and meeting place for people and families to connect with their culture, on-country	<ul style="list-style-type: none"> - DECCA (proposed). - Design concept in process. - Funding partners identified. 	Unable to estimate	Unable to estimate	Medium term High cost Ongoing recurrent cost	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	Counselling and referral services for 8-14 year olds	<ul style="list-style-type: none"> - Safe drop-in centre with pathways to support and counselling - Discussion between involved stakeholders already in progress 	Unable to estimate	Unable to estimate	Short term Medium cost Ongoing recurrent cost	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

3.4 Heritage Precinct

Figure 13 - Heritage Precinct Overview



The aspiration

Cultural and artistic activities that are sustained through a growing tourism industry: the town must position itself to take advantage of the relatively significant opportunities provided by the passing traffic through the town for retail and commercial trade, and exploit new possibilities for tourism, cultural tourism and cultural events.

Community need

-  **Cultural arts activities and cultural tourism**
-  **Historical museum**
-  **Cultural education programs**
-  **Painting and other artistic pursuits (music, dance), exhibition and teaching**

Notes

The gap in this precinct is the restoration of the old gaol and surrounding buildings to establish the area as a workable space, and then subsequently the promotion, operation and management of it.

Discussions with the Department of Planning, Lands and Heritage (DPLH) have commenced and the restoration of the precinct appears to have the support of Government.

Whilst members of the community acknowledge the history and significance of the buildings, it is unlikely that extensive use of the facilities will be made by the Roebourne community, because of its history and its distance from the residential area.

Any significant cultural development in this area is therefore not likely to get strong support from the community, and will inevitably detract from the developments proposed for the town centre.

As such, the facility is destined to serve primarily visitors and tourists.



Dominant precinct: Heritage Precinct
Subsidiary precinct: Town Centre Precinct



Service considerations

A tourism opportunity

Tourism is a big part of Roebourne's future, but this must come from a strong contemporary arts scene in Roebourne – festivals, events, residencies – which Roebourne is not equipped for. The focus must therefore be on education, training, arts management, technology, services, restaurants, accommodation ... Roebourne can be a big drawcard for the Pilbara and will generate employment, cottage industries and so on if done correctly.

Solutions matrix

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Facility	Restoration of the old gaol and surrounding buildings	<ul style="list-style-type: none"> - To be discussed further with City of Karratha and DPLH. - Relocation of the Roebourne Art Group to the Gaolers cottage. - Subsidiary services (e.g. accommodation) to operate from other buildings (e.g. Wardens cottage). - Opening up the parking area to accommodate more tourists. 	\$3,500,000 ^{xix}	\$ 200,000 ^{xx}	Short term High cost	<input type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	Management of the old gaol as a historical museum	<ul style="list-style-type: none"> - Facility to be operated and open daily, public sale of local art and artefacts. 	-	\$ 100,000 ^{xxi}	Short term Low cost	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	6718 Backbone - a full-time arts and cultural curator	<ul style="list-style-type: none"> - Curating artefacts and local history. - Develop spaces to extend production and display of contemporary and historical local artists and other ventures. - Conference/cultural training program 	\$ 10,000	\$ 120,000	Short term Medium cost	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business

3.5 6718 Leadership

The aspiration

An innovative, effective and collaborative community with strong leadership and active “on-the-ground” support.

Community need

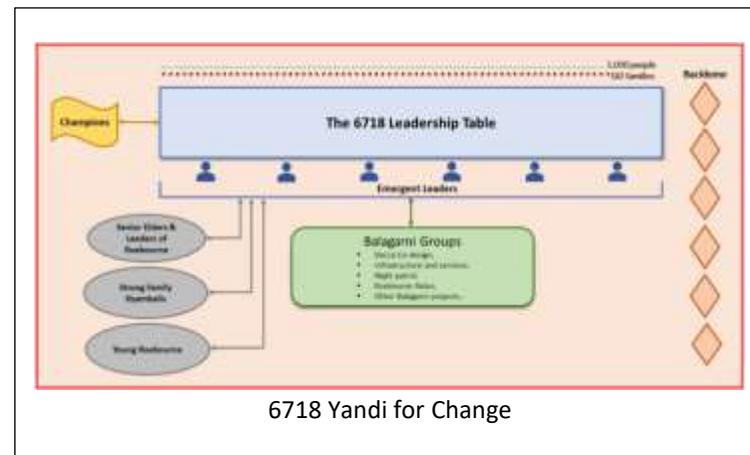
-  An innovative, effective and collaborative community
-  Strong leadership for the town
-  Community reference groups that can lead and work on the ground

Notes

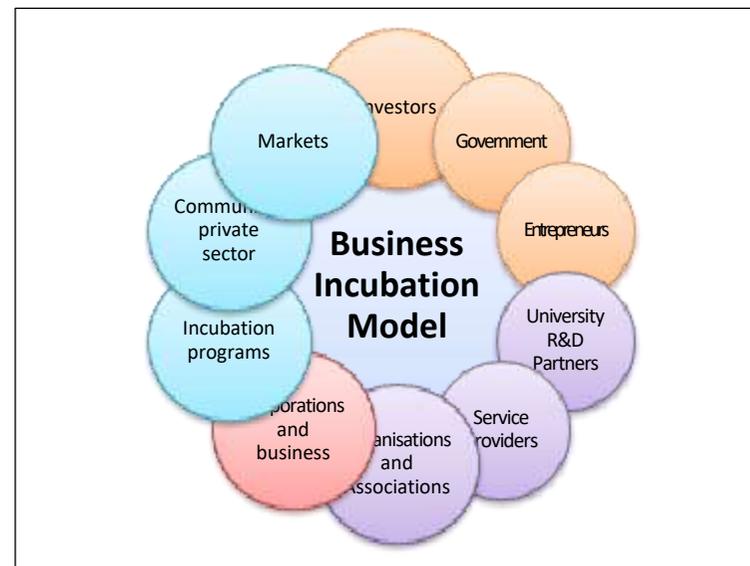
The West Pilbara Plan requires the following to be addressed:

“5.2. Focus on youth leadership and mentoring initiatives to create an Aboriginal youth voice, and connect to work with Aboriginal elders.

5.6. Continue to support facilitated community development and planning activities coordinated through a backbone Aboriginal Community Organisation in Roebourne.”



Dominant precinct: Heritage Precinct
Subsidiary precinct: Town Centre



Service considerations

Bringing the town together

Roebourne is more a collection of communities than a single town. Much is being done to address this, but more can be achieved. Roebourne needs to manage its way out of the decline it faces, to find new energy and direction and new ways of working together. Guidance and leadership in this regard must come initially from the City of Karratha. A “town services team” can take responsibility for many of the active, “on-the-ground”, startup initiatives that need ownership and drive to develop retail and commercial businesses (project management, business advice, incentives etc), education (linked to local business more so than the mining industry), sport (healthy bodies make healthy minds), environment etc.

Giving voice to the community

The West Pilbara Plan advises strengthening the Aboriginal youth voice by placing a focus on youth leadership and mentoring initiatives, to connect to and work with Aboriginal elders. The same is true of the entrepreneurs in the town who, if united, can form a single and determined voice to drive initiatives within the community.

