



# Bunbury Brighter

STRATEGIC COMMUNITY PLAN 2032

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## Introduction



Welcome to the City of Bunbury's Strategic Community Plan. This plan has been developed with more than 1,000 community members and key partners to consider:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies the legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- Community priorities and aspirations
- A future vision for the City of Bunbury



## Executive Message

The City wishes to acknowledge the traditional owners of the land, the Wardandi Noongar people, and pay its respect to Elders past, present and emerging.

On behalf of the City of Bunbury Council, organisation and community, we are pleased to present our Strategic Community Plan, 2022-32.

The Strategic Community Plan is the City's highest-level strategic planning document that sets out our community's vision and aspirations, guiding Council's strategic priorities and direction.

This document is the result of extensive community consultation with more than 1000 members of our community providing input and feedback gathered through an online survey, in-person meetings and community workshops.

Thank you to those who participated in the 2021 MARKYT® Community Scorecard survey and FUTYR® Community Workshops – by sharing your visions and aspirations, you have helped shape our vision, themes, goals and objectives.

Now more than ever, the pace of change makes forward predictions challenging; however it's the City's job to stay abreast, adapt and be flexible to meet the needs of our community, and to respond to changing expectations.

The current COVID-19 climate puts the health and wellbeing of our community at the forefront and entwined in that is the five core performance areas of this plan in people, planet, place, prosperity and performance.

We look forward to achieving our community's shared vision of continuously creating a City that is welcoming and full of opportunities through improvements in each of these areas, and partnering with our community, the State Government and other key stakeholders.



Jaysen de San Miguel  
Mayor



Malcolm (Mal) Osborne  
CEO

# City of Bunbury at a glance



With its coastal landscapes, seaside ports and Mediterranean climate, the City of Bunbury is a vibrant regional hub for lifestyle, trade, recreation, arts, and culture. Against the backdrop of its unique heritage, the city has developed a diverse economic and cultural outlook and is home to the largest collection of street and public art in regional Australia.

The City of Bunbury is located within the South West region of Western Australia, 180km south of Perth. The Wardandi Noongar people inhabited the Bunbury region for some 45,000 years prior to European Settlement in 1838. By the 20th century, Bunbury was an established import and export port with a railway line to Perth. Today, the City of Bunbury is an inclusive cosmopolitan regional city.

Known as the **City of Three Waters**, Bunbury's City Centre is nestled within a unique peninsular facing west to the Indian Ocean and extends easterly towards the Port in the protected waters of Koombana Bay; also home to resident dolphins year round and up to 100 seasonal visiting dolphins. Leschenault Inlet makes up the third body of water. The City's iconic waterways, together with 1,500 hectares of parks, recreation and conservation areas enhance the high quality lifestyle enjoyed by locals and visitors.

The City of Bunbury is the State's **Second City**, the largest city outside the metropolitan area. It has an estimated population more than 30,000 people and services 92,000 residents in the Bunbury Geographe region. To support the Bunbury-Geographe Sub-Regional Strategy, a target population of 200,000 people has been agreed. The City of Bunbury's population is projected to double within 40 years.

The City is a major economic hub and service centre, due to Bunbury's access to transport and export infrastructure, business and industry parks and nearby greenfield sites. The area has around 23,392 jobs, with employment opportunities mainly in health care and social services, retail, education and construction. Under the State Government's 2019 Diversify WA economic framework, Bunbury is poised to become an innovation and technology hub, creating a **Digital City** for the future.

Bunbury is a beautiful place in which to live, work and visit - it has something for everyone. The quality of life is one of its biggest attractions offering residents a variety of amenities, schools, shops, beaches and nightlife, all within easy reach. It has everything a family needs including a university and a regional TAFE, public and private schools, the South West Regional Health Campus and a range of high-quality health services, not to mention an extensive and diverse events calendar.

Bunbury is rich in its art, culture and heritage. Home to Bunbury Regional Art Gallery the largest A class regional gallery in Western Australia, Bunbury is also the region's cultural and entertainment hub hosting the award-winning Bunbury Regional Entertainment Centre. Complementing the cultural and entertainment offerings are many award winning and exceptional cafés, restaurants and small bars.

