



2021-2031

Strategic Community Plan

JUNE 2021



***Where
environment,
lifestyle and
opportunity
meet!***

The City of Busselton sits on Bibbulmun country that is called Wadandi Boodja.

The Wadandi Bibbulmun people are the Traditional Custodians, and have lived and breathed off this ancient land for over 40,000 years. It was and continues to be a place of plenty. The Aboriginal name for Busselton is Undalup after the warrior and leader Undal.



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Message from the Mayor

I am proud to present our Strategic Community Plan 2021-2031.

The Strategic Community Plan is the City's overarching strategic planning document. It outlines a clear vision for the District and guides the decisions and direction of Council.

The opportunity to be part of the Plan's review was open to all community members, and on behalf of Council I wish to thank the many people who contributed their thoughts and ideas by taking part in our surveys, workshops and one-on-one discussions with myself and my fellow Councillors.

What is clear from the feedback received is the passion and attachment we have for this place - it really is a special part of the world. Our natural environment, our lifestyle, and the opportunities for personal and professional enrichment continue to be important to our community. The community wants to have confidence that our environment is looked after and that the lifestyle benefits we enjoy can be maintained as our population grows and our popularity as a holiday destination remains strong. There is also a desire to facilitate economic growth through employment and investment opportunities, to add vibrancy to our town centres, and to continue to invest in community services and infrastructure.

The feedback received has helped to shape this Strategic Community Plan, with Council's strategic priorities more closely aligned to the community's vision, as represented by the new Key Themes. The strategic priorities reflect Council's response and are informed not only by community feedback, but also the strategic initiatives of relevant state agencies and our current strategic direction. The Plan also takes into account our capacity to resource the priorities and to service and maintain our current assets, ensuring we remain a strong and financially sustainable City.

Through the implementation of this Plan we will work hard to make the City of Busselton the place *where environment, lifestyle and opportunity meet.*



GRANT HENLEY
MAYOR

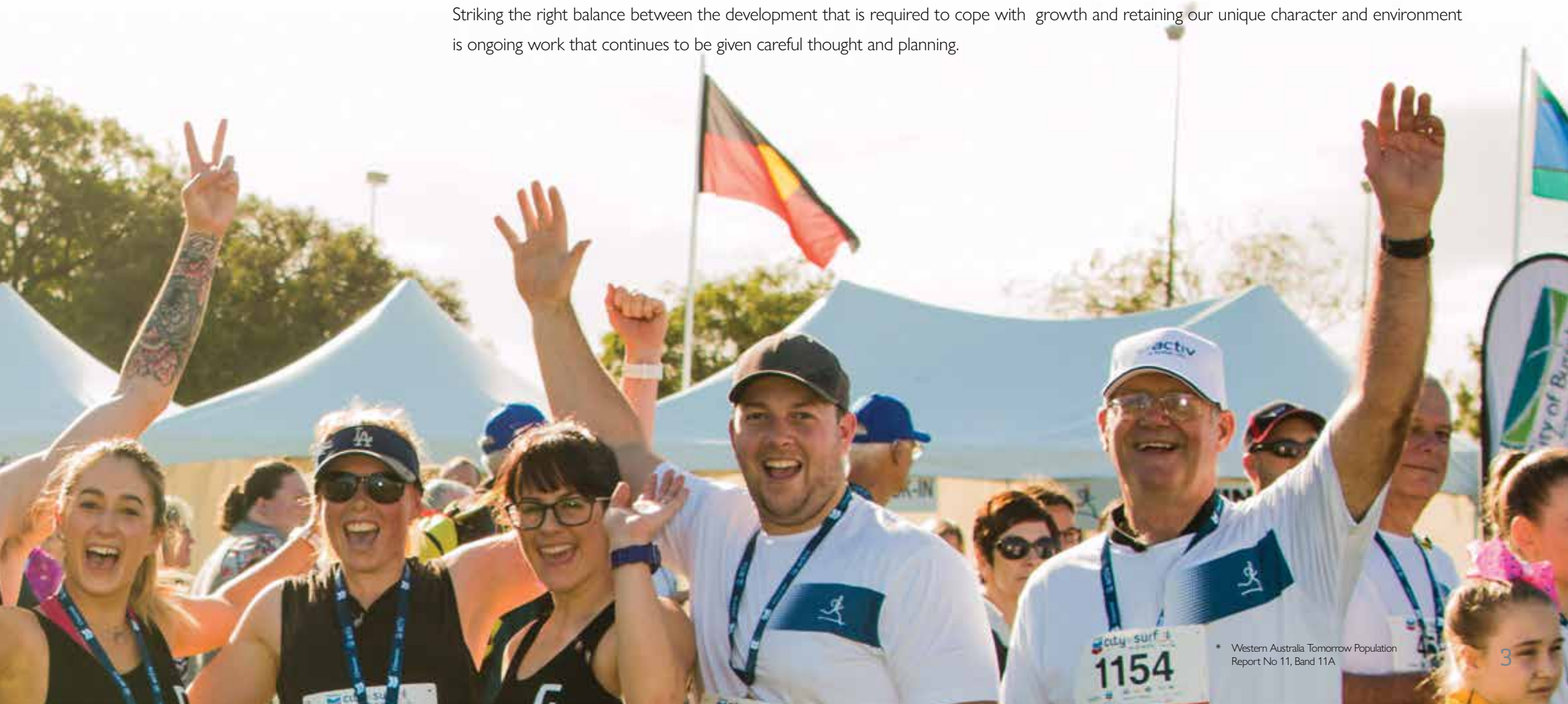


The City of Busselton is widely known for its stunning beaches, tourist attractions, holiday destinations and as a venue for significant events

Situated 223kms from Perth, Western Australia's capital city, and covering an area of 1,454 square kilometres, the City of Busselton is a place where people can enjoy all the experiences that nature has to offer along with the benefits that come with living away from a busy capital City.

