



# Corporate Business Plan

2022-2026



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## Introduction



Welcome to the City of Bunbury's Corporate Business Plan. This plan supports the Strategic Community Plan which was 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
- How the City will achieve and resource its objectives
- How success will be measured and reported



## 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 Corporate Business Plan 2022-2026, in support of our Strategic Community Plan.

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 1,000 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, working port, protected marinas and friendly climate, the City of Bunbury is a vibrant regional hub. The City's lifestyle, trade, recreation, arts and culture, together with its history and heritage, sets Bunbury apart. The seaside City has developed a diverse economic and cultural outlook. Its collection of street and public art is among the best in regional Australia.**

Bunbury is located in the South West region of Western Australia, 180kms south of the capital Perth. The Wardandi Noongar people have inhabited Bunbury and the region for more than 40,000 years. European settlement occurred in 1838 and by the 20th century, Bunbury was an established import and export port, with a railway line to Perth. Today, Bunbury is an accessible, inclusive and cosmopolitan regional city.

Bunbury is a City of many waters, located on a unique peninsular, facing west to Geographe Bay and the Indian Ocean. Nestling against the Leschenault Inlet and on the protected north facing waters of Koombana Bay, it extends easterly towards the harbour. The City's iconic waterways include the Leschenault Estuary, two rivers and many important wetlands.

Koombana Bay and the Inlet and Estuary are an all-year round home to resident dolphins, with up to 100 seasonal visiting dolphins. The City's iconic waterways and 1,930 hectares of parks, recreation and conservation areas enhance the quality lifestyle enjoyed by locals and visitors. Kalgulup Conservation Park is a high-quality example of the South West's biodiversity.

Bunbury was declared the State's Second City in 1979 and supports and services more than 90,000 residents in the Bunbury-Geographe Sub-Region. The area has a target population of 200,000 people and the City's population is projected to double within 40 years. Bunbury is a major economic hub and service centre, due to its access to transport

and export infrastructure. It has flourishing business and industry parks, and access to new greenfield sites.

The sub-region has a thriving job market, with many employment opportunities in health care and social services, retail, education and construction. Under the State's *Diversify WA* economic development framework, Bunbury is poised to become a leader in regional innovation and technology, creating a Digital City for the future. It has something for everyone.

Bunbury is a beautiful place in which to live, work and visit. Its quality of life is one of the biggest attractions, offering resident families all amenities in easy reach, schools, shops, beaches and nightlife. This includes a university and a regional TAFE, public and private schools, the South West Regional Health Campus and a range of high-quality health services. The City also hosts an extensive and diverse events calendar, including national and international shows, held at the award-winning Bunbury Regional Entertainment Centre.

Rich in art, culture and heritage, Bunbury is the region's cultural and entertainment hub. Bunbury Regional Art Gallery is the largest A-class regional gallery in Western Australia and Bunbury has its very own museum and heritage centre, documenting the city's rich history. Complementing the cultural and entertainment offerings are high-class sporting facilities, a nationally accredited speedway track, a motor museum, and many exceptional, award-winning cafés, restaurants and small bars.

## Population



2016 2026

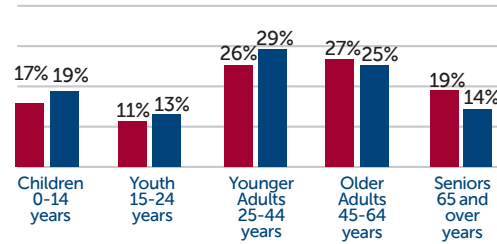
**31,920 → 34,030**

ABS Census

Projected (Band C)  
WA Planning  
Commission

## Age profile

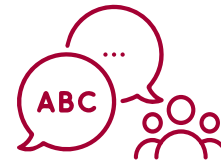
2016, ABS Census



■ 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 up-to-date 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>.

