



Community Strategic Plan

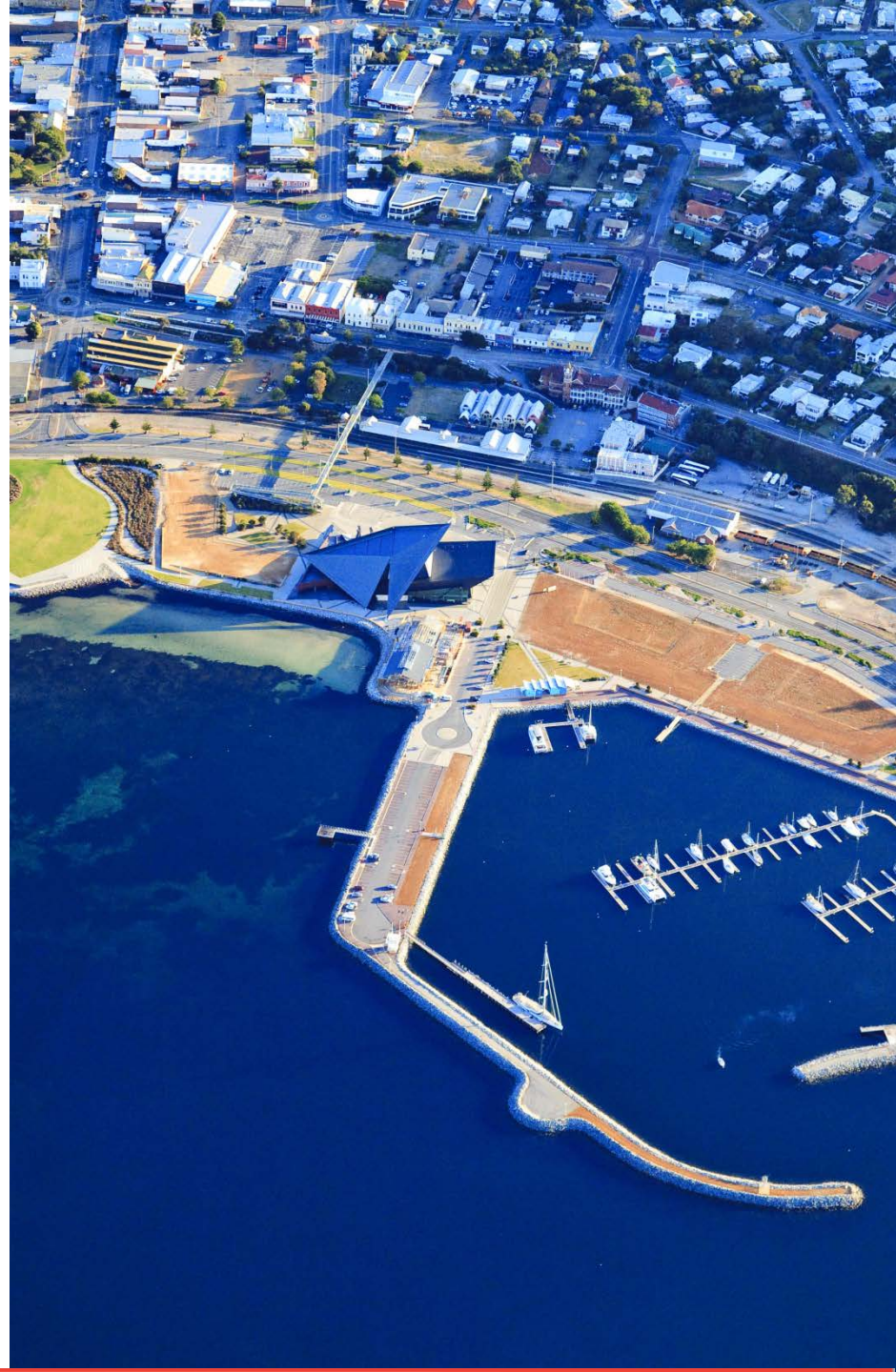
ALBANY 2023

Our Vision

“To be Western Australia’s most sought-after and unique regional City to work, live and visit”

ALBANY 2023

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Dennis Wellington
Mayor

Message from the Mayor

Like many of you, I have lived in Albany for most of my life. Over the years I have seen our community grow, and have proudly welcomed new residents to Albany. One of my early memories was everyone talking about Albany's potential. We are still talking about Albany's potential, and it is now time to realise that potential.

Through our Community Strategic Plan we are looking to map out a brighter future for our City. This will benefit our children and future generations. We encourage you to participate in our Plan for the future. This is why we are looking to hear from you and understand what you believe we should be doing to secure our future.