The City of Busselton is a progressive and important regional area. The area's population continues to grow, attracting both families and retirees, along with new businesses and investment. The City's estimated resident population sits at just over 40,000 and, according to the WA Tomorrow Population projections, is projected to be in the vicinity of 60,000 by 2031.* While growth brings with it economic and social benefits as well as new services and infrastructure, it also poses challenges as we seek to conserve our environment and maintain a sense of local identity and character.

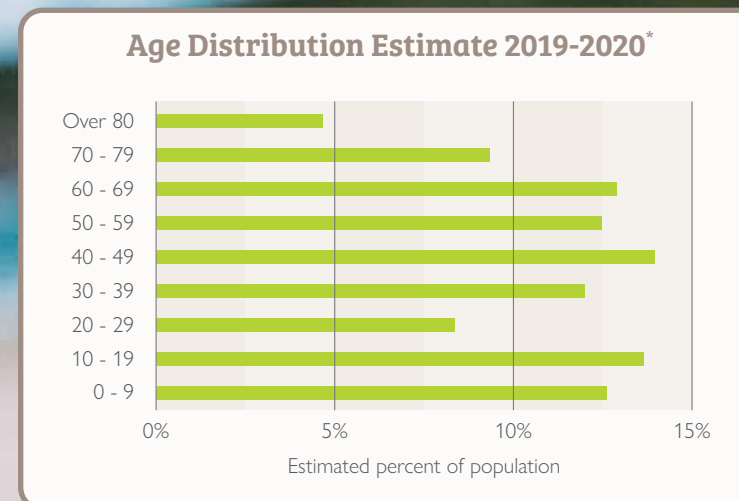
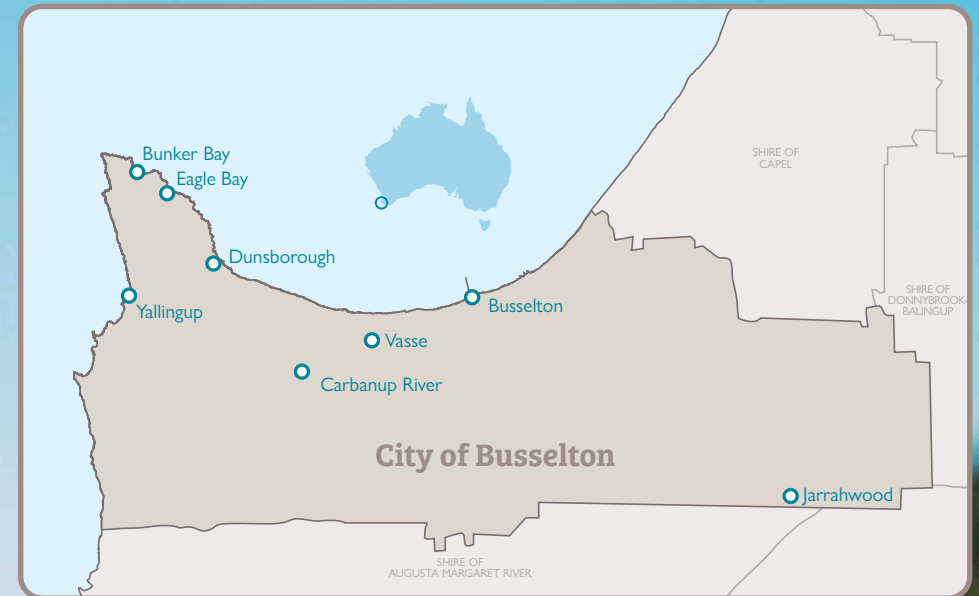
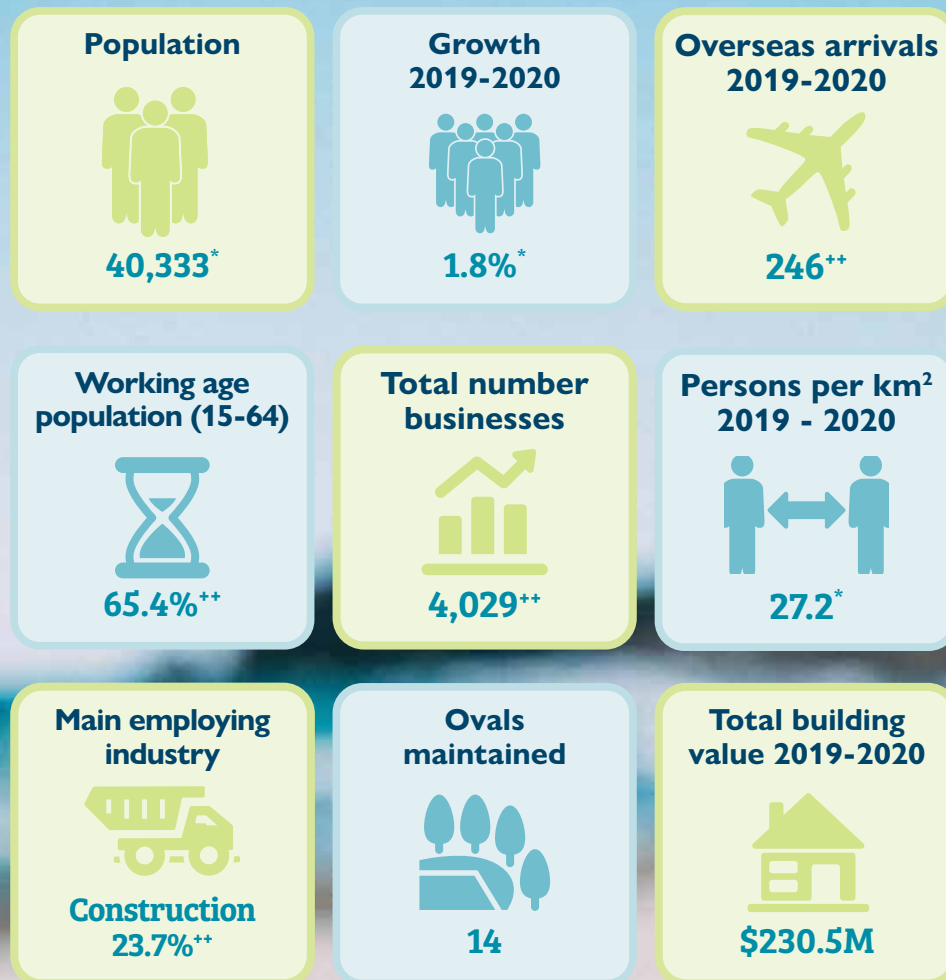
Striking the right balance between the development that is required to cope with growth and retaining our unique character and environment is ongoing work that continues to be given careful thought and planning.