Ownership

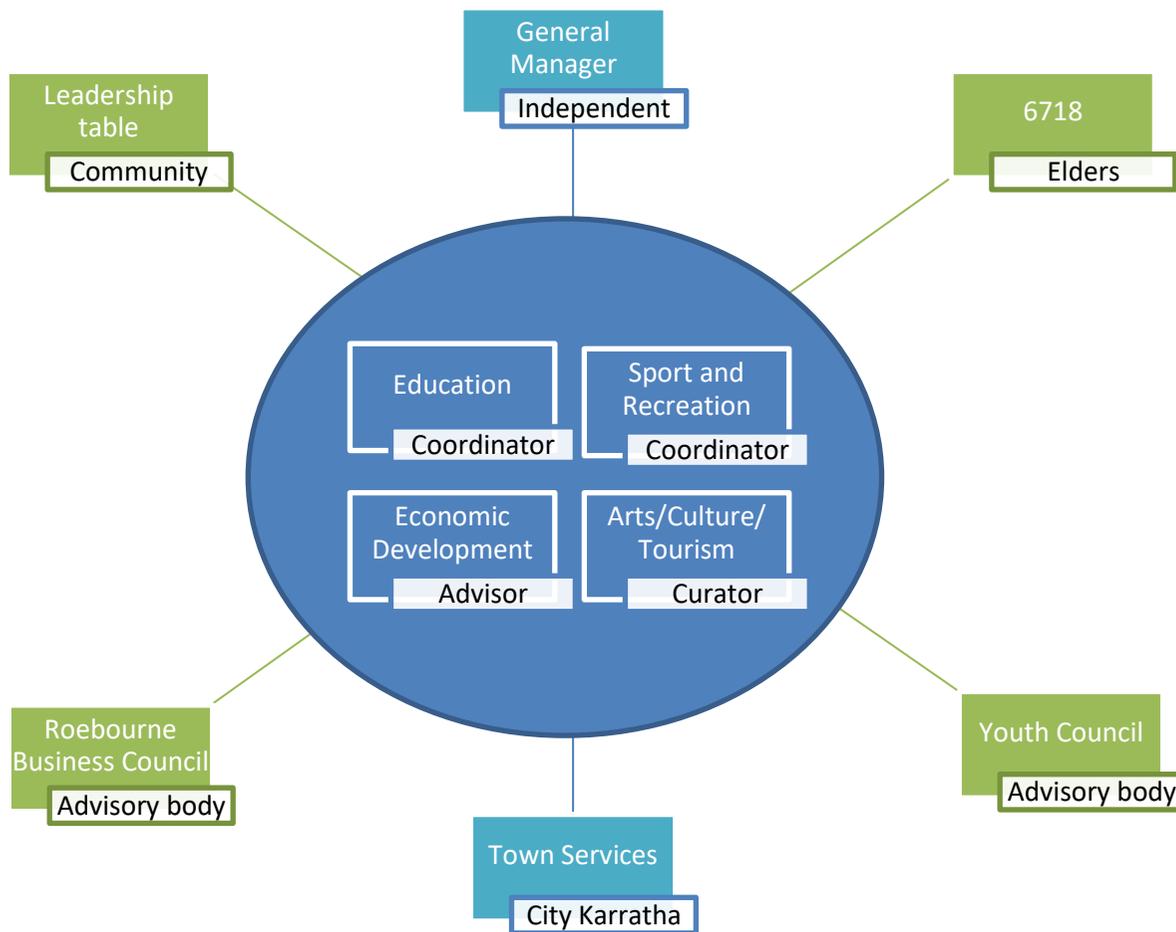
Each change strategy in Roebourne needs a “champion” who can oversee the project and commit to ensuring the vision is realised through good project management, the provision of adequate staffing (e.g. project manager, operations coordinator) and resources and the establishment of essential public and private networks and partnerships.

Solutions matrix

	Solution	Elaboration	Indicative costs		Priority	Responsibility
			Capital cost	Recurrent cost		
Service	Independent general manager (town)	<ul style="list-style-type: none"> - An independent general manager to manage the backbone and facilitate change management procedures for the town (see Figure 14). - Management to transition to the 6718 backbone when the time is right. 	\$ 15,000 ^{xxii}	\$ 135,000 ^{xxiii}	Short term Medium cost	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	Nyambalis and Balagarni groups to lead the on-the-ground work	<ul style="list-style-type: none"> - Forums to give stronger community voice and action e.g. <ul style="list-style-type: none"> o Roebourne Business/Town Rejuvenation Council o Youth Council. 	-	-	Short term No cost	<input type="checkbox"/> Aboriginal Corp'ns <input type="checkbox"/> City of Karratha <input checked="" type="checkbox"/> Community <input type="checkbox"/> Government <input type="checkbox"/> Industry <input type="checkbox"/> Private Business
Service	Business startup funding and incentives	<ul style="list-style-type: none"> - High level facilitation, financial support and oversight of startup businesses. 	-	Unable to estimate	Medium term Low cost	<input checked="" type="checkbox"/> Aboriginal Corp'ns <input checked="" type="checkbox"/> City of Karratha <input type="checkbox"/> Community <input checked="" type="checkbox"/> Government <input checked="" type="checkbox"/> Industry <input type="checkbox"/> Private Business

Proposed reporting relationships

**Figure 14
6718 Leadership Development**



4 Implementation

The following recommendations will ensure that the solutions that have been identified in the solutions matrix are implemented and will gain traction within the community. An Action Plan is provided in the section that follows.

4.1 Recommendations

Recommendation 1: Establish a Town Services Team (potentially 3-5 people, with a focus on education, sport/recreation and general town oversight) who will facilitate and operationalise the Roebourne Services and Facilities Strategy.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
General Manager	City of Karratha	Immediate	\$ 150,000	Government
Education Coordinator	City of Karratha	Immediate	\$ 130,000	Industry/Aboriginal Corporations
Recreation Coordinator	City of Karratha	Immediate	\$ 130,000	City of Karratha

The Town Services Team would ideally be located in the old library building and co-located with the One-Stop-Shop (see next recommendation). Initially established by the City of Karratha, the town services team would energise the change program, ensure consistency and alignment with community expectations and support the 6718 Leadership Team. The Town Services Team would eventually be absorbed into actions/programs led by the 6718 Gathering Team (formerly Backbone).

Recommendation 2: Establish a One-Stop-Shop in Roebourne to integrate key Government services in one central location.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Fit-out of Old Library building to meet requirements	Dept. of Communities/ City of Karratha	01-Jan-2020	\$ 200,000	Government/City of Karratha

The 'one-stop-shop' would provide a centralised and integrated community services centre for Roebourne residents by co-locating key government services such as Centrelink and Medibank with the Departments of Communities, Housing, Transport and so on. The one-stop services centre could operate from the Old Library building (47 Sholl cnr Padbury St, Roebourne) which will need to be fitted out for this purpose.