This is not about the things we can't achieve, but rather about the positive things we can do to realise Albany's potential, such as developing education options to keep young people in our region for longer; or creating more jobs so that our economy can be sustainable.

Our City and surrounding communities are important to us and your feedback and ideas are highly valued. I encourage you to contribute to and be a part of Albany's bright future.

Introduction

Our Community Strategic Plan (Albany 2023) reflects what our community has told us and provides the strategic direction for the City of Albany into the future.

The key themes and strategic objectives from this plan will inform all future decisions made by council.

This document provides an overarching direction and framework to inform the Corporate Business Plan which details what will be delivered by the City in the next 4 years.

It is important to acknowledge that the adoption of this plan signalled the start of a regional approach to strategic planning which requires the ongoing development of partnerships with key stakeholder recognising the importance of a collaborative approach to regional growth.

This involved the introduction, and continues with regular community engagement forums supported by surveys and annual reporting.





Financial Sustainability

One of the key challenges facing all Local Governments is the ability to deliver the service levels expected while keeping rate rises at a reasonable level.

This is why Integrated Planning Legislation defines the need for a 10 Year Financial Plan which incorporates Financial KPIs and Ratios.

The main challenge is to ensure there is adequate provision to maintain and renew City owned assets so they continue to deliver the required service levels into the future.

The City's 10 year Financial Plan indicates that we will need to carefully manage our building assets as they age into the future.

The Plan also indicates that our rates base, fees and charges will be required to deliver core services and maintain our existing asset base meaning that new infrastructure or significant upgrades will require external funding.

We will continue to engage with our community to ensure we have a clear understanding of the services they expect and to identify funding opportunities that will deliver infrastructure and services that are consistent with the key themes outlined in this Plan.

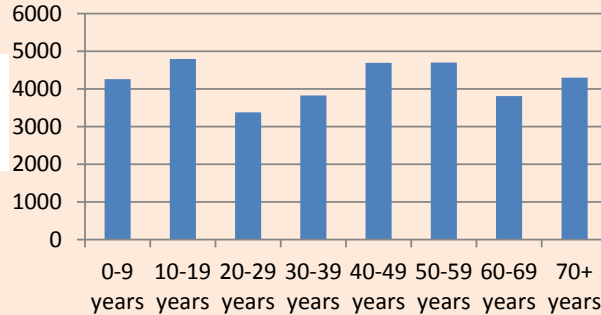
About Our Community

The City of Albany is located in Noongar country, traditionally owned and occupied by the Menang peoples for over 50,000 years. Albany is also Western Australia's first European settlement and to this day our community retains strong connections to our culture, our history and our heritage. As the administrative and service hub for the Great Southern region, we have experienced growth in both population and economic activity over the past decade, and growth is expected to continue.

The City covers a land area of approximately 4,312 square kilometres, and offers both an urban and rural lifestyle. The City is responsible for managing over 1,600kms of road, 250kms of pathways, 380kms roadside kerbing, and 35 hectares of irrigation in 360 gardens, playgrounds and lawn sites. The City employs over 300 staff, and manages around 1,300 volunteers. Our diverse facilities offer a range of services, including library, fitness and leisure, arts, cultural and heritage, day care, airport management and visitor services.

Bounded by the Southern Ocean, the Stirling Ranges and the Great Southern hinterland, we live among some of the world's most beautiful and naturally protected waterways and national parks. On our doorstep are nationally and internationally-acclaimed wineries, and our region is increasingly recognised for its arts and cultural initiatives.

**Table 1.1:
Our Population
by Age**



**Table 1.2:
Workers employed
by Industry**

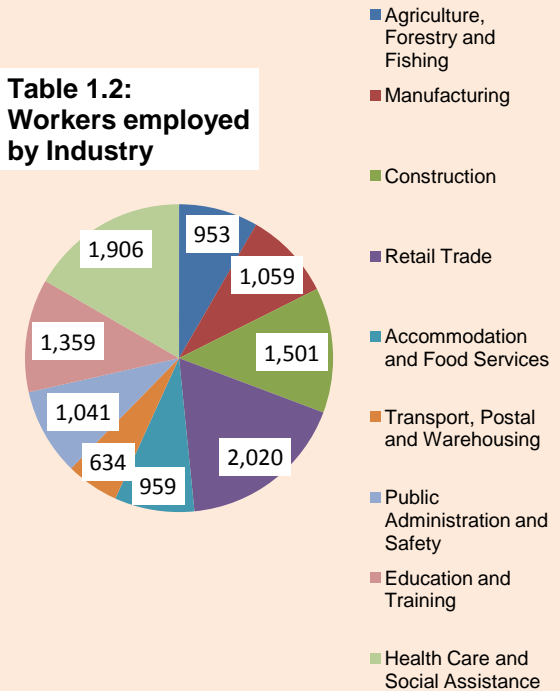
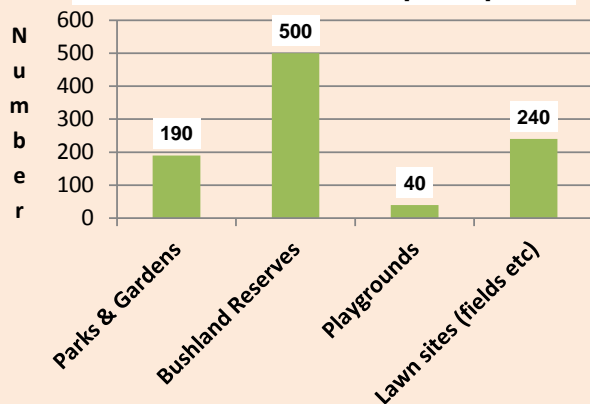