	<b>People</b>      	<b>Planet</b>      	<b>Place</b>  	<b>Prosperity</b>   	<b>Performance</b>  

## 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)

	<b>People</b> <ul style="list-style-type: none"> <li>Supporting our most vulnerable</li> <li>Putting patients first</li> </ul>	<b>Planet</b> <ul style="list-style-type: none"> <li>Investing in renewable energy and new technologies</li> <li>Green jobs and environmental protection</li> </ul>	<b>Place</b> <ul style="list-style-type: none"> <li>Building infrastructure</li> <li>Maintenance blitz</li> <li>Major road construction</li> <li>Building community infrastructure</li> <li>Housing construction</li> </ul>	<b>Prosperity</b> <ul style="list-style-type: none"> <li>Driving industry development</li> <li>Unlocking future mining opportunities</li> <li>Revitalising culture and the arts</li> <li>Supporting small businesses</li> <li>Buying local</li> <li>Growing WA's food industries</li> <li>Investing in our tourism sector</li> <li>Boosting local manufacturing</li> <li>Rebuilding TAFE and reskilling our workforce</li> <li>Building schools for the future</li> <li>Unlocking barriers to investment</li> </ul>	






# 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

# 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.





## Our Vision

Bunbury: welcoming and full of opportunities



# 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



#### Koolambidi Woola (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

## Outcome 1. A safe community

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
1.1. Increase safety and crime prevention services.	1.1.1 Facilitate promotion of grass roots community safety and crime prevention programs (such as street or local neighbourhood based closed Facebook groups to share local issues).	Community Wellbeing		●				
1.2. Modify the physical environment to improve community safety.	1.2.1 Provide Crime Prevention through Environmental Design and Management (CPTEDM) audits of priority locations such as the bus station, Bricknell Shell and Youth Precinct.	Community Wellbeing		●				
	1.2.2 Install improved street lighting in priority locations.	Infrastructure Maintenance Services	Capital		●	●	●	
	1.2.3 Review the current CCTV coverage, and if relevant, seek funding to expand and improve the CCTV system.	Digital Services	Capital	○	○	○		
	1.2.4 Review City Facilities security systems.	Infrastructure Maintenance Services	Operating Project	●				
1.3. Reduce the harmful use of alcohol and other drugs.	1.3.1 Facilitate the Alcohol Accord to support key stakeholders to reduce the risk of antisocial behaviour and alcohol-related harms.	Community Wellbeing		●	●	●	●	
	1.3.2 Partner with relevant agencies through the Bunbury Prevention Plan Committee to support the planning, implementation and evaluation of the Community Safety Plan.	Community Wellbeing		●	●	●	●	
	1.3.3 Develop a Wellness and Safety Strategy.	Community Wellbeing			●			

● Covered by existing funding

○ Needs additional external funding

## Outcome 2. A growing hub of culture and creativity

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
2.1 Grow participation in arts, culture and community events.	2.1.1 Acquire Bunbury Museum and Heritage Centre collection items.	Community Connection	Operating Project	●	●	●	●	
	2.1.2 Acquire artworks for the City Art Collection.	Community Connection	Capital	●	●	●	●	
	2.1.3 Provide Radio Frequency Identification (RFID) and self loans technology at Bunbury Library.	Community Facilities	Capital	●				
	2.1.4 Support Bunbury Regional Entertainment Centre (BREC) with an operating subsidy and the purchase of equipment.	Community Connection	Operating Project / Capital	●	●	●	●	
	2.1.5 Support Stirling Street Arts Centre (SSAC) with capital funds and an operating subsidy.	Community Connection	Operating Project / Capital	●	●	●	●	
	2.1.6 Support King Cottage Museum.	Community Connection	Operating Project	●	●	●	●	
	2.1.7 Support the Anzac Day Working Group.	Community Connection	Operating Project	●	●	●	●	
	2.1.8 Support Bunbury City Band.	Community Connection	Operating Project	●	●	●	●	
	2.1.9 Conduct South West Art Now (SWAN) art exhibition.	Community Connection			●		●	
	2.1.10 Display Bunbury Biennale art exhibition.	Community Connection		●		●		
	2.1.11 Facilitate development and promotion of app guided tours of the Bunbury Heritage Building Trail and Urban Art Trail.	Community Connection	Operating Project	○				
	2.1.12 Fund the Community Connect grants program.	Community Connection	Operating Project	●	●	●	●	
	2.1.13 Fund the Neighbourhood Connect grants program.	Community Connection	Operating Project	●	●	●	●	
	2.1.14 Fund the Achievement grants program.	Community Connection	Operating Project	●	●	●	●	
	2.1.15 Replace Christmas street decorations.	Infrastructure Maintenance Services	Operating Project	●	●	●	●	