* Western Australia Tomorrow Population Report No 11, Band 11A

City Snapshot

The demographics cited provide a snapshot of our community as at March 2021.



* 3218.0 Regional population 2019-20 financial year <https://www.abs.gov.au/statistics/people/population/regional-population>

** <https://www.abs.gov.au/databyregion> 30 October 2020

***How we put
the plan
together***



How we put the plan together



Community Participation

Across the course of the review, 1,711 engagements were achieved, with engagements being the combined number of attendees at workshops and appointments in addition to the number of separate submissions received.

STAGE 1: EXPLORE

> COMMUNITY SCORECARD SURVEY

The City of Busselton commissioned independent market research organisation CATALYSE® to conduct a MARKYT® Community (Scorecard) Survey to support the review of the strategic community plan. The scorecard survey was designed to –

- assess the City's performance against the community's objectives,
- determine community priorities and
- benchmark the City's performance against other local governments.

4,000 randomly selected households were sent invitations to take part in the survey; with 1,000 sent by mail and 3,000 by email. 584 randomly selected residents completed a survey, reducing the sampling error to $\pm 4.02\%$ at the 95% confidence interval. A further 247 residents, including 121 non-resident ratepayers and visitors and 66 City affiliated respondents, participated in the survey.

Five clear community priorities were identified – value for money from rates, coastal area management, economic development, major transport networks and sport and recreation. The image below outlines the key sentiments conveyed in the survey.



Community
Scorecard Survey

1,018



Community
Workshops

97



Community
Questionnaires

560



Ideas
Forum

19



Community
Councillor
Appointments

17

How we put the plan together



STAGE 2: DISCUSS

> WHAT MATTERS TO YOU?

To encourage further community input and to test the outcomes of the Catalyse survey, we embarked on a further round of consultation.

During Stage Two, the City –

- ✓ Wrote to 2,000 ratepayers randomly selected from the City's electoral role inviting them to take part in the review by attending a workshop.
- ✓ Held three independently facilitated community workshops.
- ✓ Hosted an online ideas forum and questionnaires on Your Say Busselton.
- ✓ Distributed hard copy questionnaires and flyers at key events and locations.
- ✓ Scheduled appointments for Councillor meetings with individuals and representatives of community.
- ✓ Promoted the feedback opportunity on the City's website, social media pages and newsletter and local print media.

STAGE 3: REVIEW

> VERIFY WHAT MATTERS

Using all the data we received, a draft plan was built which -

- ✓ Identified community aspirations and vision.
- ✓ Considered key themes raised by the community.
- ✓ Identified Council's strategic priorities.

STAGE 4: AFFIRM

> CHECK BACK WITH THE COMMUNITY

To seek further feedback on the draft we -

- ✓ Promoted the draft plan on the City's website, social media pages and local print media.
- ✓ Held three community engagement events to explain the draft and discuss the content.
- ✓ Invited comment from the community.
- ✓ Amended the draft as required in response to submissions.

STAGE 5: PLEDGE

> PUTTING THE PLAN INTO ACTION

To activate the plan -

- ✓ Council considered and approved the Strategic Community Plan 2021-2031 by an absolute majority of Council.

Community Priorities

The community told us what they loved about living here in the City of Busselton, and how they would describe their ideal City as we look towards 2035.



The community also told us what they would like Council to prioritise when planning for the future.

There was a great range of comments reflecting the diversity of our community. Here's a small sample.

Better options for teenagers to get to places as well as more activities aimed at teenagers	A City of Busselton Council (and employees) that communicate and listen to the ratepayers of the various areas	A good transport system between suburbs and the CBD
Focus on residents not tourists	Keep the natural environment as pristine as possible	Improve road networks and safer roads
Increase flights from interstate to connect us for business and tourism. More professional businesses will move to the area with this connectivity, creating jobs and bringing money for growth of critical infrastructure	Time taken and more community say in what is happening to our area	Focus on not making our City like every other popular tourist destination whereby the constant development destroys the original reason for its popularity
Showcase our natural environment	Better sporting facilities	Structured plan for the urban growth (that will occur and must occur) to create quality of design and diversity of lot size options
A substantial sea wall to protect us from storms/climate change sea level rises	More work opportunities	More support for marginalised community sectors – youth, aged, unemployed

Community Priorities



Overall the matters most frequently raised throughout the review included:

- Diversification of industry and promotion of employment opportunities, while recognising and supporting the importance of tourism.
- Activating town centres, during the day through the activation and opening of businesses, and at night with increased vibrancy and local events.
- Development that is well managed and preserves our green corridors, country feel and public open spaces.
- Improve communication, better listening and increased attention to resident and ratepayer needs across the whole District.
- Conserve the City's natural environment, including restoration and maintenance of the Vasse River, weed and vermin control, coastal erosion and protection, and facilitating sustainable living.
- Provide more sporting and recreation infrastructure, including more basketball courts, improved football ovals, an upgrade to Bovell Park and improved aquatic facilities.
- Ongoing rural road maintenance, improved road design to relieve traffic congestion and completion of the dual carriageway highway between Capel and Busselton.
- A desire for less crime, more policing and drug prevention programs that help people to feel safe.
- Improved recycling options.
- More things for youth to do and more indoor activities.

Strategic Community Plan

*Where
environment,
lifestyle and
opportunity
meet.*



ENVIRONMENT

An environment that is valued, conserved and able to be enjoyed by current and future generations.



LIFESTYLE

A place that is relaxed, safe and friendly, with services and facilities that support healthy lifestyles and wellbeing.



OPPORTUNITY

A vibrant City with diverse opportunities and a prosperous economy.



LEADERSHIP

A Council that connects with the community and is accountable in its decision making.

What has changed from our 2017 strategic community plan

With the benefit of community input, this new Plan enhances and consolidates our strategic direction. The four key themes respond to the community's vision and aspirations communicated during the 2020-2021 review, with the six Key Goal Areas in the previous Plan realigned to the City's Vision.

The 2017 plan contained a range of community objectives supported by Council strategies. In response to feedback from users these have been streamlined into clear strategic priorities under each Key Theme. These Strategic Priorities have been informed by community feedback, state

and federal government policy direction, current City plans and delivery of strategic priorities, and resourcing considerations.

The Plan continues to have a focus on environmental conservation including improving the health of our waterways, the management of waste, and coastal protection. Lifestyle is supported through the provision of safe, functional neighbourhoods, sporting and recreational infrastructure, cultural programs and services, and transport networks. With regard to opportunity, we continue to focus on industry diversification, employment generation, and activating our town centres.

PREVIOUS PLAN Key Goal Areas and Outcomes



Community
Welcoming, friendly,
healthy



Places and Spaces
Vibrant, attractive,
affordable



Environment
Valued, conserved,
enjoyed



Economy
Diverse, resilient,
prosperous



Transport
Smart, connective,
accessible



Leadership
Visionary, collaborative,
accountable

THIS PLAN Key Themes and Community Aspirations



Environment
An environment that is
valued, conserved and
enjoyed by current and
future generations.



Lifestyle
A place that is relaxed,
safe, and friendly with
services and facilities
that support healthy
lifestyles and wellbeing.



Opportunity
A vibrant City with
diverse opportunities
and a prosperous
economy.



Leadership
A Council that
connects with the
community and is
accountable in its
decision making.



The evolution of our priorities

Over the years the broad focus of the community aspirations have remained fairly consistent. The majority of priorities have been rolled over from previous plans, and amended in response to feedback and changing community and stakeholder demands.

Environment	2013	2017	2021
1.1 Ensure the protection and enhancement of environmental values is a central consideration in land use planning.	✓	✓	✓
1.2 Work with the community to manage and enhance natural areas and reserves and their biodiversity.		✓	✓
1.3 Work with key partners to improve the health of the Vasse River and other waterways in the Geographe catchment.	✓	✓	✓
1.4 Respond to the impacts of climate change on the City's coastlines through informed, long term planning and action.	✓	✓	✓
1.5 Implement best practice waste management strategies with a focus on waste avoidance, reduction, reuse and recycling.	✓	✓	✓
1.6 Promote and facilitate environmentally responsible practices.		✓	✓

Lifestyle	2013	2017	2021
2.1 Recognise, respect and support community diversity and cultural heritage.			✓
2.2 Work with key partners to facilitate a safe, healthy and capable community.	✓	✓	✓
2.3 Provide well planned sport and recreation facilities to support healthy and active lifestyles.	✓	✓	✓
2.4 Establish a performing arts facility for the District.	✓	✓	✓
2.5 Facilitate and plan for event and cultural experiences that provide social connection.	✓	✓	✓
2.6 Provide for youth development through activities, programs and events.	✓	✓	✓
2.7 Advocate for specialist and mental health services within the District, including substance support services.	✓	✓	✓
2.8 Plan for and facilitate the development of neighbourhoods that are functional, green and provide for diverse and affordable and housing choices.	✓	✓	✓
2.9 Provide accessible and connective pathways and cycleways.	✓	✓	✓
2.10 Provide and advocate for the safe movement of people throughout the District.	✓	✓	✓
2.11 Advocate for improved public transport services that allow for the convenient movement of people to and from local destinations.		✓	✓
2.12 Provide well maintained community assets through robust asset management practices.	✓	✓	✓

Strategic Community Plan



Opportunity	2013	2017	2021
3.1 Work with key partners to facilitate the activation of our town centres, creating vibrant destinations and consumer choice.	✓	✓	✓
3.2 Facilitate an innovative and diversified economy that supports local enterprise, business investment and employment growth.	✓	✓	✓
3.3 Continue to promote the District as the destination of choice for events and unique tourism experiences.	✓	✓	✓
3.4 Develop aviation opportunities at the Busselton Margaret River Airport.	✓	✓	✓
3.5 Continue to advocate for the planning of future road and rail infrastructure linking Busselton with Bunbury and Perth.	✓	✓	✓

Leadership	2013	2017	2021
4.1 Provide opportunities for the community to engage with Council and contribute to decision making.	✓	✓	✓
4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.	✓	✓	✓
4.3 Make decisions that respect our strategic vision for the District.	✓	✓	✓
4.4 Govern a professional organisation that is healthy, capable and engaged.		✓	✓
4.5 Responsibly manage ratepayer funds to provide for community needs now and in the future.		✓	✓



Understanding the plan

Vision and Values

Our vision is what Council and the community aspire to for this place.