Table 1.3: Our Public Open Spaces



Source: 2011 Census (Australian Bureau of Statistics)

How We Developed & Revised Albany 2023



Strategic Planning Framework

Guiding Principles

We commit to developing a strategic planning framework which delivers positive outcomes for our community while being simple and understandable. The main driver for measuring success is our **Community Perception Survey** independently conducted every two years. This survey empowers our community to rate our performance and provides valuable feedback on what is important to them. Our commitment is to strive to maintain or improve ratings except where there is a need to adjust service levels based on financial sustainability. Any change in service levels will involve extensive community consultation.

The Community

Residents, Businesses,
Clubs and Organisations

The Community

- Communicates their aspirations
- Articulates their strategic priorities

The outcome is

- A vision for Albany
- Key themes to guide the Community Strategic Plan

Measured by

- Comprehensive community engagement

The Council

Elected Members who represent
their community

The Council

- Provides direction on strategy development
- Adopts Strategies, Plans and Budgets

The outcome is

- A 10 year Community Strategic Plan

Measured by

- Elections
- Community survey results

The City

The organisation led by the Chief
Executive Officer

The City

- Identifies actions to deliver adopted strategies
- Manages resources

The outcome is

- A 4 year Corporate Business Plan
- An Annual Budget

Measured by

- Council confidence & trust
- Community survey results
- Corporate KPIs (specified by Dept of Local Government)
- Strategic Project Delivery

Albany 2023 Snapshot

Our Vision: “To be Western Australia’s most sought after and unique city to live work, and visit”

Key Themes	1. Smart, Prosperous & Growing	2. Clean, Green & Sustainable	3. A Connected Built Environment	4. A Sense of Community	5. Civic Leadership
By 2023	<i>We will partner business and education providers to diversify our economy and establish a culture of learning to support and grow local employment</i>	<i>We will value and maintain the natural beauty of our region and the infrastructure that supports this.</i>	<i>We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents.</i>	<i>We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage.</i>	<i>We will listen to our community and deliver outcomes that reflect their needs and expectations.</i>
Deliverables	<ul style="list-style-type: none"> • Education Precinct • Economic development • Sought after visitor destination 	<ul style="list-style-type: none"> • Enhanced natural environment • Sustainable & functional assets • “Green” Initiatives 	<ul style="list-style-type: none"> • Well designed whilst reflecting our heritage • Spaces that support community life • Connected and interesting precincts 	<ul style="list-style-type: none"> • Strong, resilient communities • Vibrant places and spaces • Sought after lifestyle destination 	<ul style="list-style-type: none"> • Sound governance structures • “Employer of choice” • Strong connection with our community
Achieved through	<ul style="list-style-type: none"> • Diverse industries, education & employment programs • Vision, innovation & technology • Festivals, events & attractions 	<ul style="list-style-type: none"> • Planning for future generations • Effective asset management • Effective project management 	<ul style="list-style-type: none"> • Integrated planning and development • Active and involved community • Infrastructure that reflects our identity and heritage 	<ul style="list-style-type: none"> • Community and volunteer support • Interesting events and festivals • Accessible support and services 	<ul style="list-style-type: none"> • Accountability and transparency • Community engagement • Leadership and team work
Measured by	<ul style="list-style-type: none"> • Community survey results • Demographic Statistics • Visitor numbers 	<ul style="list-style-type: none"> • Community survey results • Carbon footprint • Asset management ratios 	<ul style="list-style-type: none"> • Community survey results • Land use ratios • Accessibility analysis 	<ul style="list-style-type: none"> • Community survey results • Volunteer sector growth • Event and festival attendance 	<ul style="list-style-type: none"> • Community survey results • Integrated planning framework status • Staff turnover