## Outcome 2. A growing hub of culture and creativity (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
2.2 Promote and celebrate Noongar culture.	2.2.1 Conduct an Indigenous Arts Program at BRAG.	Community Connection	Operating Project	●	●	●	●	
	2.2.2 Partner with the Shires of Capel, Dardanup and Harvey, and Reconciliation Australia, to develop and implement the Reconciliation Action Plan.	CEO	Operating Project	●	●	●		
	2.2.3 Engage with local Elders to consider options for dual naming of significant landmarks and places.	Community Facilities	Operating Project	○	○			
	2.2.4 Support South West Clontarf Academy (Newton Moore College).	Community Connection	Operating Project	●	●			

## Outcome 3. A healthy and active community

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
3.1 Improve access to quality health and community services.	3.1.1 Implement the Community Health and Wellness Plan.	Community Wellbeing		●	●	●	●	
	3.1.2 Partner with agencies and community groups with initiatives and programs that enhance wellness, health and resilience, including initiatives and programs that target vulnerable populations.	Community Connection		●				
	3.1.3 Investigate adopting a healthy food and drink policy that covers all City property and events utilising Healthway Healthy Vendor Guide.	Community Wellbeing			●			

● Covered by existing funding

○ Needs additional external funding

## Outcome 3. A healthy and active community (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
3.2 Encourage participation in sport, recreation and leisure activities.	3.2.1 Provide a revised Sport and Recreation Plan that outlines the actions for club support, physical activation and suitable facilities. This will enable the needs of all clubs to be understood and actions prioritised.	Community Facilities		●				
	3.2.2 Develop a plan for the expansion plan of South West Sports Centre incorporating additional indoor basketball courts and relocation and upgrade of netball courts.	Community Facilities	Capital	●				
	3.2.3 Partner with stakeholders to apply for funding for the South West Sports Centre redevelopment project (i.e. club hub, additional indoor courts multipurpose courts, squash courts, gym space and group fitness facilities).	Community Facilities	Operating Project	●				●
	3.2.4 Partner with Bunbury and Districts Cricket Association and Hay Park Redbacks Cricket Club to advocate for funding to relocate cricket nets closer to the Hay Park North/Central Pavilion.	Community Facilities	Capital		●			
	3.2.5 Apply for CSRFF funding for priority projects as identified in the updated Sport and Recreation Plan.	Community Facilities			●	●	●	
	3.2.6 Renew Bunbury Hockey perimeter fencing.	Infrastructure Maintenance Services	Capital	●				
	3.2.7 Support Bunbury Hockey Club lighting upgrade project.	Community Facilities	Operating Project	●				
	3.2.8 Support Central Croquet Club lighting upgrade project.	Community Facilities	Operating Project	●				
	3.2.9 Provide Hay Park infrastructure redevelopment, including internal roads, paths, parking, lighting and drainage.	Projects and Asset Management	Capital					○
	3.2.10 Provide replacement of the Forrest Park Pavilion with modern, unisex changing facilities and upgraded power supply.	Projects and Asset Management	Capital	●	●			
	3.2.11 Redevelop Hands Oval SWFL facilities to a standard required for WAFL and AFL fixtures, in partnership with stakeholders.	Projects and Asset Management	Operating Project / Capital	●	●			
	3.2.12 Partner with Bunbury Runners Club and Colts Cricket Club to develop plans to upgrade Michael Eastman Pavilion, Bunbury Recreation Ground.	Community Facilities	Capital			●	●	
	3.2.13 Support South West Academy of Sport (SWAS).	Community Facilities	Operating Project	●	●	●	●	
	3.2.14 Investigate demand for more free exercise equipment to be installed in public spaces.	Community Facilities						●
	3.2.15 Fund the City of Bunbury Surf Life Saving Club to improve beach safety.	Finance		●	●	●	●	