## Population



2016 2026

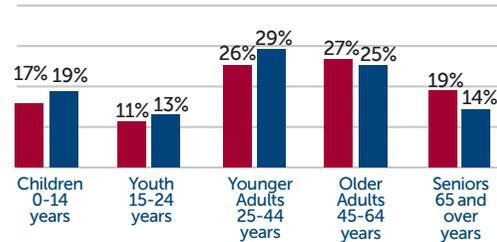
**31,920 → 34,030**

ABS Census

Projected (Band C)  
WA Planning  
Commission

## Age profile

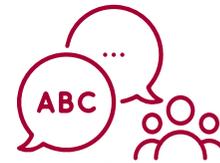
2016, ABS Census



■ City of Bunbury  
Median age: 41

■ WA  
Median age: 36

## Households that speak a non-English language



**9.2%**

WA: 19.4%  
2016, ABS Census

## Aboriginal and/or Torres Strait Islander people



**3.5%**

WA: 3.1%  
2016, ABS Census

## Disability

Needs assistance with core activities



**5.1%**

WA: 3.9%  
2016, ABS Census

## Proximity to water



**100%**

of dwellings within a 5km  
radius of the coastline or  
waterways

## Highest value industries

(2020/21 Remplan)



Rental, hiring  
and real estate  
services

**\$549M**



Construction

**\$501M**



Healthcare  
and Social  
Assistance

**\$398M**

## Vessels through the port



**439**

2020/21 Southern Ports  
Authority

## Total visitors



**417,000**

3-year average  
2017-2019,  
Tourism WA

# Priorities

Priorities shift over time in response to what is happening locally and globally. To provide quality of life outcomes, the City of Bunbury must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

## Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The City of Bunbury will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



## State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).



# Local Priorities

To understand local needs and priorities, the City of Bunbury commissioned an independent review. In 2021, 943 community members completed a MARKYT® Community Scorecard. The top priorities were community safety and crime prevention, access to housing, sustainability and climate action, development of the City Centre, tourism attractions and marketing.

## MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



People

- 1 Youth services and facilities
- 2 Family and children services
- 3 Seniors' services and facilities
- 4 Disability access and inclusion
- 5 Aboriginal recognition
- 6 Volunteer support & recognition
- 7 Community safety
- 8 Animal management
- 9 Health and community services
- 10 Sport and recreation facilities
- 11 South West Sports Centre
- 12 Library services
- 13 Festivals, events, art and culture
- 14 Local history and heritage



Planet

- 15 Sustainability & climate change
- 16 Conservation and environment
- 17 Waste management
- 18 Natural disaster management



Place

- 19 Responsible growth & development
- 20 Housing
- 21 Community buildings, halls, toilets
- 22 Playgrounds, parks and reserves
- 23 Streetscapes, trees and verges
- 24 Roads
- 25 Traffic management
- 26 Footpaths, trails and cycleways
- 27 Lighting
- 28 Public transport
- 29 Marine facilities
- 30 Airport facilities and services



Prosperity

- 31 Economic development
- 32 City Centre development
- 33 Tourism attractions and marketing
- 34 Education and training



Performance

- 35 Council's leadership
- 36 Advocacy and lobbying
- 37 Consultation
- 38 Communication
- 39 Innovation and technology
- 40 Customer service

# How we are addressing local priorities

The City of Bunbury will continue to work with key partners and the community to address the community's priorities. Here are some priority projects that we'll be working on over the next few years.

Top priorities	A sample of what we have done	What we will do next
 <p><b>Safety</b></p>	<ul style="list-style-type: none"> <li>Facilitated the Bunbury Alcohol Accord to promote better communication between the City, Police and licensees to reduce antisocial issues in the CBD.</li> <li>Participated in emergency management planning, activities and exercises to test emergency arrangements.</li> <li>Partnered with Department of Fire and Emergency Services community engagement team on storm and bushfire safety education initiatives.</li> <li>Partnered with the Housing First Alliance and support agencies to assist rough sleepers and at-risk persons</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for more police presence, especially in known hot spots across the community.</li> <li>Continually improve safety monitoring and upgrades to shared community spaces.</li> <li>Partner with relevant agencies to better understand community needs and advocate for expanded alcohol and other drugs support services, education and appropriate facilities.</li> <li>Constantly review and improve emergency management planning and response, including health responses.</li> </ul>
 <p><b>Housing</b></p>	<ul style="list-style-type: none"> <li>Adopted and commenced implementation of the Local Housing Strategy 2021 to guide residential development over the next 15 years.</li> <li>Advocated for greater housing diversity across the community.</li> <li>Supported Accordwest with planning advice and guidance to implement a trial of the Bunbury Tiny House Project.</li> </ul>	<ul style="list-style-type: none"> <li>Focus on affordable housing by promoting housing choices in line with planning regulations.</li> <li>Wherever possible, cut red tape to ensure streamlined, hassle-free approvals, promote mixed and creative use of existing buildings and alternative housing options.</li> <li>Advocate for both public and private housing providers to provide more diverse choices for all groups in our community, including those needing student, senior and specialist housing.</li> </ul>

## Top priorities



### Climate Change

## A sample of what we have done

- Planted 18,424 trees from 2018 to 2021 as part of City revegetation project.
- Introduced energy efficiency measures to generate significant savings in utility costs for the City of Bunbury.

