

THE WARREN BLACKWOOD STRATEGIC ALLIANCE.

The Warren Blackwood Strategic Alliance is an association of the Shires of Boyup Brook, Bridgetown-Greenbushes, Manjimup and Nannup and is supported by the South West Development Commission.

It was formed in April 2001 as The Warren Blackwood Economic Alliance, and changed to its current name on 1 May 2007.

Its purpose is to highlight and progress issues that have regional impact and to be a voice for the Warren Blackwood.

The Alliance Strategic Plan: 2008 -2010 follows.

The Board of the Alliance has representatives from the four Shires and their communities and the South West Development Commission and employs a part time executive officer. The Board meets every two months, rotating its meetings around the four Shires.

The current Board Members are:-

- Wade De Campo - Chairman of the Alliance and representing Manjimup Shire;
- Margaret Bird – Deputy Chair of the Alliance and representing the community of Nannup
- Graeme Baesjou – representing the South West Development Commission
- Shirley Broadhurst – representing Boyup Brook Shire
- Barbara Dunnet – representing Nannup Shire
- Louise Kingston – representing the community of Manjimup

- Brian Moore – representing Bridgetown/Greenbushes Shire
- Brian O’Hare – representing the community of Boyup Brook

The Shire CEOs also attend Alliance meetings.

The Alliance can be contacted through the Executive Officer :-

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WARREN BLACKWOOD STRATEGIC ALLIANCE

STRATEGIC PLAN 2008-2010

Approved by the Board on 4 December 2007

MISSION

Strength, Influence and Recognition for the benefit of our communities

The Warren Blackwood Strategic Alliance is made up of representatives from the Shires of Boyup Brook, Bridgetown-Greenbushes, Manjimup and Nannup and the South West Development Commission to highlight and progress issues that have regional impact.

Through communication and cooperation the Alliance will present a unified position of strength and influence to all parties.

VISION

The Warren Blackwood Strategic Alliance will be a voice for the Warren Blackwood and lead the way in partnership development, relationship building and progressing projects by establishing a respected reputation with community, government and industry to enhance the wellbeing of their communities.

The Alliance will be approached by government and industry for information and input into significant issues.

VALUES

The Warren Blackwood Strategic Alliance values:

- leadership in all its activities
- meaningful communication between all stakeholders
- partnership development to progress regional issues
- reputation as an organisation with strong connections to their communities

KEY RESULT AREAS

- Advocacy
- Stakeholders
- Promotion
- Networking

Background:

The Warren Blackwood Economic Alliance held a Strategic Planning day on Saturday 10th March 2007.

The session reviewed the recent activities of the Alliance, conducted a situational analysis, and evaluated the effectiveness of the organisation. It was decided that the Alliance should concentrate on higher level areas of strategic influence that have regional impact.

The group unanimously agreed the name of the organisation should change to Warren Blackwood Strategic Alliance to reflect this change in direction.

A workshop to develop the initial proposals took place on 14 August 2007 and this document represents the conclusions from those two events.

Advocacy – this area deals with providing a strong voice on behalf of the region to progress issues

Outcomes	Strategies/Actions	Responsibility	Target Date	Performance Indicator
identify specific issues	<ul style="list-style-type: none"> • Each Shire to bring issues that they believe have regional impact • prioritise regional needs (eg Aged Care, Communication technology, mental health care, power supply) • progress strategic issues – one at a time • compile the case – research the issue including existing situation • identify and target key players • seek expert advice through networks • identify challenges • establish a communications strategy between networks for a cooperative approach • build the case for resolution – project changes / modification • develop the process 	Shire Representatives Board EO EO EO EO EO EO EO	On-going On-going Each succeeding Board meeting	Issues tabled Issues prioritised Awareness raised
progress identified issues	<ul style="list-style-type: none"> • put the case to the responsible body • follow up, and lobby for resolution 	EO EO	on-going	Case made Issue resolved

Stakeholders – this area determines who the stakeholders are and how to best communicate with them

Outcomes	Strategies/Actions	Responsibility	Target Date	Performance Indicator
Stakeholders identified	<ul style="list-style-type: none"> • compile a list of all the key stakeholders in the region – include key community groups, government agencies and industry • regularly review and update the list of stakeholders 	<p>EO</p> <p>EO</p>	<p>Draft document December 07 Agreed doc February 2008</p> <p>Annually</p>	<p>Draft issued</p> <p>List agreed</p> <p>Revised list agreed</p>
Establish networks with community and other stakeholders	<ul style="list-style-type: none"> • develop a profile to assist in identifying and attracting key players and stakeholders within the community • offer invitations to attend Board meetings <ul style="list-style-type: none"> ○ relate this to issues / activities that they have involvement in ○ facilitate workshops under the banner of Warren Blackwood and use as a vehicle for promotion of our vision and philosophies ○ identify specific individuals to include in network 	<p>Board</p> <p>Board to identify those to be invited.</p> <p>EO to send invitations and brief visitors</p>	<p>ongoing</p>	<p>profile raising tasks achieved</p> <p>Invitations accepted</p>