## Outcome 4. A compassionate and inclusive community

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
4.1 Listen and respond to community needs at all stages of life.	4.1.1 Partner with neighbouring councils, peak bodies and the Youth Advisory Council to develop a Greater Bunbury Youth Action Plan.	Community Connection			●			
	4.1.2 Support Bunbury Regional YouthCare.	Community Connection	Operating Project	●				
	4.1.3 Conduct Grandfamilies Fun Day.	Community Connection	Operating Project	●	●	●	●	
	4.1.4 Replace toys in City Library children's area.	Community Facilities	Operating Project	●	●	●	●	
4.2 Support vulnerable groups, including aged persons and those with disability.	4.2.1 Engage with Bunbury Geographe Seniors and Community Centre to develop 3-year outcomes-based MOU agreement.	Community Connection		●				
	4.2.2 Fund the Bunbury Geographe Seniors and Community Centre.	Community Connection	Operating Project	●	●	●	●	
	4.2.3 Support the In-Town Lunch Centre building and maintenance through provision of in-kind support.	Infrastructure Maintenance Services		●	●	●	●	
	4.2.4 Conduct an annual review of the Disability and Access Inclusion Plan.	Community Connection		●	●	●	●	
	4.2.5 Facilitate an Accessibility Audit of City facilities to identify future MARCIA projects.	Community Connection		●				
	4.2.6 Fund implementation of priority MARCIA projects (as established through the audit).	Infrastructure Maintenance Services	Operating Project		○	○	○	
	4.2.7 Upgrade the City's website to be WCAG AA compliant to enhance accessibility.	Digital Services		●				
4.3 Build a stronger sense of belonging through volunteering.	4.3.1 Provide an awards program to promote volunteering and recognition of volunteers.	People and Safety	Operating Project	○	○	○	○	

● Covered by existing funding

○ Needs additional external funding



# Planet



## A healthy and sustainable ecosystem.

### Current situation

With an expansive coastline and more than 193 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

## Outcome 5. A natural environment that is cared for and preserved

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
5.1 Sustainably manage, conserve and enhance our natural habitats.	5.1.1 Provide management of 188 ha of conservation reserves and other natural areas under the City's care and control through weed and pest management, fencing, revegetation, dieback management and protecting threatened species.	Projects and Asset Management		●	●	●	●	
	5.1.2 Participate in Peron Naturaliste Partnership.	Projects and Asset Management	Operating Project	●	●	●	●	
	5.1.3 Implement detailed site investigation remediation actions for contaminated sites within the City.	Projects and Asset Management		●	●	●	●	●
	5.1.4 Develop and implement a Weed Management Plan.	Projects and Asset Management		●	●	●	●	
	5.1.5 Implement program to manage introduced Corellas.	Projects and Asset Management	Operating Project	●	●	●	●	
	5.1.6 Fund environmental education initiatives in the community.	Projects and Asset Management		●	●	●	●	
5.2 Encourage the adoption of sustainable practices.	5.2.1 Develop a Sustainability Policy and Sustainability Action Plan.	Projects and Asset Management		●				
	5.2.2 Fund implementation of projects in the Sustainability Implementation Plan.	Projects and Asset Management	Operating Project	●	●	●	●	
	5.2.3 Partner with Aqwest in the delivery of the water resource recovery project to better supply sustainable and efficient resourcing to City facilities.	Projects and Asset Management	Capital	●	●			

● Covered by existing funding

○ Needs additional external funding

## Outcome 5. A natural environment that is cared for and preserved (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
5.3 Develop a sustainable, low waste, circular economy.	5.3.1 Partner with local governments in the South West region to consider regional, sustainable waste management options.	Waste Operations and Infrastructure Business Services		●	●	●	●	
	5.3.2 Partner with the Shire of Harvey and Bunbury Harvey Regional Council to develop a state-of-the-art waste management facility at Banksia Road.	Waste Operations and Infrastructure Business Services	Operating Project	●	○	○	○	
	5.3.3 Provide Better Bins Plus "Go FOGO" kerbside collection program.	Waste Operations and Infrastructure Business Services	Operating Project	●	●	●	●	
	5.3.4 Implement actions of the Waste Plan (2021-26)	Waste Operations and Infrastructure Business Services		●	●	○	○	
	5.3.5 Provide the annual bin replacement program.	Waste Operations and Infrastructure Business Services	Capital	●	●	●	●	
	5.3.6 Renew bin enclosures.	Waste Operations and Infrastructure Business Services	Capital	●	●	●	●	
5.4 Move to net zero gas emissions.	5.4.1 Renew City facilities lighting; replacing old bulbs with more sustainable lighting.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	5.4.2 Provide renewable energy and energy efficient projects.	Projects and Asset Management	Operating Project	●	●	●	●	