Strategic Challenges

Challenge	How this is addressed in our Community Strategic Plan
1. Smart, Prosperous & Growing	
Isolation and market access given that Albany is located 400km from Perth and is surrounded by coastline	By focussing economic development on our natural advantages that will attract people and investment to our region
Aging demographic with a significant gap in the 19-35 age group	By advocating for and supporting education growth, business innovation and diversity
2. Clean, Green & Sustainable	
Coastal erosion and maintenance of a diverse and spread out range of natural reserves	By researching best practice in coastline and natural reserves management and delivering programs and projects that support this
The effects of climate change and need to deliver sustainable infrastructure, services and resources into the future	Leading by example on City owned assets and supporting 'green' initiatives which promote sustainable growth
3. A Connected Built Environment	
Balancing economic prosperity with the need to respect our heritage and diversity	By developing and adopting a contemporary Local Planning Strategy that results in effective land use that is consistent with our strategic direction
Providing the infrastructure and services that build friendly, connected communities and engenders community pride	By ensuring that planning and building policies, procedures and practices are consistent with the Local Planning Strategy and are applied consistently
4. A Sense of Community	
Developing and providing services to a diverse range of people with a diverse range of interests	By promoting and developing an authentic sense of community where the broad community feel welcome, involved and connected to each other
Promoting and supporting community security, health and wellbeing	By working with government agencies, business and community groups to develop strategies and programs that encourage civic pride and improve community health and wellbeing
5. Civic Leadership	
Diverse community perception on the role and performance of Local Government combined with our complex legal obligations	Articulating a clear vision and strategic direction while ensuring the processes to deliver this are open, transparent and well communicated
Using our rate and revenue base in a manner that benefits the entire community	By implementing a sustainable 10 year financial plan that meets community aspirations and provides the greatest good to the greatest number



1 Smart, Prosperous & Growing

What our community said

Our community wants our region to be positioned to take advantage of opportunities that arise from a modern and growing economy. This includes a thriving business sector which offers local employment and enterprise opportunities for our community.

We would like to be recognised as a regional centre which provides high quality education and training programs, to prepare our workforce for the future. This includes the development of a CBD learning precinct and the use of our unique environmental and heritage assets to enhance the learning experience.

We are also committed to a strong and diversified economy with responsible economic development that supports employment in partnership with the local business community.

Our community recognises the potential for our region to become a unique visitor destination, and wants to see this potential realised.

“We will partner business and education providers to diversify our economy and establish a culture of learning to support and grow local employment.”

1 Smart, Prosperous & Growing

Objectives	How We'll Make it Happen	We'll Know We're Succeeding When
<p>1.1 To foster education, training and employment opportunities that support economic development.</p>	<p>By identifying and advocating for education, training and research around what drives our regional economy.</p> <p>By advocating for flexible education programs that meet the needs of diverse sectors of our community.</p> <p>By supporting the establishment of a learning precinct in our CBD to enhance the learning experience.</p>	<p>There is growth in the education sector which is linked to economic growth and development.</p> <p>There is a steady increase in the numbers of people sourcing education and training within our region.</p> <p>Our learning precinct is widely recognised for the quality of the learning experience provided.</p>
<p>1.2 To strengthen our region's economic base.</p>	<p>By partnering relevant agencies and stakeholders to develop a clear vision for the economic future of our region in our role as the regional hub within the Great Southern.</p> <p>By encouraging and supporting business innovation and creativity.</p> <p>By advocating advanced communications infrastructure across our City to attract new business to our region.</p>	<p>There is wide ranging community support for our economic development strategies.</p> <p>There is a steady growth in activity in a diverse range of business sectors.</p> <p>Businesses throughout our region can access modern communication technology.</p>
<p>1.3 To develop and promote Albany as a unique and sought-after visitor destination.</p>	<p>By supporting our region's tourism market to capture emerging segments such as the emerging Asian market, nature-based tourism, sport and adventure tourism, networking and conferences.</p> <p>By promoting and supporting major events and activities in our region.</p> <p>By promoting our natural environment and community spirit as a major drawcard for visitors to our region.</p>	<p>There is a steady growth in visitors participating in activities in our emerging tourism markets and business events.</p> <p>Our City regularly hosts significant events and activities which attract positive feedback.</p> <p>We are a region that is talked about and promoted as a world class visitor destination.</p>