Recommendation 3: Upgrade/refurbish the town's facilities and streetscape, and develop linkages to the river.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Town beautification and signage	City of Karratha	01-Jan-2020	\$ unknown	City of Karratha
Re-name Harding River	City of Karratha	01-Jan-2020	\$ 20,000	City of Karratha

A concept design proposal for the town beautification and signage program needs to commence in association with the Roebourne Business Council (see Recommendation 7). More detailed planning should now proceed in the context of an agreed budget. This largely concerns the main street (various ideas in this regard have been suggested) and the integration of the town centre with its natural asset - the river. In consultation with the community, the river should be renamed to return it to its former origin.

Recommendation 4: Activate and optimise existing sporting and recreational services and facilities to make them fully operational and accessible (open to the community).

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Accessible recreational facilities/equip.	Recreation Coordinator	01-Jan-2020	\$ 25,000	City of Karratha, Government
Coaches and mentors	Recreation Coordinator	01-Jan-2020	\$ 20,000	City of Karratha, Government
Extend sport/recreation facilities	City of Karratha	01-Jan-2020	\$ 310,000	City of Karratha

Utilising mostly existing facilities, the Recreation Coordinator will ensure that more opportunities for sporting activities and healthy, active recreational pursuits are provided in Roebourne. Options for individual sporting activities (gyms, trampolines, practise walls etc), group activities (tennis, table tennis, pool, badminton etc) and team sports (football, soccer, hockey, netball, softball etc) should be readily available, as well as options that require more background support (e.g. cycling events, athletics carnivals and so on). The town's facilities (e.g. the Community Hall) should be open and essential equipment should be available for use or hire. Operations between Yaandina, the Community Hall and the outdoor activities should be relatively seamless. Equipment in each of these facilities should be able to be set up and/or booked as necessary for use within the recreational complex e.g. for a game of tennis, badminton, volleyball or netball. Other fixed and mobile equipment should be readily available (gym equipment, table tennis, pool etc). A small budget is required to bring coaches and mentors to the community to engage with sporting groups. Collaboration will be required with external stakeholders (Yaandina, PCYC, sporting groups and associations), the Roebourne Active Network and the relevant Balagarni groups. Provision is required for an on-site coordinator who could be located in the Yaandina Family and Youth Centre,

the Aquatic Centre, the Community Hall or the Basketball Stadium. A small budget to provide accommodation for the coordinator, new equipment and an equipment store is also proposed.

Recommendation 5: Plan for a new or substantially upgraded Community Hall in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Roebourne Community Hall	City of Karratha	01-Jan-2020	\$ 3M-\$ 15M	City of Karratha

The Community Hall in its current form does not serve the community well. Its single-purpose function should be extended to include a broader range of leisure and recreational services. To fulfil this purpose, the facility should be either refurbished/extended or replaced. A design brief for the facility should be prepared with detailed costings for the two options. Whilst the community is divided on the matter i.e. whether the hall can be refurbished and extended to serve the town better, or whether a new building is required, there is a strong view that *something* needs to be done to upgrade this vital facility within Roebourne and make it and the services it offers more advantageous and accessible to the community.

Recommendation 6: Activate and optimise existing educational services and facilities to make them fully operational and accessible (open to the community).

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Community Training Calendar/Plan	Education Coordinator	01-Jan-2020	\$ 100,000	Government, Aboriginal Corporations
Adult Education Strategy	Education Coordinator	01-Jan-2020	\$ 50,000	Industry, Aboriginal Corporations
Cultural Arts Education Courses	Education Coordinator	01-Jan-2020	\$ 50,000	Aboriginal Corporations
Training Provider Network	Education Coordinator	01-Jan-2020	\$ -	Not applicable

In addition to making education more widely available and accessible, the Education Coordinator would provide leadership, case management and mentoring to the community, ensuring that education and training plans are linked to (and stimulate) local employment opportunities. Collaboration will be required with the Roebourne Business Council/Youth Council (see Recommendation 7), external stakeholders (schools and education providers) and the relevant Balagarni groups. Whilst it is important that the Education Coordinator is seen to be “working for the town and all education providers”, not just North Regional TAFE, it would be useful if this person can be co-located at Minurmarghali Mia where much of the training can be delivered provided a suitable partnership arrangement with North Regional TAFE can be developed.

Recommendation 7: Establish communities of local voices who are prepared to engage with and lead the on-the-ground work to give stronger voice and energy to local initiatives.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Roebourne Business Council	General Manager	Immediate	\$ -	Not applicable
Youth Council	Recreation Coordinator	Immediate	\$ -	Not applicable

These two community Councils will need to work closely with the Balagarni groups, but will have their own purpose and be responsible for different aspects of the town's services. The Councils will be encouraged to bring new ideas and creative solutions to the table, and in doing so to find new energy, new directions and new ways of working together. Both Councils should therefore be seen as part of the town services team and have good support from the City of Karratha's infrastructure and advisory services who can assist in achieving the desired vision as appropriate.

Recommendation 8: Improve the retail infrastructure in the town to encourage community and investors to establish and operate business enterprises in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Business incentives	General Manager	01-Jan-2020	\$ unknown	City of Karratha, Industry
Retail infrastructure	Roebourne Business Council	01-Jan-2021	\$ unknown	City of Karratha, Private enterprise

The process should begin with a retail/commercial development plan for Roebourne to encourage and energise investors (both local and external) to take an interest in the town. Incentives will be required to assist small enterprise startups. As there are few functional facilities readily available to house and support retail/commercial activity, shopping and entertainment, some upfront investment to establish low-rent accommodation, markets and stalls may be required. The business owners in the street should be encouraged to take a leading role in invigorating the town centre. Ideas in this regard have been suggested but more detailed and specific planning is required, with assistance provided by the City's Economic Development Team. Associated with the retail development of the main street is a strategy to bring entertainment activities/events that will enliven the town (gym for the town centre, free WiFi/games centre, outdoor films, food nights, farmers markets, swap meets, pop-up stalls, food vans etc.), whilst also focussing on the strategic matters that will encourage investment and stimulate sustainable retail and commercial growth e.g. incentives for Government officers to reside in the town, provide housing for NGO staff through public-private partnerships and so on. These activities may lead to the establishment of a more robust business incubator/Opportunity Hub that could provide useful support to reinforce success strategies e.g. cooperatives, hybridisation strategies, marketing, technology, finance, education, mentoring and so on.

Recommendation 9: Restore the town's heritage buildings.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Old Gaol/Historical Precinct	City of Karratha	01-Jan-2020	\$3.5 M	Department of Planning, Lands and Heritage
Arts/Local History Curator	City of Karratha	30-Jun-2020	\$ 135,000	City of Karratha

Discussions with the Department of Planning, Lands and Heritage (DPLH) have commenced on the restoration of the precinct. Whilst members of the community acknowledge the history and significance of the buildings, it is unlikely that extensive use of the facilities will be made by the Roebourne community because of its history and its distance from the residential area. Its primary purpose will therefore be an historical museum that will serve primarily visitors and tourists i.e. a significant drawcard for tourism with complementary linkages to Cossack and so on. It is proposed that one of the buildings be occupied by the Roebourne Art Group as its studio, and other buildings can be used for conferences, training, overnight accommodation and so on.

Recommendation 10: Plan for new or substantially upgraded facilities in Roebourne.