## What we will do next

- Facilitate and promote renewable and alternate energy production and storage across the City of Bunbury.
- Develop and implement a Sustainability and Environmental Strategy to guide the future direction of our community.
- Continue to improve energy efficiency across City buildings, including by improving solar passive design features, and promoting sustainable and energy-efficient practice across the City of Bunbury.



### City Centre

- Upgraded sections of Victoria Street including parking, drainage, kerbing and footpaths.
- Improved the Bunbury CBD Christmas lights display, including a new Christmas tree, a Christmas tree lighting celebration, and display of approximately 10,000 Christmas lights.
- Supported the trial of Beam electronic scooters across the city centre to provide more innovative options for commuting between locations in the CBD.

- Explore and trial different ways of further activating the city centre using a place-based approach to create more opportunity for community connection, recreation and retail experiences.
- Advocate for more education and student accommodation choice within the city centre.
- Support more community-driven events that activate our city centre, making it even more welcoming for residents and tourists alike.



### Tourism

- Continued to fund and deliver visitor information services. Bunbury is the only L1 Accredited Visitor Information Centre in the Bunbury-Geographe Region.
- Installed a new digital entry statement on Forrest Highway to encourage visitation to Bunbury.
- Successfully trialled and implemented free camping sites.

- Keep focusing on building awareness that Bunbury is a great place in which to live, work, holiday, study and invest.
- Promote innovative ideas and support pilot projects that help people to experience the unique lifestyle and experiences available in Bunbury.
- Look for opportunities to support sustainable long-term iconic events, including cultural and sporting events and advocate for expanded tourist accommodation.

# Purpose

The City of Bunbury exists to build a better Bunbury for our community.

We lead, enable, plan and deliver services, infrastructure and opportunities for Bunbury.

We fulfil our purpose through the following roles:



## Advocate

We are a voice for the local community on key issues.



## Facilitate

We help to make it possible or easier to meet community needs.



## Partner

We form strategic alliances in the interests of the community.



## Provide

We directly provide a range of services and facilities to meet community needs.



## Fund

We help to fund organisations to deliver essential community services.

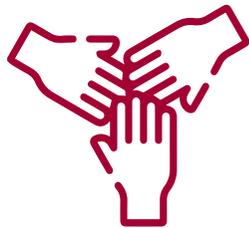


## Regulate

We regulate compliance with legislation, regulation and local laws.

# Values

We conduct ourselves in line with the values that the local community cares deeply about.



## We are Community

**C**

- We are one team
- We keep each other safe
- We display empathy and respect
- We have fun and celebrate our successes
- We work together to achieve great outcomes



## We are Open

**O**

- We are open to opportunities
- We actively listen and think things through
- We are inclusive and treat everyone equally
- We are honest and open in our communications
- We are open to feedback to improve our performance



## We are Brave

**B**

- We lead the change, we own it
- We trust and empower each other
- We have the difficult conversations early
- We hold ourselves to the highest standard
- We have the courage to improve and simplify

An aerial photograph of a coastal town at sunset. The sun is low on the horizon, creating a warm glow and long shadows. In the foreground, a sandy beach is visible with several people walking. To the left, there's a parking lot filled with cars and a green field. In the background, there are buildings, including a tall one, and a body of water with many sailboats. A large yellow bird-like graphic is superimposed on the right side of the image.

## Our Vision

Bunbury: welcoming and  
full of opportunities

# Our plan on a page

## To achieve the vision, the community helped shape a plan for the future.

There are five core performance areas in this plan - People, Planet, Place, Prosperity and Performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the City of Bunbury. Below, we summarise overall aspirations and desired outcomes. Over the following pages, for each performance area we describe the current situation, recent achievements, what we will keep doing, and our plan for the future.