1 Smart, Prosperous & Growing

Strategies	Outcome	Community KPIs
1.1 To foster education, training and employment opportunities that support economic development		
1.1.1 Advocate for and support initiatives that lead to education sector and employment growth	<i>Education sector growth</i>	Education sector participation Employed in education sector 1323 Residents attending university 431 Residents attending TAFE 974
1.2 To strengthen our region's economic base		
1.2.1 Revitalise and promote the central City area	<i>Increasing numbers of locals and visitors attracted to the central area</i>	Community satisfaction with how the city centre is being developed Currently 52%
1.2.2 Strengthen our economy by supporting business innovation and diversity	<i>Business and employment growth</i>	Business sector participation Currently 15,227 Local Jobs Currently 3,486 Local Businesses
1.3 To develop and promote Albany as a unique and sought-after visitor location		
1.3.1 Encourage, support and deliver significant events that promote our region	<i>Significant events that have a positive economic benefit</i>	Community satisfaction with the attraction and delivery of significant events To be added to next survey
1.3.2 Promote the Albany region as a sought after and iconic tourism destination	<i>Tourism sector growth and reputation</i>	Business satisfaction with tourism and marketing support Currently 57%

2 Clean, Green & Sustainable

What our community said

Our community loves the City's natural assets, coastline and green spaces within our municipality. Our parks and natural reserves represent great aesthetic, functional and environmental value for our community. This should be protected, maintained and, where practical, enhanced. There is a strong desire for our natural assets to feature prominently in nature-based tourism opportunities, and to promote Albany as a sustainable city.

Our community would like to see increased use of renewable energy by households, businesses and the City of Albany, taking advantage of our unique location which provides abundant wind and wave sources to power our City. Increased use of storm water is also seen as important given the region's drying climate over the last few decades.

Our community also expects that we develop and maintain relevant and functional infrastructure in line with contemporary asset management practices.

"We will value and maintain the natural beauty of our region and the infrastructure that supports this. "



2 Clean, Green & Sustainable

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>2.1 To protect and enhance our natural environment.</p>	<p>By preserving our parks, gardens and reserves for the benefit of future generations.</p> <p>By managing factors which impact our coastline, such as erosion and development.</p> <p>By protecting and enhancing the health of our catchments and waterways.</p>	<p>We improve the amenity and use of green spaces in our City's boundaries.</p> <p>Our coastlines maintain their diversity, amenity and accessibility and are protected from hazards and development.</p> <p>Our catchments and waterways are healthy and provide habitat for local flora and fauna.</p>
<p>2.2 To maintain and renew city assets in a sustainable manner.</p>	<p>By analysing the environmental and whole of life financial impact of new or expanded assets.</p> <p>By ensuring that the city's asset management policies and practices reflect local government best practice.</p> <p>By scheduling maintenance, servicing and renewal in a timely manner that maximises the life and performance of infrastructure.</p>	<p>The maintenance, servicing and renewal of City's assets are environmentally and financially sustainable.</p> <p>Our asset management ratios compare favourable with similar regional local governments.</p> <p>City assets continue to function effectively as they age.</p>
<p>2.3 To advocate for and support "green initiatives" within our region.</p>	<p>By encouraging increased energy efficiency and sustainable waste management practices.</p> <p>By taking advantage of climate change funding opportunities and supporting the growth of clean and green business initiatives.</p> <p>By developing policies and practices that promote our region as a clean and green destination for travel and tourism activities.</p>	<p>There is a steady increase in renewable energy and sustainable waste practices which reduce our carbon footprint.</p> <p>There is an increasing number of sustainable industries operating within our region.</p> <p>Our region experiences an increase in visitors looking for sustainable, nature-based activities.</p>

2 Clean, Green & Sustainable

Strategies	Outcome	Community KPIs
2.1 To protect and enhance our natural environment		
2.1.1 Deliver effective fire practices that reduce risk	<i>Fire mitigation strategies that reduce fire risk and improve awareness</i>	Community satisfaction with bushfire prevention & control Currently 71%
2.1.2 Sustainably protect and enhance our iconic coastline and reserves	<i>Projects and programs that reflect the importance of our coastline and natural reserves</i>	Community satisfaction with management of our natural environment Currently: Coastline,69%, Parks 76%, Natural Reserves 76, Paths & Trails 69%,
2.2 To maintain and renew city assets in a sustainable manner		
2.2.1 Deliver effective asset planning and delivery, programs	<i>Forward capital works program that is financially sustainable</i>	Funds spent on renewing assets as a % of the annual depreciation on assets Currently 90%
2.2.2 Deliver effective asset maintenance programs	<i>Assets that are maintained and meet the needs of our community</i>	Community satisfaction with asset condition Currently: Sporting Grounds 77%, Buildings 71%, Toilets 54%, Drainage 50%, Sealed Roads 56% Gravel Roads 44%
2.3 To advocate for and support “green initiatives” within our region		
2.3.1 Promote and support effective conservation and environmental management	<i>Services delivered & infrastructure maintained in an environmentally responsible manner</i>	Community satisfaction with sustainable practices within the City Currently 62%
2.3.2 Deliver effective waste management services	<i>A sustainable and progressive approach to waste management</i>	Community satisfaction with waste collection services Currently 86%