Action	Lead agent	Start Date	Est. cost	Potential Funding Source
Learning Resource Centre	City of Karratha	01-Jan-2021	\$ 1.65M	Industry, Government
Community Resource Centre	City of Karratha	01-Jan-2021	\$ 1.5M	Government
Overflow parking	City of Karratha	01-Jan-2021	\$ unknown	City of Karratha
Recreational walks/cycle paths	City of Karratha	01-Jan-2021	\$ 500,000	City of Karratha

Longer-term, a more substantial capital investment must be planned for in Roebourne to upgrade or rejuvenate its facilities to provide a much needed “makeover” for the town.

4.2 Action Plan

Stage 1: Immediate Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
1	Establish Roebourne Town Services Team							
-a	- Appoint General Manager	City of Karratha	\$ 150,000	Government				
-b	- Appoint Education Coordinator	City of Karratha	\$ 130,000	Industry/Aboriginal Corporations				
-c	- Appoint Recreation Coordinator	City of Karratha	\$ 130,000	City of Karratha				
-d	- Fitout out Old Library Building	City of Karratha	\$ 200,000	Government/City of Karratha				
-e	- Prepare job roles/reporting relationship	City of Karratha	\$ -	Not applicable				
-f	- Provide infrastructure support to staff	City of Karratha	\$ -	Not applicable				
2	Town beautification and signage							
-a	- Form design team	City of Karratha	\$ -	Not applicable				
-b	- Complete detailed concept proposals	City of Karratha	\$ -	Not applicable				
-c	- Upgrade/refurbish/redesign streetscape	City of Karratha	\$ unknown	City of Karratha				
-d	- Develop linkages to the river	City of Karratha	\$ unknown	City of Karratha				
-e	- Rename Harding River	City of Karratha	\$ 20,000	City of Karratha				
3	Roebourne Community Hall upgrade OR rebuild							
-a	- Form design team	City of Karratha	\$ -	Not applicable				
-b	- Complete detailed concept proposals	City of Karratha	\$ -	Not applicable				
-c	- Optimise existing sport/rec'n options	City of Karratha	\$ 310,000	City of Karratha				
-d	- Refurbish or rebuild community facility	City of Karratha	\$ 3-\$ 15M	City of Karratha				
4	Local heritage							
-a	- Collaborate with Dept. of PLH	City of Karratha	\$ -	Not applicable				
-b	- Restore the town's heritage buildings.	City of Karratha	\$3.5 M	Dept. Planning, Lands & Heritage				

Stage 2: Follow-On Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
5	Roebourne Education Program							
-a	- Community Training Calendar/Courses	Education Coordinator	\$ 100,000	Gov't, Aboriginal Corporations				
-b	- Adult Education Strategy/Courses	Education Coordinator	\$ 50,000	Industry, Aboriginal Corporations				
-c	- Cultural Arts Education Courses	Education Coordinator	\$ 50,000	Aboriginal Corporations				
-d	- Training Provider Network	Education Coordinator	\$ -	Not applicable				
-e	- Case management/mentoring	Education Coordinator	\$ -	Not applicable				
6	Sport and recreation program							
-a	Accessible recreational facilities/equip.	Recreation Coordinator	\$ 25,000	City of Karratha, Government				
-b	Coaches and mentors	Recreation Coordinator	\$ 20,000	City of Karratha, Government				
7	Arts program							
-a	Arts/Local History Curator	City of Karratha	\$ 135,000	City of Karratha				
8	Establish local communities							
-a	- Roebourne Business Council	General Manager	\$ -	Not applicable				
-b	- Youth Council	Recreation Coordinator	\$ -	Not applicable				
-c	- Link Councils to 6718 Backbone	General Manager	\$ -	Not applicable				
9	Business and retail development							
-a	- Business incentives	General Manager	\$ unknown	City of Karratha, Industry				
-b	- Retail infrastructure	Roebourne Business Council	\$ unknown	City of Karratha, Private enterprise				

Stage 3: Subsequent Actions

ID	Action	Lead agent	Estimated cost	Potential Funding Source	Anticipated Completion			
					2019	2020	2021	2022
10	New or substantially upgraded facilities in Roebourne							
	- Learning Resource Centre	City of Karratha	\$ 1.65M	Industry, Government				
	- Recreational walks/cycle paths	City of Karratha	\$ 500,000	City of Karratha				
	- Community Resource Centre	City of Karratha	\$ 1.5M	Government				
	- Overflow parking	City of Karratha	\$ unknown	City of Karratha				

Keogh Bay Consulting
23 September 2019

5 References

- Australia Council for the Arts. 2017. *The Arts in Regional Australia: a research summary*, <https://www.australiacouncil.gov.au/research/regional-arts-summary/> accessed 14 February 2019
- Billett, S and Seddon, T. 2004 Building community through social partnerships around vocational education and training, *Journal of Vocational Education and Training*, 56:1, 51-68.
- City of Greater Geelong. 2018. *Geelong Infrastructure Development Guidelines Social and Community Facilities*, <https://www.geelongaustralia.com.au/scidg/article/item/8d44b4c85990ebd.aspx>, accessed 3 February 2019
- City of Greater Geraldton. 2013. *Creative Community Plan*, City of Greater Geraldton, <https://www.cgg.wa.gov.au/documents/75/city-of-greater-geraldton-creative-community-plan-2013> accessed 25 February 2019.
- City of Karratha. 2014. *Roebourne Structure Plan*, City of Karratha, Karratha Western Australia.
- City of Whittlesea. No date. *Building tomorrow's resilient communities: the growth areas social planning tool*, <http://www.socialplanningtool.net.au/tool/community.asp> accessed 25 February 2019.
- Clearinghouse for Sport. 2017. *Sport in Rural and Regional Australia*, https://www.clearinghouseforsport.gov.au/knowledge_base/sport_participation/community_participation/sport_in_rural_and_regional_australia, accessed 13 February 2019.
- Department of Education and Training. 2017. *Independent Review into Regional, Rural and Remote Education*, Australian Government, <https://www.education.gov.au/independent-review-regional-rural-and-remote-education>, accessed 7 March 2019.)
- Gensler. 2019. *Designing Vibrant Communities*, <https://www.gensler.com/research-insight/in-focus/designing-vibrant-communities> accessed 21 February 2019
- Maitland City Council. 2012. *Community Facilities and Services Strategy*. Shire of Maitland, https://www.maitland.nsw.gov.au/download/documents/8261_p78, accessed 12 February 2018.
- Mitchell Institute. 2015. *Fact sheet 6: Educational opportunity in Australia 2015*, <http://www.mitchellinstitute.org.au/fact-sheets/young-people-in-rural-and-remote-communities-frequently-missing-out/> accessed 13 February 2019.
- Rentschler R, Bridson, K and Evans J. No date. *Regional Arts Australia Stats and Stories: The Impact of the Arts in Regional Australia*. The Chamber of Arts and Culture Western Australia, <https://www.cacwa.org.au/documents/item/477> accessed 14 February 2019. See also Regional Arts Australia. 2019. Additional Resources <https://regionalarts.com.au/additional-resources/> accessed 10 February 2019.

Stockton Rush Bartol Foundation. 2002. *Culture Builds Community: the power of arts and culture in community building*, Stockton Rush Bartol Foundation Philadelphia.

<https://www.issuelab.org/resources/8915/8915.pdf> accessed 19 February 2019.