Supporting the delivery of the vision are the City's corporate values of Listening, Considered Decision Making, Appreciation, Respect and Teamwork. These values guide the way in which the City goes about its business.

Key Themes

Aligned to our vision are four Key Themes - Environment, Lifestyle and Opportunity, with delivery of these underpinned by the fourth theme of Leadership.

Community Aspirations

Each Key Theme describes a community aspiration that reflects what we heard during the consultation process. It is these aspirations that we seek to achieve by implementing the strategic priorities outlined in this Plan and continuing to provide services to the community.

Strategic Priorities

These are the key strategic priorities of Council over the life of this Plan. Progression of the priorities is detailed in the City's Corporate Business Plan.

Corporate Business Plan

The City's four year Corporate Business Plan outlines the services and priority actions that will be delivered by the City or in partnership with our stakeholders.

Supporting Service Areas

We deliver a broad range of services all of which support the achievement of the community vision and aspirations.

The City's service areas are matched on a best fit basis to the theme they primarily support. Importantly, our service areas work together to support the Plan.

City of Busselton corporate values

- Listening
- Considered Decision Making
- Appreciation
- Respect
- Teamwork



Understanding the Plan

Local Government Control and Influence

In responding to community aspirations there is a limit to what can be achieved solely by the City of Busselton as a local government authority. Where aspirations and priorities cannot be achieved by the City alone, we will work collaboratively with the community and key partners to achieve the best possible result.

Some things external to and outside of the scope of Council's influence may also limit what can be achieved.

We do this in four main ways:

- **Advocate** – support or recommend a course of action or position
- **Facilitate** – provide support to ensure others can deliver outcomes
- **Provide** – actively deliver a service, program or project
- **Work with** – deliver outcomes in partnership with others

The Strategic Priorities outlined in this Plan use these terms to indicate the level of direct service delivery.

Some of our key partners are:

- Community groups, clubs, associations and organisations
- Local chambers of commerce and industry
- Local businesses
- Margaret River Busselton Tourism Association
- Federal government departments and agencies
- Peron Naturaliste Partnership
- South West Development Commission
- South West Regional Waste Group of Councils
- State government departments and agencies



Key Theme 1 **Environment**

Community Aspiration

An environment that is valued, conserved and able to be enjoyed by current and future generations.

We heard you want

- Conservation of native flora and fauna
- Healthier waterways
- A protected and well managed coastline
- Preservation of reserves and green corridors
- Weed and vermin control
- Sustainable waste management and recycling



Our Strategic Priorities

- 1.1** Ensure protection and enhancement of environmental values is a central consideration in land use planning.
- 1.2** Work with the community to manage and enhance natural areas and reserves and their biodiversity.
- 1.3** Work with key partners to improve the health of the Vasse River and other waterways in the Geographe catchment.
- 1.4** Respond to the impacts of climate change on the City's coastlines through informed, long term planning and action.
- 1.5** Implement best practice waste management strategies with a focus on waste avoidance, reduction, reuse and recycling.
- 1.6** Promote and facilitate environmentally responsible practices.

Primary supporting service areas

- Coastal Construction
- Coastal Maintenance
- Environmental Management and Natural Areas Conservation
- Strategic Planning
- Waste Management

Supporting plans and strategies

- Biodiversity Incentive Strategy
- Coastal Management Program
- Draft Coastal Hazard Risk Management and Adaptation Plan
- Energy Strategy
- Environment Strategy
- Local Environmental Planning Strategy
- Lower Vasse River Waterway Management Plan
- Meelup Regional Park Coastal Nodes Management Plan
- Meelup Regional Park Management Plan
- Meelup Regional Park Trails Management Plan
- Toby Inlet Waterway Management Plan
- Vasse Geographe Strategy



Key Theme 2 **Lifestyle**

Community Aspiration

A place that is relaxed, safe and friendly, with services and facilities that support healthy lifestyles and wellbeing.

We heard you want

- A City that retains its relaxed seaside and country lifestyle
- Sport and cultural leisure options for youth and families
- A safe community
- Housing choices that are affordable
- More cycleways
- Improved local roads





Our Strategic Priorities

- 2.1 Recognise, respect and support community diversity and cultural heritage.
- 2.2 Work with key partners to facilitate a safe, healthy and capable community.
- 2.3 Provide well planned sport and recreation facilities to support healthy and active lifestyles.
- 2.4 Establish a performing arts facility for the District.
- 2.5 Facilitate events and cultural experiences that provide social connection.
- 2.6 Provide for youth development through activities, programs and events.
- 2.7 Advocate for specialist and mental health services within the District, including substance support services.
- 2.8 Plan for and facilitate the development of neighbourhoods that are functional, green, and provide for diverse and affordable housing choices.
- 2.9 Provide accessible and connected pathways and cycleways.
- 2.10 Provide safe local road networks.
- 2.11 Advocate for improved public transport services that allow for the convenient movement of people to and from local destinations.
- 2.12 Provide well maintained community assets through robust asset management practices.