					
ASPIRATION	<p><b>People</b></p> <p>A safe, healthy and connected community.</p>	<p><b>Planet</b></p> <p>A healthy and sustainable ecosystem.</p>	<p><b>Place</b></p> <p>An integrated, vibrant and well planned City.</p>	<p><b>Prosperity</b></p> <p>A strong and diversified economy.</p>	<p><b>Performance</b></p> <p>Leading with purpose and robust governance.</p>
DESIRED OUTCOMES	<ol style="list-style-type: none"> <li>1. A safe community.</li> <li>2. A growing hub of culture and creativity.</li> <li>3. A healthy and active community.</li> <li>4. A compassionate and inclusive community.</li> </ol>	<ol style="list-style-type: none"> <li>5. A natural environment that is cared for and preserved.</li> <li>6. An aware and resilient community equipped to respond to natural disasters and emergencies.</li> </ol>	<ol style="list-style-type: none"> <li>7. A community with high quality urban design and housing diversity.</li> <li>8. A place with attractive and welcoming community spaces, where people want to live.</li> <li>9. A city that is easy to get around safely and sustainably.</li> </ol>	<ol style="list-style-type: none"> <li>10. The premier city of regional Western Australia.</li> <li>11. A strong, resilient and diverse economic hub for the South West.</li> <li>12. A unique and desirable destination within the South West region.</li> </ol>	<ol style="list-style-type: none"> <li>13. A leading local government.</li> <li>14. A well-informed community that is deeply engaged in decision making.</li> </ol>



# People



## A safe, healthy and connected community.

### Current situation

As a place to live, the City of Bunbury's score improved from 77 to 83 between 2015 and 2021. Disability access and inclusion was most significantly improved, with library services, sports and recreation and playgrounds, parks and reserves also attracting high performance scores as reflected in the 2021 MARKYT® Community Scorecard.

To better meet local needs, the community would like the City to prioritise safety, health and community services, housing, services and facilities for youth and seniors, and festivals and events.

Safety is the highest priority in the community. Community members want to feel safe in the city centre with more police patrols, responsive CCTV, and strategies to address substance abuse and crime. Housing and homelessness are a major concern, with a need for affordable and social housing.

More mental health and GP services are needed, in addition to expanded hospital services and staff numbers.

To better meet the needs of families and seniors, the community is calling for improved access to seniors accommodation, aged and home care services and social inclusion. Families want more free and low cost activities, support, and access to care arrangements.

Community members would also like more festivals and cultural events to unify the community and attract visitors.

### Some recent achievements



#### Youth Precinct

Together with funding partners, the Department of Local Government, Sport and Cultural Industries, Department of Infrastructure, Transport, Regional Development and Communications - Local Roads and Community Infrastructure Program, and major supporter Lotterywest, the City began construction on the \$8.2 million dollar Youth Precinct.



#### Stirling Street Arts Centre

The \$2.4 million re-development project was completed in 2021, funded by the City of Bunbury with support from Lotterywest. The upgrades provided a multi-purpose studio, administration building, and new façade.



#### Hay Park North Pavilion

\$4.12 million invested to construct a multi-sport facility at Hay Park North Sporting Pavilion, including four change rooms, kitchen facilities, public toilets, and community space. This project was supported in part through grant funding from the Department of Local Government, Sport and Cultural Industries.

### What we will keep doing

**Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the People aspiration and outcomes.**

- Customer Support
- Community Events
- Community Education
- Libraries
- Art Gallery
- Museum
- Sports and Recreation
- Wildlife Park
- Venue Hire
- Retail Services
- Community Development
- Visitor Centre



## Our plan for the future

Outcomes	Objectives
<p>1. A safe community.</p>	<p>1.1 Improve safety and crime prevention services.</p> <p>1.2 Modify the physical environment to improve community safety.</p> <p>1.3 Reduce the harmful use of alcohol and other drugs.</p> <p>1.4 Encourage responsible animal management.</p>
<p>2. A growing hub of culture and creativity.</p>	<p>2.1 Grow participation in arts, culture and community events.</p> <p>2.2 Promote and celebrate Noongar culture.</p>
<p>3. A healthy and active community.</p>	<p>3.1 Improve access to quality health and community services.</p> <p>3.2 Encourage participation in sport, recreation and leisure activities.</p>
<p>4. A compassionate and inclusive community.</p>	<p>4.1 Listen and respond to community needs at all stages of life.</p> <p>4.2 Support vulnerable groups, including aged persons and those with disability.</p> <p>4.3 Build a stronger sense of belonging through volunteering.</p>



# Planet



## A healthy and sustainable ecosystem.

### Current situation

With an expansive coastline and over 227 ha of conservation reserves, there is a need for more active management of ecosystems and biodiversity.