Promotion – this area concentrates on promoting the Alliance to external stakeholders and to the community in general

Outcomes	Strategies/Actions	Responsibility	Target Date	Performance Indicator
Raise the profile of the Warren Blackwood Strategic Alliance	Write and send media releases to regional, local and community papers	EO	At least monthly	uptake response
	Send media releases to local radio stations – also regular interviews on radio seeking opinions and updates	EO	As agreed by Shire Presidents	uptake response
	Invite local members of Parliament to meetings (MLA's, MLC's)	EO	by June 08	attendance / feedback
	Invite Ministers and Shadow Ministers to meetings when relevant	EO		attendance / feedback
	Attend Chamber of Commerce meetings when relevant to report / seek input on various issues	EO	ongoing	offer/request of support on specific issues
	Invite Council members to meetings –particularly when the meeting is in their town	Shire President	Immediate	Council acceptance
	Invite a local organisation or representative business to present its views of issues of strategic importance at each Board meeting	Shire President/Representative	Identified at previous Board meeting	Acceptance of invitation

Promotion – this area concentrates on promoting awareness of strategic issues within the community

Outcomes	Strategies/Actions	Responsibility	Target Date	Performance Indicator
Raise the profile of strategic issues for the Warren Blackwood region	Write and send media releases to regional, local and community papers	EO	As issues identified	Increasing awareness of the issues in the community
	Send media releases to local radio stations – also regular interviews on radio seeking opinions and updates	EO	As agreed by Shire Presidents	uptake response
	Attend Chamber of Commerce meetings when relevant to report / seek input on various issues	EO	ongoing	offer/request of support on specific issues

Networking – this area acknowledges the importance of building relationships within and outside the region

Outcomes	Strategies/Actions	Responsibility	Target Date	Performance Indicator
Better knowledge of resources available from Government Departments	<ul style="list-style-type: none"> • identify the targeted government department • research and collate necessary background information to develop appropriate contacts in Departments • develop, maintain and share a database • establish contact with appropriate persons and develop partnerships 	Board EO EO EO	ongoing continuing continuing continuing	achieved achieved database constructed growing contact list
Establish networks within and between the members of the Board	<ul style="list-style-type: none"> • regular meetings • encourage attendance by all members and CEOs • identify areas of expertise among Board members • develop an open communication plan/process 	Board Board Board EO	continuing continuing	attendance attendance achieved in place

WARREN BLACKWOOD STRATEGIC ALLIANCE COMMUNICATION STRATEGY

This section outlines the types of communication needed for the Warren Blackwood Strategic Alliance to successfully progress its vision of leading the way in partnership development, relationship building and progressing issues by establishing a respected reputation with community, government and industry to enhance the wellbeing of the Warren Blackwood communities.

Our objectives are the key to the success of our communications strategy. They ensure that our communications strategy is organisationally driven rather than communications driven. Our communications activity is not an end in itself but will serve and hence be aligned with our organisational objectives.

We will establish internal and external communication practices that are appropriate and strengthen the position of the Warren Blackwood Strategic Alliance.

INTERNAL COMMUNICATION

- Weekly telephone discussions between the Executive Officer and the 4 Shire Presidents.
- Extra teleconferences between the executive Officer and the Shire Presidents/Representatives on an as-needs basis
- Weekly update email to Board members (dot points)
- Face to face meetings of the Board every two months
- Media releases or other external communication to be emailed to Board members for comment prior to release (subject to time permitting)

EXTERNAL COMMUNICATION

The principal role is to influence Regional, State and Commonwealth agencies and government.

Our external communications strategy will have the following strands.

- To provide **comment** on issues affecting the Warren Blackwood region
 - Objectives:
 - To inform the community about current issues affecting the Warren Blackwood
 - To provide the community with balanced and objective information
 - To advocate a position on behalf of other groups
 - To raise the profile of the Warren Blackwood Strategic Alliance
 - Tools:
 - Fact Sheets, media releases, radio interview

- To **consult** with key stakeholders to better understand issues affecting the Warren Blackwood
 - Objectives:
 - To obtain feedback about issues and discover alternatives
 - To obtain factual information
 - To raise the profile of the Warren Blackwood Strategic Alliance
 - To increase networking opportunities
 - Tools:
 - One-on-one meetings, small focus groups, attending group meetings

- To **consult** with the Warren Blackwood community to better understand viewpoints
 - Objectives:
 - To obtain public feedback on current issues
 - To understand the diversity of views
 - To use as leverage when lobbying
 - To raise the profile of the Warren Blackwood Strategic Alliance
 - Tools:
 - Surveys, focus groups, public meetings

- To become **involved** with key stakeholders to progress a regional issue
 - Objectives:
 - To work directly with key stakeholders to exert influence regarding decisions affecting the Warren Blackwood
 - To raise the profile of the Warren Blackwood Strategic Alliance
 - To raise professional interaction with the Warren Blackwood Strategic Alliance
 - Tools:
 - Focus groups, workshops, working groups or sub groups, taskforce