3 A Connected Built Environment

What our community said

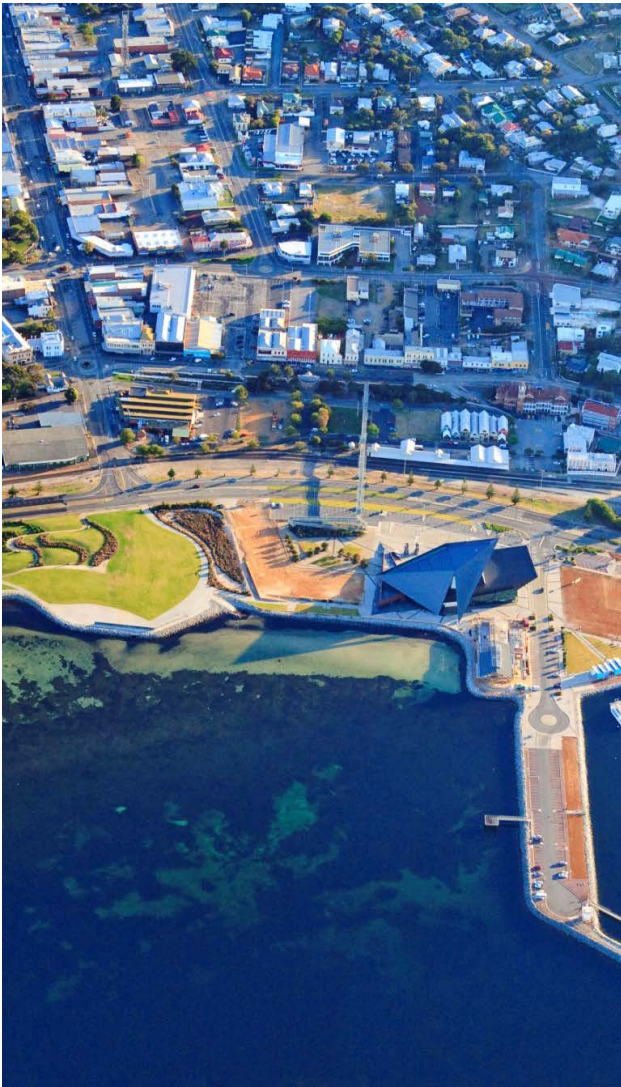
Our community is looking to be connected by a built environment that meets their needs now and into the future. We want to live in precincts which are alive, thriving, built around the amenities we use at all stages of our life, and which encourage and support healthy lifestyles.

We want to feel safe in our community, while retaining the local character of our neighbourhoods. We love our heritage buildings and would like to see them preserved and used.

Our community sees opportunities for revitalising Albany's CBD, and improving the viability of the York Street precinct. We want more amenities, local shops and markets, family-friendly spaces and more entertainment.

Our community loves to participate in sporting, recreation and leisure activities and we envisage the development and promotion of a diverse range of local recreational facilities and activities.

“We will develop integrated precincts and neighbourhoods that allow for population growth and enhance the lifestyle of our residents.”



3 A Connected Built Environment

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>3.1 To advocate, plan and build friendly and connected communities.</p>	<p>By designing connected, accessible communities, supported by essential services, central amenities, and related infrastructure.</p> <p>By transforming our CBD into a family friendly area that provides a unique retail and visitor experience.</p> <p>By strengthening the connections between the CBD, waterfront and surrounding amenities.</p>	<p>Our developments are fully serviced and meet the needs and expectations of our community.</p> <p>Our CBD is a vibrant, safe and thriving precinct.</p> <p>There is a seamless connection to our waterfront from the CBD, improving the accessibility and family use of this precinct.</p>
<p>3.2 To develop and implement planning strategies that support people of all ages and backgrounds.</p>	<p>By working with relevant agencies to promote active, healthy lifestyles within our community.</p> <p>By developing facilities and activities that enable active and passive recreation.</p> <p>By developing an integrated approach to planning and development compliance.</p>	<p>There is evidence of improved health and wellbeing within our region.</p> <p>A wide variety of healthy activities are enjoyed by an increasing number of residents and visitors.</p> <p>The social, cultural and wellbeing needs of our community are an integral part of precinct planning.</p>
<p>3.3 To develop vibrant neighbourhoods which retain our local character and heritage.</p>	<p>By providing access to locally-based sporting, recreational, cultural and entertainment facilities and opportunities.</p> <p>By protecting heritage buildings, and ensuring new developments respect the heritage and character of streetscapes.</p> <p>By ensuring that community safety is built into all planning and development initiatives.</p>	<p>Our recreation facilities are widely used by residents and visitors.</p> <p>Our municipality remains unique in its own right, with our built heritage and history protected.</p> <p>Our community feel safe and secure in their homes and in public spaces and places.</p>