Primary supporting service areas

- Asset Management
- Building Services
- Community Development
- Cultural and Event Services
- Design and Survey
- Development Compliance
- Development Control
- Economic Development
- Environmental Health
- Facility Maintenance
- Landscape Architecture
- Leisure Services
- Library Services
- Maintenance and Construction
- Parks and Gardens
- Ranger Services
- Statutory Planning
- Youth Services

Supporting plans and strategies

- Bushfire Management Plan
- Busselton Traffic Study
- Disability Access and Inclusion Plan
- Local Cultural Planning Strategy
- Local Emergency Management Arrangements
- Port Geographe Boat Ramp Marine Structure Study Staging Plan
- Public Health Plan (Draft)
- Sport and Recreation Facilities Strategy



Key Theme 3 Opportunity

A vibrant City with diverse opportunities and a prosperous economy.

We heard you want

- Industry diversification, training and employment opportunities
- Support for local business
- CBD activation, vibrancy and nightlife
- A mix of local community and tourism based events and attractions
- Improved connections to and from the District through air, road and rail transport





Our Strategic Priorities

- 3.1 Work with key partners to facilitate the activation of our town centres, creating vibrant destinations and consumer choice.
- 3.2 Facilitate an innovative and diversified economy that supports local enterprise, business, investment and employment growth.
- 3.3 Continue to promote the District as the destination of choice for events and unique tourism experiences.
- 3.4 Develop aviation opportunities at the Busselton Margaret River Airport.
- 3.5 Continue to advocate for the planning of future road and rail infrastructure linking Busselton with Bunbury and Perth.

Primary supporting service areas

- Airport Services
- Busselton Jetty Tourist Park
- Busselton Jetty
- Economic Development
- Events Services
- Major Projects

Supporting plans and strategies

- Busselton Activity Centre Conceptual Plan
- Busselton Foreshore Master Plan
- Busselton Jetty Tourist Park Master Plan
- Busselton Margaret River Airport Master Plan
- Dunsborough Town Centre Conceptual Plan
- Economic Development Strategy
- Events Strategy
- Local Commercial Planning Strategy
- Local Tourism Planning Strategy
- Smart City Strategy



Key Theme 4 **Leadership**

A Council that connects with the community and is accountable in its decision making.

We heard you want

- Council to consult with and listen to the community
- Equitable spending across the District
- Strong financial management to minimise rate increases
- A focus on resident needs





Our Strategic Priorities

- 4.1 Provide opportunities for the community to engage with Council and contribute to decision making.
- 4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.
- 4.3 Make decisions that respect our strategic vision for the District.
- 4.4 Govern a professional organisation that is healthy, capable and engaged.
- 4.5 Responsibly manage ratepayer funds to provide for community needs now and in the future.

Primary supporting service areas

- Customer Services
- Executive Services
- Financial Services
- Fleet Services
- GIS and Mapping
- Governance and Risk
- Human Resources
- Information Technology
- Land and Property Leasing
- Legal Services
- Occupational Health and Safety
- Procurement
- Public Relations
- Rates
- Records

Supporting plans and strategies

- Asset Management Plan
- Communications Plan
- Draft Buildings Asset Management Plan
- Business Continuity Plan
- ICT Plan
- Long Term Financial Plan
- Pandemic Plan
- Workforce Plan

***Delivering
our plan***



Photo: Tim Campbell

Resourcing our plan

The City of Busselton has a range of plans and strategies to support delivery of the Strategic Community Plan. The most significant of these include the Long Term Financial Plan, Asset Management Plans, and Workforce Plan.



Long Term Financial Planning

The City's Long Term Financial Plan (LTFP) underpins this Plan and delivery of the Corporate Business Plan. The LTFP 2021/22 - 2030/31, adopted by Council on 24 March 2021, provides for significant capital investment aligned to the Council's strategic priorities, mainly in sport, recreation and cultural infrastructure, while also ensuring funds are available for the future maintenance of assets.

Funding comes from several sources including rates, borrowings, reserves, contributions and grant funding. Our strong rate base is considered comparatively 'self-reliant' as measured by the own source revenue coverage ratio. The City seeks to moderate its reliance on rates revenue by identifying alternative income streams and maintaining a strong focus on the application of grant funding to support capital undertakings. Additionally, the City's Loan Policy supports the use of borrowing as a potential funding source for significant projects, particularly projects that have intergenerational benefits.