Community concerns include coastal hazards, rehabilitating wetlands, water conservation, reduced land clearing, revegetation, weed control and protection of native species.

The community would like the City to become a leader in sustainability and adoption of renewable energy. In 2021, the City's performance score for promoting and adopting sustainable practices was 51 out of 100, on par with the industry average, but with room to improve.

The City is committed to waste reduction and recycling. It has introduced a three-bin FOGO system and waste app. Waste collection services are performing well with a performance index score of 76 out of 100, 11 points above the industry average.

### Some recent achievements



#### Habitat Bunbury

The Habitat Bunbury program assisted three local schools to develop and implement environmental projects to address local needs.



#### Waste Education

60% of household waste diverted from landfill, with the introduction of household drop off points and continued waste education programs.



#### Containers for Change

The City of Bunbury supported the launch of Containers for Change WA. In the first year of operation, 4.3 million containers were returned and more than 50 schools, community groups and charities signed up to the Containers for Change Partnership program.



#### Greening Bunbury

As part of the Bunbury City Centre Action Plan, the City allocated \$50,000 for the Greening Bunbury Action Plan.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Planet aspiration and outcomes.

- Environmental Planning and Consultancy
- City Land Management
- Sustainability
- Environmental Health
- Animal and Pest Control
- Fire Control
- Commercial Waste
- Residential Waste
- Emergency Management
- Natural Area Management



## Our plan for the future

Outcomes	Objectives
<p>5. A natural environment that is cared for and preserved.</p>	<ul style="list-style-type: none"> <li>5.1 Sustainably manage, conserve and enhance our natural habitats.</li> <li>5.2 Encourage the adoption of sustainable practices.</li> <li>5.3 Develop a sustainable, low waste, circular economy.</li> <li>5.4 Conserve and manage water resources.</li> <li>5.5 Move to net zero gas emissions.</li> </ul>
<p>6. An aware and resilient community equipped to respond to natural disasters and emergencies.</p>	<ul style="list-style-type: none"> <li>6.1 Minimise risks and impacts from fires, floods, heat waves, and other natural disasters.</li> </ul>



# Place



## An integrated, vibrant and well planned City.

### Current situation

Overall, the City of Bunbury is performing well as a place to live, scoring 83 out of 100 in the 2021 MARKYT® Community Scorecard. This is up five points since 2019 and is seven points above the industry average.

Known as the City of Three Waters, the City of Bunbury's marine facilities scored well with 67 out of 100, seven points above the industry average.

The biggest improvements were seen with footpaths, trails and cycleways (up five points), streetscapes and verges (up three points), and responsible growth and development (up three points).

Although paths and cycleways improved, 10% of scorecard respondents considered this a priority for further work. They would like safer, better connected and well maintained paths and bike lanes.

There is room to improve public transport with a score of 50. Community members would like improved train services between Bunbury and Perth, as well as more frequent and reliable bus routes.

### Some recent achievements



**Transforming Bunbury's Waterfront**  
\$34.4 million secured from the State Government for Stages 1 and 2 Transforming Bunbury's Waterfront precinct from Koombana Bay to Casuarina Boat Harbour. A further \$78.1 million committed for Stage 3 to support further land and marine infrastructure development along the causeway and Casuarina Drive.



**Bicycle-friendly Bunbury**  
Complete the South-Western Highway shared path, new cycle lanes on Washington Avenue and upgrades to Estuary and Koombana drives' cycleways.



**Bunbury Splash Park and Sykes Foreshore Redevelopment**  
The Splash Park was developed in partnership with Discovery Parks, with a City contribution of \$700,000. The City also invested \$1.2 million to redevelop Sykes Foreshore playground, provide new amenities and improve parking to support the Splash Park, with Lotterywest a major supporter.



**Public amenities**  
Upgraded community public toilet and change room facilities across various shared community spaces including Bunbury Regional Entertainment Centre and Sykes Foreshore.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Place aspiration and outcomes.