United States Environmental Protection Agency. May 2015. *How small towns and cities can use local assets to rebuild their economies: lessons from successful places*, U.S. Environmental Protection Agency.

<https://www.epa.gov/smartgrowth> accessed 14 May 2019.

University of Western Australia. 2011. *The Western Desert Kidney Health Project*,

<http://westerndesertkidney.org.au/> accessed 8 March 2019.

Victorian Health Promotion Foundation. 2018. *Sport participation in Victoria, 2016 Research summary*,

[http://www.sportandrecreationspatial.com.au/resources/2016%20Sport%20Participation%20Research%20Summary%20\(12\).pdf](http://www.sportandrecreationspatial.com.au/resources/2016%20Sport%20Participation%20Research%20Summary%20(12).pdf), accessed 13 February 2019.

Victoria State Government. 2015. *Guide to Councils. Know Your Council*,

<http://knowyourcouncil.vic.gov.au/guide-to-councils/what-councils-do/community-services> accessed 21 February 2019

Ware, V and Meredith, V. 2013. *Supporting healthy communities through sports and recreation programs*.

Resource Sheet No. 26 produced for the Closing the Gap Clearinghouse, Australian Institute of Health and Welfare, Australian Institute of Family Studies, Australian Government

Additional Readings

City of Casey. 2019. *Community Facilities Plan* , <https://www.casey.vic.gov.au/policies-strategies/community-facilities-plan> accessed 21 January 2019

Heart Foundation. 2018. *Healthy Active by Design*, <http://www.healthyactivebydesign.com.au/design-features/> accessed 12 February 2019.

Heart Foundation. 2018. *Case Study Videos*, <http://www.healthyactivebydesign.com.au/resources/case-study-videos> accessed 12 February 2019.

Hilton Harvest Community Garden. No date. Hilton Harvest Community Garden,

<http://hiltonharvest.weebly.com/> accessed 12 February 2019

Tonts, M. 2005. Competitive sport and social capital in rural Australia. *Journal of Rural Studies* 21 (2005) pp 137-149

6 Appendix

6.1 Appendix 1. Project Working Group membership

Category	Name
Director Community Services - City of Karratha	Mark Casserly Arron Minchin
City of Karratha representatives	Leigh Cover Nancy Milligan Holly Benfer Kate Tillman
Department of Communities - WA Government	Bibin Roy Tenika Walker
Director Aboriginal Engagement - CCYP	Vicki Jack
Superintendent of Police - Pilbara District Roebourne Police	Paul Coombes Tom Daly
CEO - Yaandina Community Services	Nick Furnivall (alt) Marnie Alefosio
Police and Citizens Youth Centre representatives	David van Ooran Gordon Musulin Samantha Cornthwaite (alt) Jackson Joseph
Regional Manager DLGSC	Simone Fountain
Backbone Leader - Roebourne Yandi	Michelle Lucas
CEO - Mawarnkarra Health Service	Joan Hicks
Industry representative – Rio Tinto	Shontay Cardew (alt) Ross Humphries
Industry representative – Woodside	Shanine Ryan
Nominee - Roebourne Cultural Authority Group	Bruce Monadee (alt) Pansy Hicks or Pansy Sambo
Traditional Owner Representative	David Walker
Youth Representative(s)	Sho-ella Smith Jessica Wilson

6.2 Appendix 2. List of background readings

Tender documentation

City of Karratha Strategic Community Plan 2016-2026
 City of Karratha Community Facilities Plan 2018-2038 DRAFT
 Pilbara Development Commission Regional Investment Blueprint Summary Report
 Roebourne Community and Education Precinct Engagement Report 2013
 Roebourne Community Yandi Model
 Roebourne Local Planning Strategy, City of Karratha Strategic Plan
 Roebourne Skatescape Report, Convic 2014
 Roebourne Structure Plan, Parts A and B, City of Karratha 2014
 Shire of Roebourne Submission to the Inquiry into the Development of Northern Australia, February 2014
 Shire of Roebourne Sport, Recreation and Leisure Strategic Plan 2013
 The 10 Balagarni Strategies (6718 Advantage Plan, Roebourne)
 The Roebourne Community 6718 "Building the Yandi for Change" Advantage Plan
 West Pilbara Trauma and Healing Plan, WA State Government

Additional readings

Karratha City of the North Implementation Plan Volume 1, Landcorp
 Renaissance Planning. 2010. *Roebourne Rejuvenation Project: Economic Strategy Framework*, Renaissance Planning, Melbourne Victoria.
 Roebourne Education Strategy 2012
 Roebourne Township Structure Plan – Community Engagement Report, UDLA, 12 May 2014
 Roebourne Youth Precinct Master Plan Stage 3
 Shanks, H. 2009. *Roebourne Report: Issues, Current Responses & Strategies for Consideration*, WA Department of Indigenous Affairs, Perth Western Australia.
 West Pilbara Plan, Government of Western Australia, Placemat and Priority Actions

2016 ABS Census

Primary Source of data for population demographics as indicated below

QuickStats

1. http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC51294
2. http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2011/communityprofile/SC50683?opendocument&navpos=230
3. http://quickstats.censusdata.abs.gov.au/census_services/getproduct/census/2006/communityprofile/SC55451?opendocument&navpos=230

ABS table builder

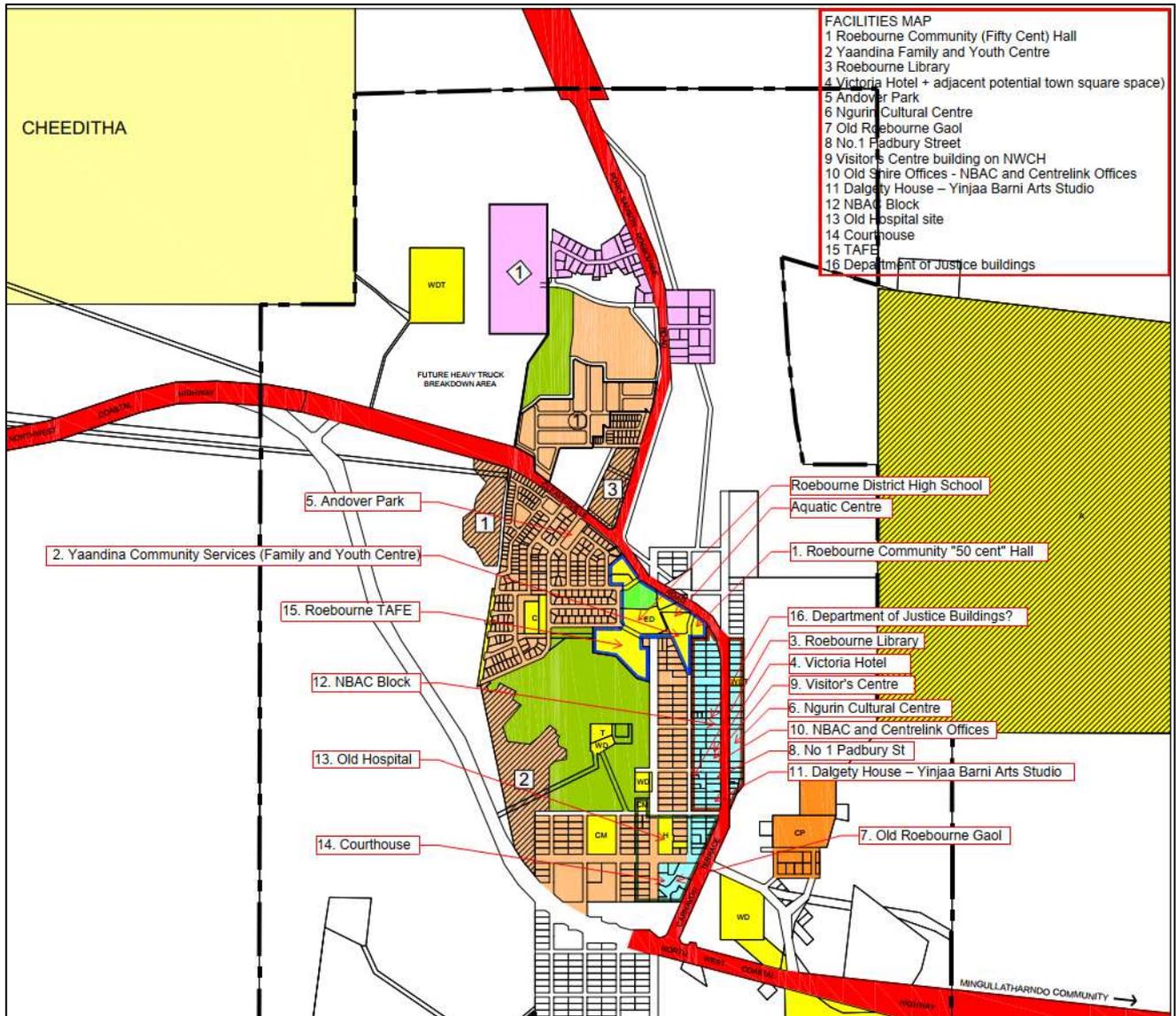
4. www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20TableBuilder