Asset Management Planning

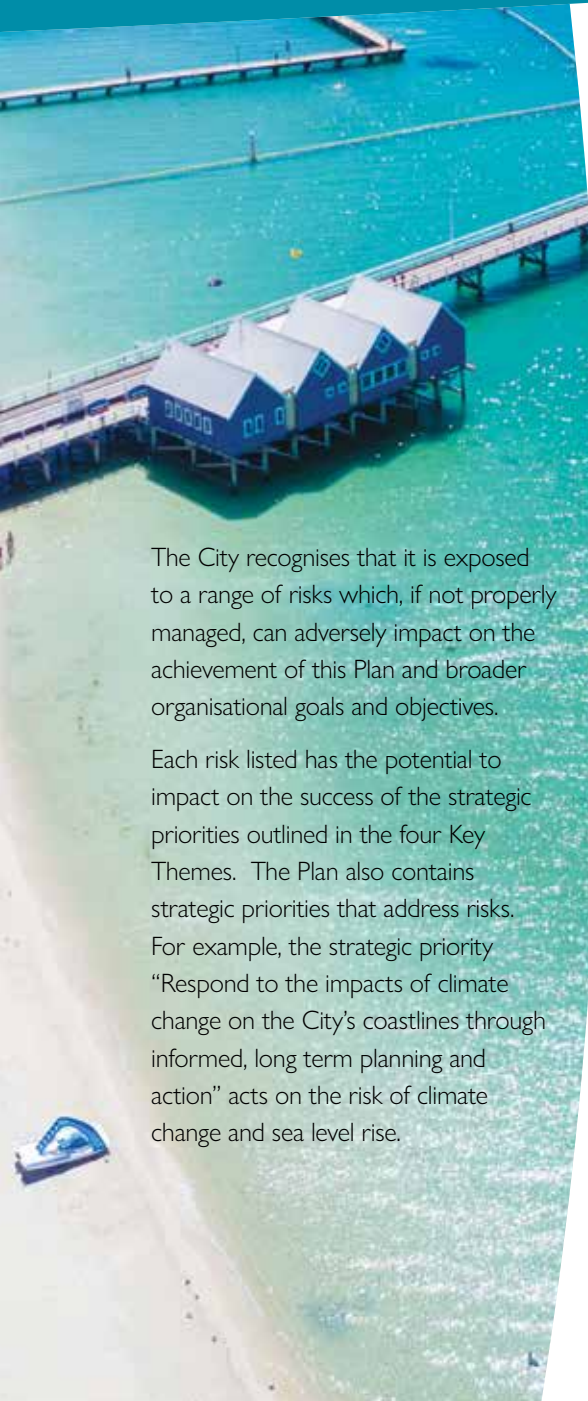
Asset management planning identifies the funding required for the renewal and replacement of existing assets including

roads, footpaths, drainage, signs, carparks and the Busselton Jetty. Our LTFP contains annual asset management allocations, with these funds held in cash reserves for the future maintenance and renewal of assets and allocated based on plans for each asset class.

Workforce Plan

The City's Workforce Plan sets out current and future workforce requirements and outlines strategies aimed at developing a capable, healthy and engaged workforce. Our current Workforce Plan is focused around leadership and employee engagement, and the ability to attract, retain and motivate employees critical to the City achieving its objectives. Outside of the projected resourcing requirements for the new Busselton Performing Arts and Convention Centre, the City's current Workforce Plan provides for very conservative growth over the next four years. Given this, employee engagement is crucial, as is the need for continuous review of service delivery to ensure we are being as effective as possible.

Overall the City is well placed to deliver on the priorities of this Plan, both as the direct provider of community services and an advocator for community aspirations.



The City recognises that it is exposed to a range of risks which, if not properly managed, can adversely impact on the achievement of this Plan and broader organisational goals and objectives.

Each risk listed has the potential to impact on the success of the strategic priorities outlined in the four Key Themes. The Plan also contains strategic priorities that address risks. For example, the strategic priority “Respond to the impacts of climate change on the City’s coastlines through informed, long term planning and action” acts on the risk of climate change and sea level rise.

Managing our strategic risks

Risk Description	Existing Key Controls	Current Risk Level	
RISK CATEGORY: ENVIRONMENT			
Natural disaster affecting provision of City services	<ul style="list-style-type: none"> Local Emergency Management Arrangements Bushfire Management Plan 	<ul style="list-style-type: none"> Business Continuity Plan Insurance 	MEDIUM
Climate change and sea level rise	<ul style="list-style-type: none"> Draft Coastal Hazard Risk Management and Adaptation Plan Coastal Management Program 	<ul style="list-style-type: none"> Energy Strategy Cooperation with external agencies on sustainability projects 	MEDIUM
RISK CATEGORY: FINANCIAL			
Rate setting and /or recovery failure	<ul style="list-style-type: none"> Strategic Community Plan Long Term Financial Plan 	<ul style="list-style-type: none"> Regular plan reviews 	MEDIUM
Revenue shortfall due to limited external funding	<ul style="list-style-type: none"> Long Term Financial Plan Budget processes 	<ul style="list-style-type: none"> Advocacy Alternative income stream 	MEDIUM
RISK CATEGORY: OPERATIONAL			
Natural disaster affecting delivery of City services	<ul style="list-style-type: none"> Local Emergency Management Arrangements Bushfire Management Plan 	<ul style="list-style-type: none"> Business Continuity Plan Insurance 	MEDIUM
COVID-19 and other contagions threatening major disruption to business as usual activity	<ul style="list-style-type: none"> Corporate Business Plan Business Continuity Plan 	<ul style="list-style-type: none"> Pandemic Plan 	MEDIUM
Financial deception and fraud	<ul style="list-style-type: none"> Financial Control Practices Separation of duties 	<ul style="list-style-type: none"> Financial Audits 	LOW
Non delivery of Workforce Plan objectives (leading to turnover or inability to maintain required skills)	<ul style="list-style-type: none"> Workforce Plan reviewed regularly, adopted by CEO and endorsed by Council 		MEDIUM
Major failure of information technology systems	<ul style="list-style-type: none"> Continuous upgrade of information technology infrastructure 	<ul style="list-style-type: none"> Disaster Recovery Plan IT Business Continuity Plan 	MEDIUM
Statutory and legislative compliance	<ul style="list-style-type: none"> Qualified staff Governance structure 	<ul style="list-style-type: none"> Audits Staff induction and training 	LOW
RISK CATEGORY: REPUTATIONAL			
Community expectations not aligned to resourcing capacity	<ul style="list-style-type: none"> Community Engagement Policy 	<ul style="list-style-type: none"> Strategic Community Plan Community Engagement 	MEDIUM
Inconsistent and incorrect information within community	<ul style="list-style-type: none"> Community Engagement Policy Media and Public Statements Policy 	<ul style="list-style-type: none"> Staff and Elected Member training Regular community engagement 	MEDIUM
Council related interests	<ul style="list-style-type: none"> Elected Member training and induction Code of Conduct 	<ul style="list-style-type: none"> Governance Structures Compliance Audit Return 	MEDIUM
Cyber Security	<ul style="list-style-type: none"> Firewall Employee Training 	<ul style="list-style-type: none"> Data Backup 	MEDIUM



Measuring and tracking progress

The City recognises that it is exposed to a range of risks which, if not properly managed, can adversely impact on the achievement of this Plan and broader organisational goals and objectives.