## Outcome 6. An aware and resilient community equipped to respond to natural disasters and emergencies.

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
6.1 Minimise risks and impacts from fires, floods, heat waves, and other natural disasters.	6.1.1 Develop and implement a Coastal Hazard Risk Management Adaptation Plan (CHRMAP).	Projects and Asset Management		●	○	○	○	
	6.1.2 Review the City's Emergency Management Plan annually.	Community Wellbeing		●	●	●	●	
	6.1.3 Partner with relevant agencies (DFES, Department of Communities, etc) regarding emergency management arrangements.	Community Wellbeing		●	●	●	●	
	6.1.4 Partner with DFES State Emergency Services (SES) and local community groups to conduct natural disaster welfare checks, assist with the distribution of care packs, and provide other assistance as needed for vulnerable community members, including pensioners and the homeless.	Community Wellbeing		●	●	●	●	
	6.1.5 Facilitate access to safe, air-conditioned community spaces (library, SWSC, etc) for vulnerable community members during heatwaves and smoke hazes.	Community Facilities		●	●	●	●	
	6.1.6 Provide bushfire community awareness education programs.	Community Wellbeing		●	●	●	●	
	6.1.7 Undertake Department of Fire and Emergency Services Mitigation Activity program.	Community Wellbeing	Operating Project	●				
	6.1.8 Support the Bunbury Volunteer Bushfire Brigade.	Community Wellbeing		●	●	●	●	
	6.1.9 Support the Emergency Management Committee.	Community Wellbeing		●	●	●	●	
	6.1.10 Provide a disaster assistance fund.	CEO	Operating Project	●	●	●	●	

● Covered by existing funding

○ Needs additional external funding





# 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.

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 Drive and Koombana Drive 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

### Outcome 7. A community with high quality urban design and housing diversity

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
7.1 Promote responsible planning and development.	7.1.1 Review the Local Planning Strategy.	City Growth	Operating Project		●			
	7.1.2 Review the Local Planning Scheme.	City Growth	Operating Project		●			
	7.1.3 Provide a planning review for the Spencer/Blair Precinct.	City Growth		●				
	7.1.4 Review completed work and make additional recommendations in respect to all laneways.	City Growth						○
7.2 Grow recognition and respect for local history and heritage.	7.2.1 Review residential densities on heritage listed properties and within heritage area to ensure that they are consistent with the heritage objectives.	City Growth			●			
	7.2.2 Complete a local heritage survey in accordance with <i>Heritage Act 2018</i> .	City Growth			●			
	7.2.3 Conduct research and design for a Stirling Street Heritage Trail.	City Growth					●	
	7.2.4 Partner with heritage building owners to run a Heritage Open Day that coincides with the Australian Heritage Festival and annual Bunbury Heritage Forum. The intent is to strengthen the City of Bunbury's reputation as the preferred location to enjoy Heritage by the Sea.	City Growth		●				
7.3 Increase access to safe, affordable and diverse housing options.	7.3.1 Facilitate greater awareness among ratepayers of their options to build ancillary housing (i.e. granny flats) and provide higher density housing on their land (i.e. villas, duplexes) to improve community access to affordable housing.	City Growth		●				
	7.3.2 Communicate the outcomes of the Housing Strategy with service authorities to better inform their infrastructure planning processes.	City Growth		●				
	7.3.3 Review the feasibility and level of interest in mixed use dwellings; repurposing underutilised upper floors in CBD premises for residential living.	City Growth			○			