- Airport
- Infrastructure Planning and Design
- Infrastructure Delivery
- Infrastructure Maintenance
- Inspections, Certifications and Audits
- Asset Management
- Contracts and Commercials
- City Parks, Gardens and Open Space Delivery
- City Parks, Gardens and Open Space Maintenance
- Strategic City/Town Planning
- Urban Planning and Design
- Development Assessments and Approvals
- Town Scheme Planning and Amendments



## Our plan for the future

Outcomes	Objectives
<p>7. A community with high-quality urban design and housing diversity.</p>	<p>7.1 Promote responsible planning and development.</p> <p>7.2 Grow recognition and respect for local history and heritage.</p> <p>7.3 Increase access to safe, affordable and diverse housing options.</p>
<p>8. A place with attractive and welcoming community spaces, where people want to live.</p>	<p>8.1 Create a strong and vibrant City Centre.</p> <p>8.2 Beautify streetscapes.</p> <p>8.3 Maintain quality community buildings, halls and toilets.</p> <p>8.4 Revitalise the coastline, foreshores, parks and playgrounds.</p> <p>8.5 Improve marine infrastructure and facilities.</p>
<p>9. A city that is easy to get around safely and sustainably.</p>	<p>9.1 Increase the use of active transport with improved paths, cycleways and end-of-trip facilities.</p> <p>9.2 Encourage greater use of public and shared transport services.</p> <p>9.3 Improve road safety, connectivity and traffic flow.</p> <p>9.4 Provide sufficient parking.</p> <p>9.5 Improve aviation infrastructure and services.</p>



# Prosperity



## A strong and diversified economy.

### Current situation

As Western Australia's Second City and the economic hub for the South West, Bunbury has the ability to play a key role in leveraging opportunities to grow economic development, employment and business confidence in the region.

Council has adopted a strategic approach to economic development, endorsing the City's Economic Development Action Plan 2021-2024.

Recent efforts to improve economic development have been well received, with community perceptions increasing by seven index points between 2019 and 2021.

The score for economic development and job creation is now four points above the industry average. The City is working to improve community perception even further in this area.

The community would like the City to revitalise and develop the City Centre and improve tourism attractions and marketing.

### Some recent achievements



#### Halifax Business Park

\$3 million funding secured from the State Government to provide infrastructure enhancements including CCTV, road improvements and sewerage infrastructure for the Halifax Business Park.



#### Tourist Accommodation

The City of Bunbury negotiated a land sale of Lot 330 Ocean Drive, resulting in a \$50 million project investment to develop a mixed-use 4+ star hotel.



#### Business Support

\$140k was provided under the Bunbury Business, Industry and Organisational Support grant funding to assist local business and industry and COVID 19 recovery efforts.



#### Promoting Bunbury

The Bunbury Brighter and associated campaigns identified and promoted what is real, meaningful and different about Bunbury. The initial campaign focused on lifestyle, balance, community connection, arts, culture and events. The campaign was made possible by inspiring local ambassadors who volunteered their time to share what makes Bunbury great and why they choose to live and lead brighter, balanced lives here in Bunbury.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Prosperity aspiration and outcomes.

- Economic Development
- International Relations
- Public Relations
- City Access
- City Land Management
- Community Events
- Visitor Centre



## Our plan for the future

Outcomes	Objectives
<p>10. The premier city of regional Western Australia.</p>	<p>10.1 Build awareness and recognition that Bunbury is a great place in which to live, work, study, holiday, play and invest.</p>
<p>11. A strong, resilient and diverse economic hub for the South West.</p>	<p>11.1 Be Australia's first regional Digital City.</p> <p>11.2 Attract diversified investment, industry and businesses.</p> <p>11.3 Support local business innovation and success.</p> <p>11.4 Futureproof the workforce.</p>
<p>12. A unique and desirable destination within the South West region.</p>	<p>12.1 Develop and promote a competitive tourism offer to attract more visitors.</p>



# Performance



## Leading with purpose and robust governance.

### Current situation

As a governing organisation, the City of Bunbury received a score of 60 out of 100 in the MARKYT® Community Scorecard. This is up five index points since 2019, now three points above the industry average.

Value for money from Council rates also improved from 47 to 54 points; now nine points above industry average.

There are opportunities to improve community perceptions of Council's leadership (48 points), community consultation (42 points) and communication (48 points), to move from okay to excellent.

The City realises that it must get better at communicating how it is embracing change, innovation and new technology. Although Council has been active in this area, endorsing a new Transformation Program Plan in 2021, it seems key messages are not reaching community members.

There is also need to improve communication of the City's vision for the district. Just 34% of community members agree there is a clear and well communicated vision, down from 46% in 2017. This will be a key focus area moving forward.