Community Satisfaction Survey

The success of this Plan will be measured every two years through a community satisfaction survey. Trends in the feedback received from the community will help us to determine how well the Strategic Community Plan is performing.

Economic Data

We will refer to Australian Bureau of Statistics data to map trends in our demographic and economic movements.

Key Performance Indicators

Our Corporate Business Plan sets out a range of key performance indicators that are reported to Council twice a year. These include a measure of how we are tracking on

key actions and projects, as well as reviewing our operational efficiencies and achievements. Additionally the City is committed to developing before the next review a set of strategic performance indicators to assist in tracking the performance of this Plan.

Annual Report

The Annual Report produced at the end of every financial year records our strategic and corporate achievements during the previous 12 month period beginning 1 July and ending on 30 June. It also describes the major initiatives scheduled to continue or commence in the next financial year. Significant changes that may have been made to the Strategic Community Plan and Corporate Business Plan during the financial year are also explained.

Strategic Community Plan Review Schedule

Desktop Review	2023
Full Review	2025

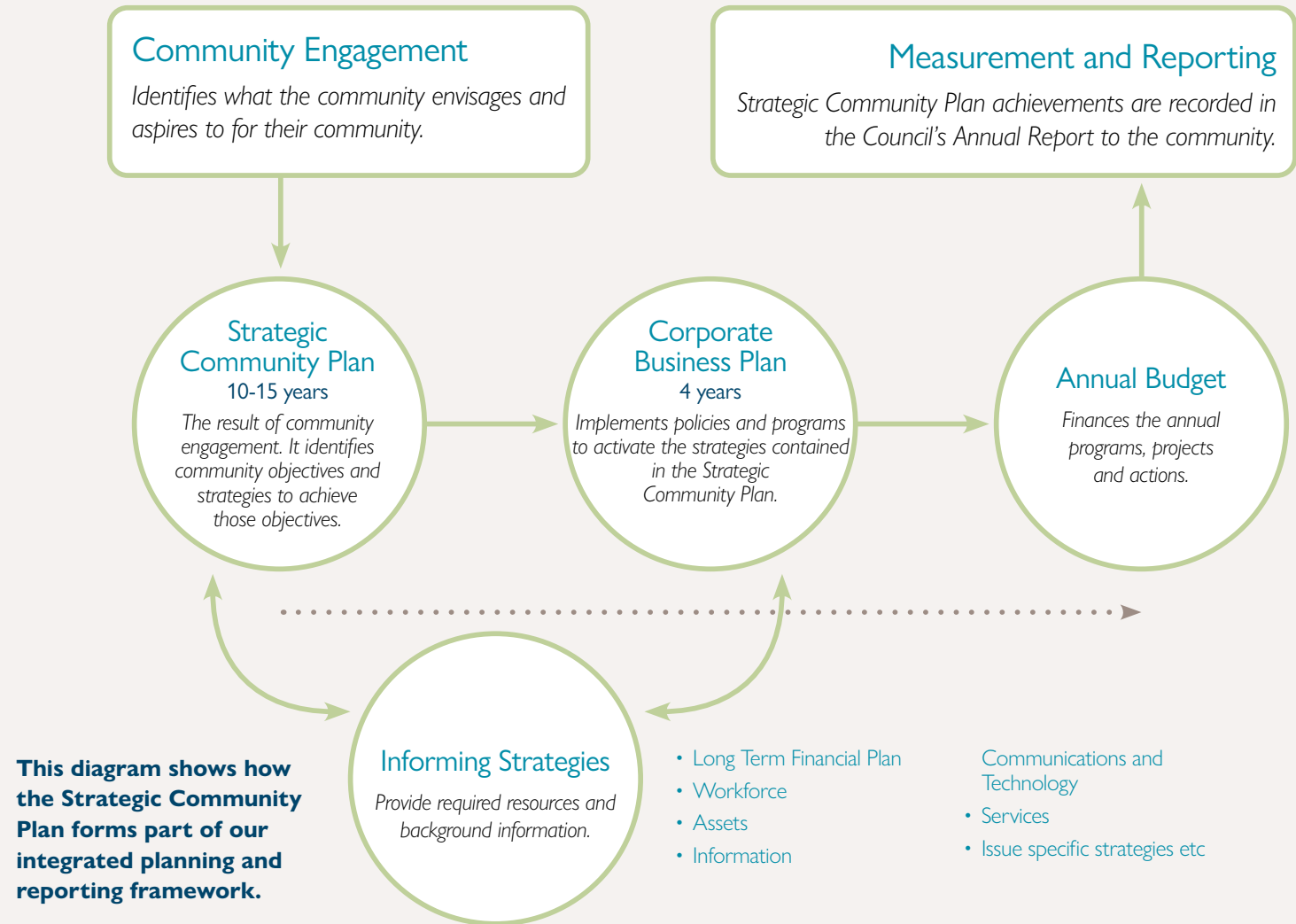
Review

The Strategic Community Plan is reviewed every two years.

Ongoing feedback about any aspect of the Strategic Community Plan is always welcome.



Elements of the Integrated Planning Framework






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Strategic Community Plan 2021 - 2031

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