3 A Connected Built Environment

Strategy	Outcome	Community KPIs
3.1 To advocate, plan and build friendly and connected communities		
3.1.1 Improve connectedness and traffic flows	<i>A well designed, diverse and safe transport network that connects people and services</i>	Community satisfaction with connectedness Traffic Control 72% Parking 56%
3.1.2 Create consistent and connected streetscapes	<i>Improved streetscapes that are consistent and reflect our unique heritage</i>	Community satisfaction with streetscapes Currently 69%
3.2 To develop community amenities and programs that support people of all ages and backgrounds		
3.2.1 Plan for and monitor community safety and security	<i>Planning strategies and ranger services that deliver community safety and security</i>	Community satisfaction with community safety & security Currently 76%
3.2.2 Deliver programs that improve public health and wellbeing	<i>Increased community understanding of public health issues supported by meaningful wellbeing programs</i>	Community satisfaction with public health and wellbeing education and programs To be added to next survey
3.3 To develop vibrant neighbourhoods which retain local character and heritage		
3.3.1 Develop and implement a contemporary Local Planning Strategy	<i>Land use that reflects our identity and support economic growth</i>	Community satisfaction with character & identity within the City, Currently 80%
3.3.2 Provide proactive planning and building services	<i>Planning decisions that support sustainable growth while reflecting our local character and heritage</i>	Community satisfaction with preservation of local history & heritage Currently 79%

4 A Sense of Community

What our community said

There is a strong desire to retain the country town atmosphere of our City ensuring a sense of belonging and a strong connection between our rural and urban communities. It is important that we know and respect our neighbours, live in communities which support us, and have safe, accessible places to gather and meet.

We envisage more frequent and effective use of our facilities for arts, cultural and community events. We want more opportunities to participate in a diverse range of festivals, entertainment and social activities that celebrate who we are and where we've come from.

There is a strong attachment to our heritage and our history, and we feel proud when this is recognised nationally and internationally. Our community would like to see more done to acknowledge and celebrate our history and heritage.

“We will live in communities where people feel they belong and are supported in a manner that reflects our rich and diverse heritage.”



4 A Sense of Community

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>4.1 To build resilient and cohesive communities with a strong sense of community spirit.</p>	<p>By encouraging and supporting community groups and initiatives to help people to work together for the benefit of our community.</p> <p>By encouraging and supporting volunteers and participation in community activities.</p> <p>By engaging with and supporting outlying rural and farming communities.</p>	<p>People feel inspired and motivated to contribute.</p> <p>Volunteering and participation in community organisations increases.</p> <p>Rural and farming communities feel welcomed, engaged and involved.</p>
<p>4.2 To create interesting places, spaces and events that reflect our community's identity, diversity and heritage.</p>	<p>By supporting festivals, events and activities that strengthen our sense of identity and celebrate our history and heritage.</p> <p>By improving the amenity of community spaces to promote participation and wellbeing.</p> <p>By encouraging and supporting communities to take ownership of cultural initiatives and events.</p>	<p>We have a diverse range of well-attended festivals, events and cultural activities that reflect who we are.</p> <p>Our community increasingly uses community spaces to meet and participate in healthy activities.</p> <p>There is an increased number of community driven initiatives and events.</p>
<p>4.3 To develop and support a healthy inclusive and accessible community.</p>	<p>By providing facilities, services and information that are accessible to all members of our community.</p> <p>By reducing barriers to participation and encouraging all sectors of our community to participate in community and civic life.</p> <p>By recognising the importance of, and promoting community safety.</p>	<p>Our community feels well served and well informed.</p> <p>Increasing sectors of our community are actively participating in community and civic life.</p> <p>Residents feel safe in their homes and in their community.</p>