### Some recent achievements



#### Project Management

Established a Project Management Office to improve the impact the City's investment in projects, initiatives and change activities has on the organisation and community.



#### Asset Management Recognition

Awarded WA 2020 Excellence in Asset Management Award by Institute of Public Works Engineering Australia (IPEWA).



#### Social media engagement

The City's Facebook page is rated as a top LGA page for engagement. Facebook following increased from 16,259 in April 2020 to 17,730 in April 2021.



#### Digital communications

\$400k jointly funded by the City and State Government to install an electronic billboard on the Forrest Highway. It will be managed to promote tourism, local events, and CBD activation.

### What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Performance aspirations and outcomes.

- Strategic Planning
- Partnerships and Grants
- Organisational Performance
- Projects and Initiatives
- Concept Development
- Organisational Design and Change
- Corporate Governance
- Marketing and Corporate Communications
- Finance
- Human Resources
- Data and Information
- ICT
- Employee Safety
- Council Support and Assistance



## Our plan for the future

Outcomes	Objectives
<p>13. A leading local government.</p>	<p>13.1 Provide strong, accountable leadership and governance.</p> <p>13.2 Adopt innovations to improve business efficiencies and the customer experience.</p> <p>13.3 Effectively manage the City's resources.</p>
<p>14. A well-informed community that is deeply engaged in decision making.</p>	<p>14.1 Effectively inform and engage the community about local issues, facilities, services and events.</p>

# Resourcing the Plan

## Strong commitment to value

Council is committed to providing value for money when delivering this plan. Long-term financial planning and annual budgeting is undertaken to responsibly manage expenditure. City services, facilities and special projects are funded through various revenue streams.

This includes:

- Grants from State and Commonwealth government, Lotterywest and others
- Rates, fees and charges
- Cash reserves
- Loans

*Please see the Long Term Financial Plan at [www.bunbury.wa.gov.au](http://www.bunbury.wa.gov.au) for more information.*

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## An engaged workforce

The City is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in this plan. The Workforce Plan is regularly reviewed to ensure workforce resources are aligned with community needs. As of 2021, the City employed 299 full-time equivalent staff to deliver services.

*Please see the City's Workforce Plan at [www.bunbury.wa.gov.au](http://www.bunbury.wa.gov.au) for more information.*

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# Managing Risk

The City's Risk Management Framework creates the environment in which the City's risk management processes operate enabling us to be better informed, more decisive and move with increased confidence to the achievement of our Strategic Community and Corporate Business Plans.