● Covered by existing funding

○ Needs additional external funding

## Outcome 8. A place with attractive and welcoming community spaces where people want to live

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
8.1 Create a strong and vibrant City Centre.	8.1.1 Facilitate implementation of the Bunbury City Centre Action Plan.	City Growth			●			
	8.1.2 Provide a best-practice place management approach for the City Centre to lead and support city centre businesses, landowners, Council, and civic groups to improve amenity and performance in the City Centre.	City Growth			●			
8.2 Beautify streetscapes.	8.2.1 Develop a Streetscape Beautification Program to brainstorm, evaluate and fund ideas to develop more welcoming and attractive entrance statements and streetscapes. Areas to be considered include street design, landscaping, weed management, signage, painting buildings, public art and tidy street competitions.	Projects and Asset Management		●	●	●	●	
	8.2.2 Provide a comprehensive City Centre Streetscape Design Guide covering entrances, paths, bike lanes and bike racks, lighting, trees, seating, shade, bins, water fountains, etc.	Projects and Asset Management			●			
	8.2.3 Fund implementation of the Greening Bunbury Plan.	Infrastructure Maintenance Services	Capital	●	●	●	●	
8.3 Maintain quality community buildings, halls and toilets.	8.3.1 Renew or refurbish community, sport and recreation buildings as per asset management plans.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	8.3.2 Refurbish City facilities change rooms and public conveniences.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	8.3.3 Renew South West Sports Centre plant and machinery.	Infrastructure Maintenance Services	Capital	●	●	●		
	8.3.4 Renew South West Sports Centre furnishings and equipment.	Community Facilities	Operating Project	●	●	●	●	
	8.3.5 Paint sport and leisure buildings.	Infrastructure Maintenance Services	Operating Project		●	●	●	

● Covered by existing funding

○ Needs additional external funding

## Outcome 8. A place with attractive and welcoming community spaces where people want to live (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
8.4 Revitalise the coastline, foreshores, parks and playgrounds.	8.4.1 Partner with State Government for the continued delivery of Transforming Bunbury's Waterfront.	Projects and Asset Management		●	●			
	8.4.2 Provide a planning review for the Back Beach Precinct.	Projects and Asset Management	Operating Project	●				
	8.4.3 Fund studies to determine the viability of an Ocean Pool.	Projects and Asset Management	Operating Project	●				
	8.4.4 Review and update the Leschenault Inlet Master Plan.	Projects and Asset Management		●				
	8.4.5 Renew foreshore marine walls at the Leschenault Inlet.	Infrastructure Maintenance Services	Capital		●	●		
	8.4.6 Implement Boulters Heights Master Plan.	Projects and Asset Management	Capital	●	●			
	8.4.7 Replace boardwalks and lookouts.	Infrastructure Maintenance Services	Capital	●	●	●		
	8.4.8 Replace timber shelters.	Infrastructure Maintenance Services	Capital		●	●	●	
	8.4.9 Renew irrigation infrastructure.	Infrastructure Maintenance Services	Capital		●	●	●	
	8.4.10 Renew open space infrastructure.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	8.4.11 Replace playground equipment.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	8.4.12 Repair jetties.	Infrastructure Maintenance Services	Capital		●	●		
	8.4.13 Conduct a survey and monitoring of Pelican Point Grand Canals.	Projects and Asset Management	Operating Project	●	●	●	●	

● Covered by existing funding

○ Needs additional external funding

## Outcome 9. A city that is easy to get around safely and sustainably

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
9.1 Increase the use of active transport with improved paths, cycleways and end-of-trip facilities.	9.1.1 Expand the path network across the City of Bunbury, including construction of the following paths in 2022-23: Gibson Street/Halsey Street, Bunning Boulevard, Ashrose Drive, Ocean Drive, Herbert Road and Cousins Avenue.	Projects and Asset Management	Capital	●	●	●	●	
	9.1.2 Expand cycle ways (implement Bunbury Bike Plan)	Projects and Asset Management	Capital		●	●	●	
	9.1.3 Provide construction of safe active streets on Stirling Street and Austral Parade.	Projects and Asset Management	Capital		○	○	○	○
	9.1.4 Review the option for shared-lane marking for bikes within the City Centre.	Projects and Asset Management			●			
	9.1.5 Renew and upgrade paths.	Projects and Asset Management		●	●	●	●	
	9.1.6 Renew and upgrade footbridges.	Projects and Asset Management	Capital			●		
9.2 Encourage greater use of public and shared transport services.	9.2.1 Partner with surrounding local governments and Department of Planning, Lands and Heritage to develop a new Integrated Transport Planning Strategy.	City Growth			○	○		
	9.2.2 Provide renewal of bus stops and bus shelters.	Infrastructure Maintenance Services	Capital		●	●	●	
	9.2.3 Partner with the Public Transport Authority to investigate options for a future Bunbury bus station.	City Growth		●	●			
	9.2.4 Contribute to a rail-line reinstatement trust with Arc Infrastructure.	CEO	Operating Project	●	●	●	●	