ABS Data packs

5. <http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/2016%20DataPacks>

6.3 Appendix 3: City of Karratha Facilities of Interest

The specific facilities of interest that were specified in the tender documentation are shown on the map below. Further details are provided in the table that follows and in Appendix 2.



Facility or service, location and operator	Description	Services Provided
Andover Park Andover Way, Roebourne City of Karratha	Recreation and leisure activities provided in a small, well-kept facility with recreational equipment and shade.	Small neighbourhood park with play space, seating, exercise equipment and ablutions. An upgrade to the park is planned and the detailed design stage has been completed.
Aquatic Centre 2 Sholl St Roebourne City of Karratha	Community pool with 25m lap pool, under cover babies' pool with beach entry, general play pool under cover, water slide, children's playground and free BBQ facilities.	Swimming and recreational activities. Infant swimming lessons. Holiday programs. Aquarun hire available. Birthday parties and special occasions available.

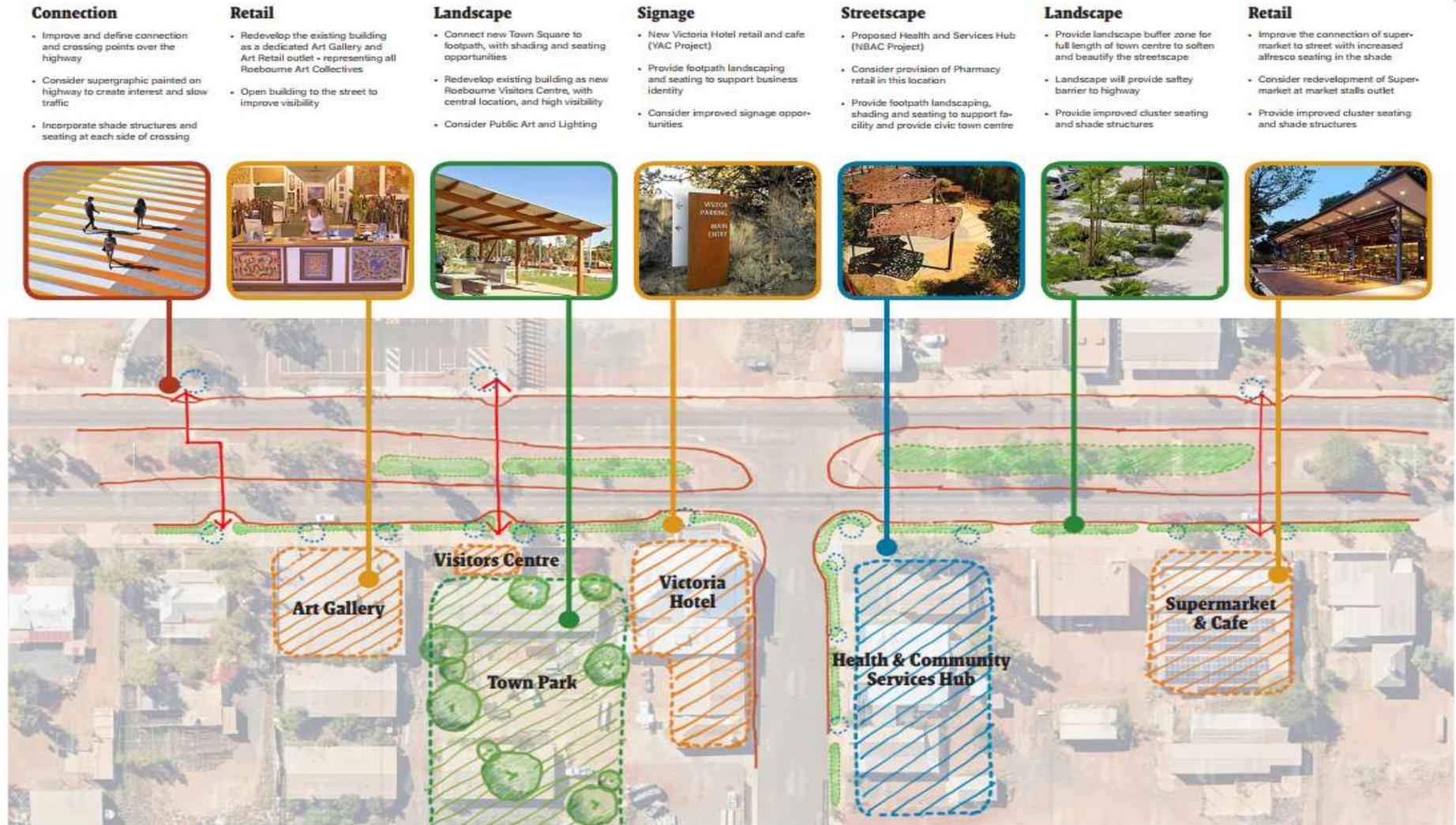
Facility or service, location and operator	Description	Services Provided
Basketball (Multi-Function) Court 2 Sholl St Roebourne City of Karratha	Shaded, under-cover multi-sport facility used primarily for basketball but including provision also for tennis and netball.	Multi-function court suitable for basketball, tennis, netball and volleyball. Provides excellent shade and access to the community bus stop.
Courthouse 18 Carnarvon Tce Roebourne State of Western Australia	The Pilbara Adult Community Corrections team will operate from the old courthouse building, using it as their Roebourne base and conducting their offender management work from there.	Offender management work.
Department of Justice buildings 6 Wellard St Roebourne State of Western Australia	Mostly vacant buildings but used occasionally by the Youth Justice Department.	Nil
NBAC Block (Proposed Opportunity Hub) 2 Wellard St, cnr Roe St Roebourne NBAC	Houses activities such as Red Dirt Driving Academy, Yirramagardu Crew and Elders Yarning, with aspiration for an "opportunity hub" focused on employment	Red Dirt Driving Academy, Yirramagardu Crew, Ways2Work and Elders Yarning
Ngurin Cultural Centre 31 Roe Street Roebourne NYFL	The Cultural Complex is intended to provide the cultural, linguistic, artistic, social and environmental needs, wants and desires of Roebourne's local Aboriginal Community, whilst economically sustaining itself through encouraging custom from visitors and tourists.	Amphitheatre and conference facilities for up to 150 people, for conferences, expo's and social events.
North Regional TAFE 5 Fraser St, Roebourne North Regional TAFE	Minurmarghali Mia delivers employment focused training for a range of industries and community services.	VET-level training specialising in automotive, carpentry, logistics and general education. Provides courses also in art, learn to live, aged/disability care and forklift driving.
Old Roebourne Gaol 5 Queen St Roebourne Roebourne Art Group	Houses the Roebourne Art Group and the Old Gaol Museum.	Art sales to support the Roebourne Art Group. Occasionally, tours run out of the old gaol.
Old Shire Offices 46 Roe St Roebourne NBAC and Cenrelink	Currently housing Ngarliyarndu Bindarri Aboriginal Corporation, as well as some Shire staff. Originally the Union Bank.	NBAC leases areas of the building from the City of Karratha. Centrelink and the City's Community Engagement Officer East staff are also located on the premises.