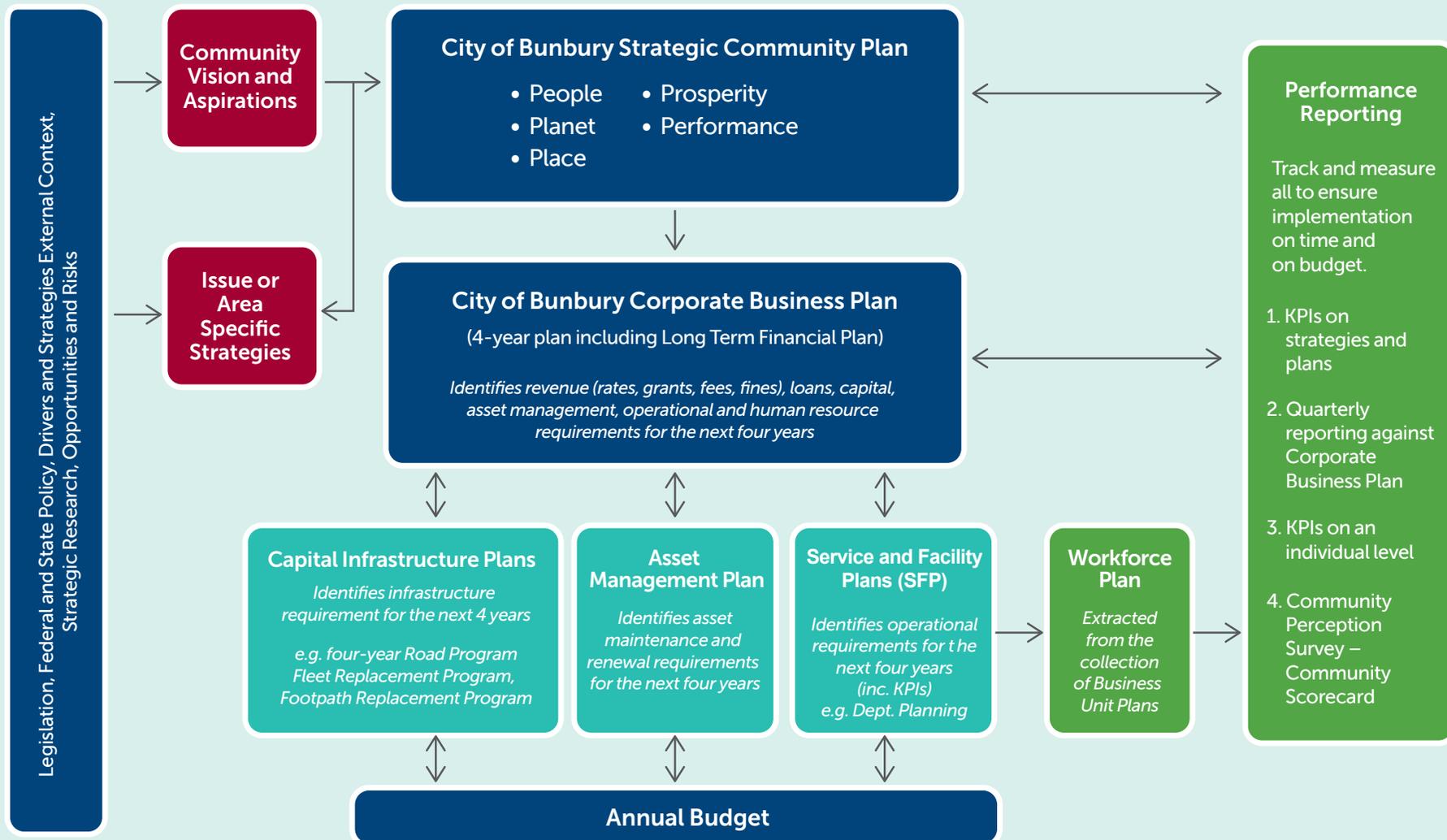
The framework (right), sets out how we assess our exposure to risk, as well as the administrative, human and financial resources required to manage our risks while meeting our objectives.



# How we plan our future

## City of Bunbury Integrated Planning and Reporting Framework (IPRF)

The City of Bunbury adopts an integrated approach to strategic planning adhering to the requirements set out in the Local Government Act 1995.



The Local Government Act 1995 requires all local governments to plan for the future and consider the Integrated Planning and Reporting Framework and Guidelines. Councils must adopt a Strategic Community Plan, Corporate Business Plan and Annual Budget, and planning must be integrated with asset management, workforce planning and long-term financial planning.

The Strategic Community Plan is a ten year plan that has a major review every four years following the mayoral election, with a minor review at the two year mark. The next minor review is due for completion in 2023 with the next major review due in 2025. The Corporate Business Plan and Annual Budget must be reviewed annually.

In 2021, the City embraced the FUTYR® approach to conduct a major review. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved the following elements:

- Desktop research
- Detailed review of current plans and supporting strategies to align and integrate outcomes and actions
- Comprehensive community survey and benchmarking exercise using the MARKYT® Community Scorecard
- Series of workshops with Elected Members, City of Bunbury staff, key stakeholders and local community members

We express our deepest thanks to more than 1,000 community members who assisted with the review. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.

MARKYT   
Community Scorecard

943

community members

MARKYT   
Community VoiceBank

58,928

word count of ideas and suggestions

FUTYR   
Community Workshops

103

RSVPs



# MARKYT

## Community Scorecard

The City of Bunbury aims to participate in an independent study to monitor and benchmark performance every two years.

The City aims to be above the MARKYT® industry average and strives to be the industry leader in all areas.

This chart shows the City's Performance Index Score out of 100 compared to the MARKYT® Industry Standards. The preferred

### LEGEND

- City of Bunbury 2021 performance score
- City of Bunbury 2019 performance score
- ◐ No change in performance from 2019 to 2021
- Target Zone. Shading shows industry average to industry high from MARKYT® Community Scorecard. For further information, visit [catalyse.com.au/markyt](http://catalyse.com.au/markyt).

## 2021 Performance Measures



# Want to help build a better, brighter Bunbury?

Please reach out to your elected member or the responsible officer at the City of Bunbury to share your thoughts and ideas.

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Phone: 08 9792 7000

Email: [mayor@bunbury.wa.gov.au](mailto:mayor@bunbury.wa.gov.au)  
[records@bunbury.wa.gov.au](mailto:records@bunbury.wa.gov.au)



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