● Covered by existing funding

○ Needs additional external funding

## Outcome 9. A city that is easy to get around safely and sustainably (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
9.3 Improve road safety, connectivity and traffic flow.	9.3.1 Support industry road safety initiatives (such as RoadWise).	Projects and Asset Management	Operating Project	●	●	●	●	
	9.3.2 Partner with schools to improve traffic flow around school zones.	Infrastructure Maintenance Services		●				
	9.3.3 Review, renew and upgrade local roads as per Asset Management Plans.	Projects and Asset Management	Capital		●	●	●	
	9.3.4 Realign and widen Ocean Drive in South Bunbury.	Infrastructure Maintenance Services	Capital	●	●			
	9.3.5 Improve traffic configuration Blair St, Bussell Hwy, Timperley Drive and Spencer Street, South Bunbury.	Infrastructure Maintenance Services	Capital				●	
	9.3.6 Upgrade Centenary Road (Bussell to Parade).	Projects and Asset Management	Capital			●	●	
	9.3.7 Provide CBD road works.	Projects and Asset Management	Capital	●				
	9.3.8 Partner with Roads to Recovery to implement the Reseal Road Improvement program.	Projects and Asset Management	Capital	●	●	●	●	
	9.3.9 Renew Withers regional roads.	Infrastructure Maintenance Services	Capital	●				
	9.3.10 Provide traffic calming and minor intersection treatments.	Infrastructure Maintenance Services	Capital	●	●	●	●	
	9.3.11 Renew, re-sleeve and improve drainage network (including compensation basins).	Infrastructure Maintenance Services	Capital	●	●	●	●	
	9.3.12 Undertake drainage catchment studies.	Projects and Asset Management	Operating Project	●				
	9.3.13 Replace drainage camera.	Projects and Asset Management	Capital		●			
	9.3.14 Replace data collection and engineering surveying equipment.	Projects and Asset Management	Capital			●		