Facility or service, location and operator	Description	Services Provided
<p>PCYC - Roebourne Community (Fifty Cent) Hall</p> <p>1 Sholl St Roebourne PCYC through City of Karratha</p>	<p>The Roebourne Community Hall is a large facility with a kiosk/kitchen and bar area. The hall is suitable for many activities including dancing, tutoring, church group activities, celebrations, meetings, school functions and youth groups.</p> <p>The facility is air-conditioned with a large stage area with male and female dressing rooms adjacent to the stage. There is a spacious kitchen/kiosk area with a serving window opening out into the main hall.</p>	<p>Programs offered include:</p> <p>Safe Space: a safe environment to participate in positive, structured activities. A platform for young people to learn vital life skills and knowledge.</p> <p>Night Fields: uses football as a vehicle to reconnect with disengaged and at-risk youth by providing a free-of-charge structured match event.</p> <p>Footy Fundamentals: a carefully planned and structured early years AFL program for children aged between 2 and 5 years.</p> <p>Drumbeat: for young Aboriginal people who often have difficulty with talk-based therapies.</p> <p>On Site Nurse: to deliver a weekly nursing service to local Roebourne youth population.</p> <p>Roebo-fit: fitness program incorporating boxing as a key activity.</p> <p>Sports Coordinator and Weekend Coordinator: Aboriginal Sports Coordinator to program, develop and delivered at Roebourne PCYC.</p>
<p>Roebourne Hospital</p> <p>42-44 Hampton St Roebourne WA Country Health Service</p>	<p>The WA Country Health Service provides hospital, emergency; community maternal, mental, child and public health and aged care services to people across country WA</p>	<p>Limited use as a public hospital service for hospital patients (emergencies and non-emergency care), childbirth, palliative care, rehabilitation and mental health counselling.</p>
<p>Proposed Family Support Centre, No.1 Padbury Street</p> <p>1 Padbury St Roebourne Ngarluma Aboriginal Corporation</p>	<p>The Gunjimulla building is planned to be used as a place where people can come with their children and access a range of support</p>	<p>Currently not operational</p>

Facility or service, location and operator	Description	Services Provided
<p>Proposed Healing Place: DECCA project</p> <p>Old microwave transmission centre NBAC</p>	<p>DECCA project is a proposed healing place for people and families to connect with their culture. WEL is supporting the DECCA co-design project, funding the health campus - a health, healing, learning and meeting place, and commercial income generation opportunities, initially from compost production.</p>	<p>Currently not operational</p>
<p>Roebourne Library</p> <p>47 Sholl cnr Padbury St Roebourne City of Karratha</p>	<p>Library service for Roebourne currently operating from former Watson and Tee Store build 1888 but scheduled to move to the Victoria Hotel in the very near future. One of four City of Karratha public libraries.</p>	<p>Books, magazines, local history and visual resources. Hosts events throughout the year from author chats to science workshops for the kids.</p>
<p>Roebourne Family and Youth Services</p> <p>2 Sholl Street, Roebourne Yaandina Community Services</p>	<p>The Yaandina family and youth services team have developed strong working relationships with other youth services in Roebourne and the wider Pilbara community to deliver specialised activities and programs that engage young people in positive social activities and learn new skills to assist them further in education, employment and training.</p>	<p>Provides a range of after school and school holiday activities for local young people aged 12 to 17 years. Activities include music, movies, craft, sport and recreation, life skills development, health and well-being programs. Healthy meals and snacks are provided. In addition, the service offers support and counselling to families to assist them to develop life skills, reduce social isolation and provide practical assistance and referral to other services when required.</p>
<p>Victoria Hotel</p> <p>17 Roe St cnr Padbury St Roebourne Yindjibarndi Capital Pty Ltd</p>	<p>In 2013, Yindjibarndi Aboriginal Corporation (YAC) purchased the heritage-listed Victoria Hotel and along with the project's funding partners, have restored and redeveloped the facility.</p>	<p>The project has restored the building to its early 1900s architectural form and will facilitate tourism, training and business opportunities to support economic development in the community.</p>
<p>Visitor's Centre building on NWCH</p> <p>34 Roe St Roebourne Yindjibarndi Capital Pty Ltd</p>	<p>Vacant building. However, local contracting company Yurra are intending to set up an office that management and administration staff will rotate through.</p>	<p>No services provided.</p>
<p>Yinjaa-Barni Arts Studio (Dalgety House)</p> <p>48 Roe St Roebourne City of Karratha</p>	<p>Art studio and community art centre. The facility is owned by the City of Karratha and discussion is underway to build a studio, workshop, toilet and disabled facilities at the back of the building.</p>	<p>An artists' collective that makes and sells art works. The community prefers to maintain its independence and work and sell from their own facility.</p>