4 A Sense of Community

Strategy	Outcome	Community KPIs
4.1 To build resilient and cohesive communities with a strong sense of community spirit		
4.1.1 Facilitate and promote arts and cultural activities for all ages	<i>A variety of arts and cultural activities that attract local and visiting patrons</i>	Community satisfaction with arts facilities; Currently 81%
4.1.2 Promote and develop an authentic sense of community	<i>A city where the broad community feel welcome, involved and connected to each other</i>	Community satisfaction with support services; Currently Youth 62%, Seniors 73%, Disabled 73%, Graffiti Control 70%
4.2 To create interesting places, spaces and events that reflect our community's identity, diversity and heritage		
4.2.1 Deliver effective library and information services	<i>A vibrant and well-used library that involves and informs</i>	Community satisfaction with library & information services Currently 91%
4.2.2 Deliver activities and programs that promote Albany's unique heritage	<i>An experience that engenders civic pride and leaves a lasting memory</i>	Community satisfaction with festivals & cultural events Currently 76%
4.3 To develop and support a healthy inclusive and accessible community		
4.3.1 Develop a range of activities and facilities and that are appropriate for all ages	<i>A variety of accessible facilities and activities that attract participants and events</i>	Community satisfaction with sport & recreation facilities Currently 80%
4.3.2 Encourage and support volunteers and community groups	<i>Active and growing volunteer base that is supported and valued</i>	Community participation in voluntary work Currently 50%

5 Civic Leadership

What our community said

Our community is looking for strong and collaborative leadership from an elected body who are innovative, transparent and who make decisions in the best interest of all residents. We envisage a Council that develops and communicates a clear vision and direction, reflecting the values and interests of our community.

Our community believes that City staff should be trained, highly skilled professionals, committed to customer service excellence, and who are transparent and consistent in decision-making. This requires a greater focus on strategic planning and community engagement so that we deliver the vision and direction agreed with Council.

Our community would also like to see improved and timely communication of decisions and strategic direction using a wide range of communication tools.

“We will listen to our community and deliver outcomes that reflect their needs and expectations.”



5 Civic Leadership

Objective	How We'll Make it Happen	We'll Know We're Succeeding When
<p>5.1 To establish and maintain sound business and governance structures</p>	<p>By ensuring our elected body has a sound understanding of its roles and responsibilities.</p> <p>By improving the transparency, effectiveness and accountability of Council.</p> <p>By developing committee structures that are consistent with our community's aspirations</p>	<p>Our Council is recognised for its effectiveness in leadership and decision making.</p> <p>Our community has trust in their Council to deliver what is promised.</p> <p>Council committees provide meaningful input into the delivery of our Community Strategic Plan.</p>
<p>5.2 To provide strong, accountable leadership supported by a skilled & professional workforce</p>	<p>By ensuring the City's assets and resources are used to deliver outcomes that are in the best interests of our ratepayers.</p> <p>By providing a community-oriented organisation that delivers high quality services.</p> <p>By attracting, developing and retaining a motivated and professional workforce to deliver our Community Strategic Plan.</p>	<p>We are seen as a Local Government that does what we say we will do.</p> <p>Community surveys indicate high satisfaction with the services provided by the City.</p> <p>Our workforce is adequately resourced, skilled and supported to deliver services to our community.</p>
<p>5.3 To engage effectively with our community</p>	<p>By using community engagement forums and processes as part of everything we do.</p> <p>By improving the way we interact with our community so that they are actively involved in decision making that affects them.</p> <p>By using communication methods and tools preferred by our stakeholders and our community.</p>	<p>Feedback from our community indicates that we are listening and acting on what we hear.</p> <p>Our community engagement forums are well attended by people looking to make a positive contribution.</p> <p>There is a steady increase in the use of communication platforms available to our community.</p>

5 Civic Leadership

Strategy	Outcome	Community KPIs
5.1 To establish and maintain sound business and governance structures		
5.1.1 Implement systems and controls that ensure the prudent use of rates	<i>Value for money in all aspects of council operations</i>	Community satisfaction with value for money from rates Currently 51%
5.1.2 Develop informed and transparent decision making processes that meet our legal obligations	<i>Decisions and actions that are explained and reflect the level of associated risk</i>	Community satisfaction with the transparency of council processes Currently 38%
5.2 To provide strong, accountable leadership supported by a skilled & professional workforce		
5.2.1 Provide positive leadership that delivers community outcomes	<i>Reputation for doing what is good for Albany</i>	Community satisfaction with Council's leadership Currently 48%
5.2.2 Develop contemporary service delivery and staff development programs	<i>A workforce that is knowledgeable, professional, resilient and adaptive to change</i>	Community satisfaction with the City's customer service Currently 71%
5.3 To engage effectively with our community		
5.3.1 Develop structures and processes that engage the community	<i>Community confidence, trust and involvement</i>	Community satisfaction with the City as a governing organisation Currently 58%
5.3.2 Improve community engagement processes and platforms	<i>Our community has a variety of opportunities to be involved and contribute to decisions</i>	Community satisfaction with consultation on local issues Currently 48%

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