- To **lobby** government regarding issues / decisions affecting the Warren Blackwood region
 - Objectives:
 - To provide a strong representative voice for the Warren Blackwood, bringing in all the relevant stakeholders
 - To establish the 'case' for the Warren Blackwood, collating research, information and public comments
 - Tools:
 - Meetings with local Members of Parliament, letters to relevant government departments and Ministers, 'folios' of relevant information, radio interviews, media releases

WARREN BLACKWOOD STRATEGIC ALLIANCE COMMUNITY COMMUNICATION TECHNIQUES

TECHNIQUE	POINTS TO CONSIDER	ADVANTAGES	DISADVANTAGES
ADVERTISEMENTS			
Paid advertisements in newspapers and magazines	<ul style="list-style-type: none"> • Identify the best day(s) of the week and best sections of the paper to reach the target audience • Avoid rarely read notice/classified sections 	<ul style="list-style-type: none"> • Potentially reaches the wider community 	<ul style="list-style-type: none"> • Expensive • Allows for relatively limited information
FEATURE STORIES			
Focused stories on general project related issues	<ul style="list-style-type: none"> • Anticipate visuals or schedule interesting events to help sell the story • Recognise that reporters are always looking for an angle 	<ul style="list-style-type: none"> • can heighten the perceived importance of the project • more likely to be read and taken seriously by the public 	<ul style="list-style-type: none"> • No control over what information is presented or how
BRIEFINGS			
Use regular meetings of social and civic clubs and organisations to provide an opportunity to inform and educate. Normally these groups need speakers. Examples of target audience: Rotary Club, Lions Club, Chambers of Commerce.	<ul style="list-style-type: none"> • KISS – keep it Short and Simple • Use ‘show and tell’ techniques • Bring visuals 	<ul style="list-style-type: none"> • Control of information / presentation • Opportunity to reach a wide variety of individuals who may not have been attracted to another format • Opportunity to expand mailing list • Similar presentations can be used for different groups • Builds community good will 	<ul style="list-style-type: none"> • Project stakeholders may not be in target audiences • Topic may not capture the interest of the audience
MEDIA RELEASES			
Comment on issues of topical relevance	<ul style="list-style-type: none"> • Fax or email press releases • Foster a relationship with editors and reporters of local papers, radio stations and GWN and WIN 	<ul style="list-style-type: none"> • Informs the media of project milestones • Press release language is often used directly in articles 	<ul style="list-style-type: none"> • Low media response rate • Frequent poor placement of press release within newspapers

TECHNIQUE	POINTS TO CONSIDER	ADVANTAGES	DISADVANTAGES
INTERVIEWS			
One-to-one meetings with stakeholders to gain information for developing or refining public involvement and consensus building programs	<ul style="list-style-type: none"> • Where feasible, interviews should be conducted in person. • Can be used to seek input from community members on how they wish to participate 	<ul style="list-style-type: none"> • Provides opportunity for in-depth information exchange in non-threatening forum • Provides opportunity to obtain feedback from all stakeholders 	<ul style="list-style-type: none"> • Scheduling multiple interviews can be time consuming • Does not allow for broad exchange of ideas • Limited opportunity for large numbers to participate
MEETINGS WITH EXISTING GROUPS			
Small meetings with existing groups or in conjunction with another event	<ul style="list-style-type: none"> • Understand who the likely audience is to be • Make opportunities for one-on-one meetings 	<ul style="list-style-type: none"> • Opportunity to get on the agenda • Provides opportunity for in-depth information exchange in non-threatening forum 	<ul style="list-style-type: none"> • May be too selective and can leave out important groups

WARRREN BLACKWOOD ALLIANCE

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • communication • cooperation between Shires • people who are here / strong representation • Resourced group – 20 hours/week EO • commonality of issues • support – regional approach • diversity of experience in group • knowledge • information sharing • unity 	<ul style="list-style-type: none"> • lack of confidence • lack of profile – media releases • lack of direction – clearly defined outcomes • lack of visible bona fide achievements – quantifiable outcomes • lack of credibility – lack of measurement • reactive group rather than proactive • lack of recognition • lack of positive promotion • lack of honesty – really open communication – trust • parochialism – lack of team spirit • Exec Officer – new to Australia • Lack of networking between members, and with other strategic community members
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • networking – SW BDC; SWDC; SW LGA; Govt Depts; Regional groups • Raise profile through media releases – to gain respect and recognition from govt • leadership • facilitate – public meetings, team building, networks, conversations, leadership, regulatory process • concentrate on macro level • Increase non-Shire representation – tourism, business... • Revisit constitution – change name, membership, meetings • Guest speakers • Provide better services to community – Aged Care, Depression • Lobbying to State and Federal Government • Capitalise on information, population growth, property values → services • promote unity and partnerships • productive conduit • create / promote positive image and potential of our assets – human, environment, resources • using statistics to add to research – justify regional need 	<ul style="list-style-type: none"> • financial support • council support • changing members • lack of support from CEO's • perceived credibility – community support • time • reduced support from SWDC - \$'s, in-kind • change in Local Government boundaries