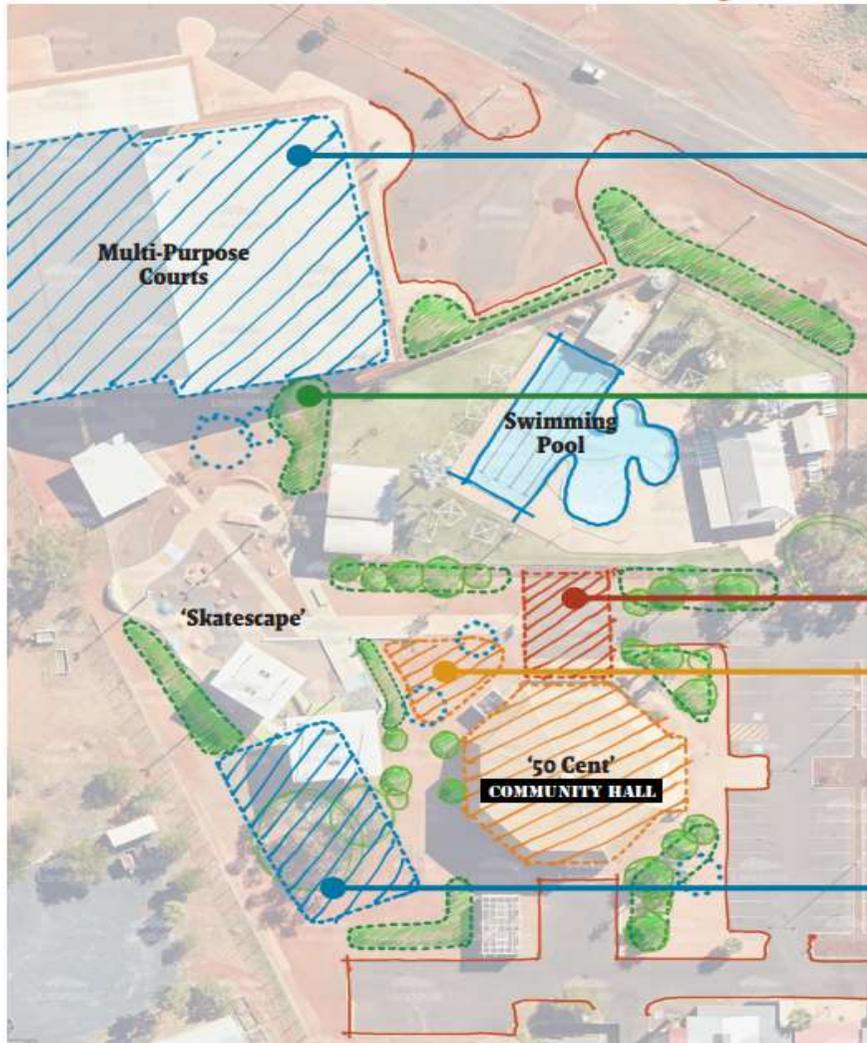
6.4 Appendix 4: Suggestions and Ideas - The Fulcrum Agency

ROEBOURNE - Town Centre Diagram



THE FULCRUM AGENCY

ROEBOURNE - Recreation Precinct Diagram



Recreation

- Maintain this well used Community Facility
- Consider supergraphic painted on court surface to create interest and activate the space. Include community involvement in project to build pride and discourage vandalism

Landscape

- Increase Landscaping throughout the precinct
- Increase Seating and Shading opportunities to encourage a family focussed community space
- Provide landscape buffer to pool and highway

Building Expansion & Redevelopment

- Maintain and redevelop '50 Cent Hall'
- Install Big Ass Fan in space to reduce AC costs
- Extend building toward pool to create an entrance to the precinct.
 - Additional office space
 - Open building to precinct
 - Improved facilities for cyclone shelter use
- Create position of Sports and Recreation Officer, based in the building and responsible for programmes and activities

Community

- Consider Community Cooking area to encourage family connection to the precinct and increase cultural connections to country

Recreation

- Maintain skatepark landscape - with more active management and maintenance by new Sport and Recreation Officer
- Consider nature playground for younger children to encourage family connections to the precinct

THE FULCRUM AGENCY

7 Endnotes

-
- ⁱ It is important that the Training Coordinator is seen to be “working for the town and all education providers”, not just North Regional TAFE. However, it would be useful if this person can be located at Minurmarghali Mia where much of the training can be delivered provided a suitable partnership arrangement with North Regional TAFE can be developed.
- ⁱⁱ The training plan would be prepared annually by the Training Coordinator in sufficient time for it to widely advertised so potential students can plan their study program e.g. it could be integrated with the Town Calendar for example. Whilst some training will be provided through TAFE recurrent funding both in Roebourne and Karratha, there will ideally be an additional provision to “buy” additional training services according to local needs and priorities e.g. from local training providers such as PCYC and OneTree. The Training Coordinator should also have the financial means to provide case management/mentoring for local students.
- ⁱⁱⁱ Possible costs associated with relocation/co-location of training and/or job network providers if required and appropriate.
- ^{iv} These are contemporary arts programs with a cultural core. They are largely peer-based driven by local “experts” who stimulate and facilitate the engagement. This could include local bands, contemporary/digital arts, gaming and so on, but would also involve a foundation of traditional skills and cultural norms. Coordination services provided by the local Training Coordinator.
- ^v Equipment e.g. musical instruments, sound gear, digital software and so on.
- ^{vi} Annual training budget is based on employing local people to engage and facilitate learning activities.
- ^{vii} No cost for venues provided an existing venue can be used (Minurmarghali Mia would be ideal, otherwise the School, Old Justice Buildings or similar could be utilised).
- ^{viii} Further education coordination services provided by the local Training Coordinator. Includes a small annual budget for local learning events, materials and resources.
- ^{ix} Entirely dependent upon choice of location and scope/extent of facility. Must include network, computers, study facilities and learning resources. Ideally would also have facilitators/mentors on hand to assist with learning difficulties.
- ^x Includes staffing and equipment. The Learning Resource Centre should be open at least office hours and during the evenings if classes are running.
- ^{xi} No direct additional recurrent costs, but consideration needs to be given to properly equipping, operating and supporting the Centre in order to maintain it as a viable and useful service for the community.
- ^{xii} Two half-time positions would be ideal with at least one position being a local Aboriginal person/trainee. It may be possible to utilise existing positions for these roles where duplication is likely to occur. Facilities to be open each afternoon/evening and on weekends.
- ^{xiii} Onsite facility for the coordinator could be located in Yaandina Family and Youth Centre, the Aquatic Centre, the Community Hall or the Basketball Stadium.
- ^{xiv} Maintenance and replacement of equipment, as well as a small budget for part-time staff to ensure facilities are accessible.
- ^{xv} It is proposed that this service could be operated with existing personnel from the contributing service providers.
- ^{xvi} This strategy should be developed by the new Roebourne Business Council discussed in the final section of this document, and will identify the incentives and levers that can be used to stimulate business activity.
- ^{xvii} The entertainment strategy should be developed by a newly formed “Youth Involvement Council” discussed in the final section of this document.
- ^{xviii} Re-opening the caravan park is one such option, but other options could include the Gus Jager oval as a layover facility and/or overnight/backpacker-style accommodation in the restored buildings associated with the old gaol.
- ^{xix} Initial estimate provided by DPLH, but could be as high as \$5,000,000.
- ^{xx} Annual maintenance of the facility.

^{xxi} Provision for a number of part-time attendants. This will be offset by income generated through tourism and sales, but the facility is likely to run at a loss for a number of years.

^{xxii} Backbone office space and equipment. The backbone personnel could be located in the building vacated by the Roebourne Library. Office space in the Victoria Hotel or the old Justice Buildings could be another alternative.

^{xxiii} This will lead naturally to a facility such as a business incubator/NBAC opportunity hub over time.