● Covered by existing funding

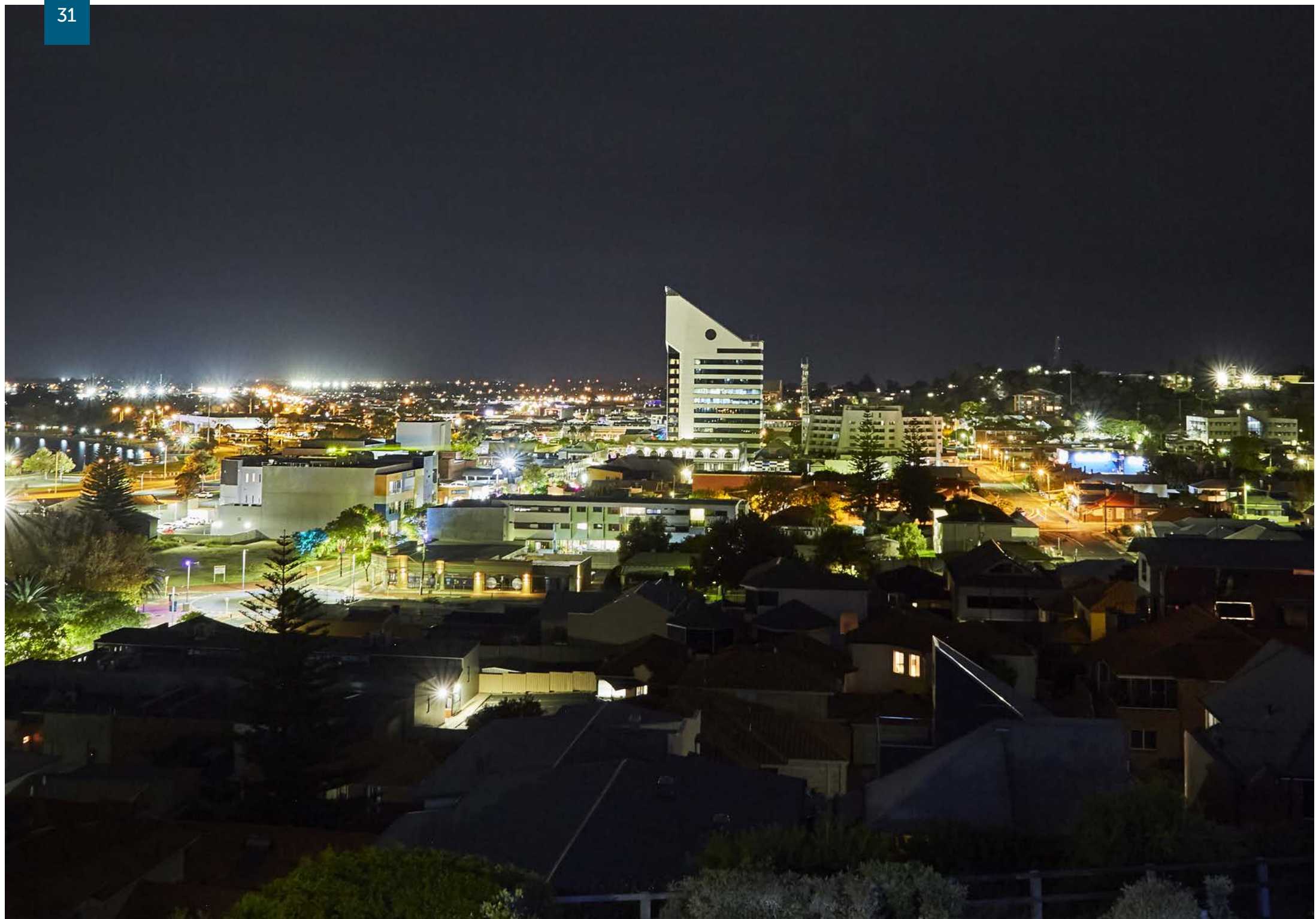
○ Needs additional external funding

## Outcome 9. A city that is easy to get around safely and sustainably (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
9.4 Provide sufficient parking.	9.4.1 Provide the Parking Strategy Report.	Community Wellbeing		●				
	9.4.2 Implement recommendations in the Parking Strategy to provide additional parking facilities	Community Wellbeing						○
	9.4.3 Undertake general improvements to carparks.	Infrastructure Maintenance Services	Operating Project		●	●	●	
	9.4.4 Implement Smart Parking.	Community Wellbeing	Capital	●	●	●	●	
9.5 Improve aviation infrastructure and services.	9.5.1 Facilitate implementation of the Bunbury Geographe Airport Master Plan.	Projects and Asset Management		●	●	●	●	
	9.5.2 Repaint runway and taxiways at Bunbury Airport.	Infrastructure Maintenance Services	Operating Project				●	
	9.5.3 Provide CASA required airport training.	Projects and Asset Management	Operating Project	●	●		●	

● Covered by existing funding

○ Needs additional external funding





# 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

## Outcome 10. The premier city of regional Western Australia

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
10.1 Build awareness and recognition that Bunbury is a great place to live, work, study, holiday, play and invest in.	10.1.1 Partner with the Department of Planning, Lands and Heritage to advance the Bunbury-Geographe Sub-regional Strategy to establish the Bunbury Metropolitan Area as Western Australia's second city.	City Growth		●				
	10.1.2 Partner with key stakeholders to develop a Bunbury 2050 Shared Vision that describes key projects to be delivered by government, industry and others.	Strategy, Projects and Communications						○
	10.1.3 Fund the Bunbury Brighter campaign to promote Bunbury's attractive lifestyle and emerging leadership in innovation and creativity to attract residents, businesses, investors and visitors.	Strategy, Projects and Communications		●	○	○	○	
	10.1.4 Partner with organisations to implement innovative pilot projects and trials that position Bunbury locally, nationally and internationally as a leader in research, innovation and creativity.	City Growth		●	●	●	●	

## Outcome 11. A strong, resilient and diverse economic hub for the South West

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
11.1 Be Australia's first regional Digital City.	11.1.1 Provide regular reviews and promotion of innovation and digital grants that are available to local businesses from the State and Federal Government.	Strategy, Projects and Communications		●	●	●	●	

● Covered by existing funding

○ Needs additional external funding

## Outcome 11. A strong, resilient and diverse economic hub for the South West (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
<b>11.2 Attract diversified investment, industry and businesses.</b>	11.2.1 Support the Regional Cities Alliance.	CEO	Operating Project	●	●	●	●	
	11.2.2 Support the Bunbury Geographe Economic Alliance.	CEO		●	●	●	●	
	11.2.3 Facilitate implementation of the Economic Development Action Plan.	City Growth	Operating Project		●	●	●	
	11.2.4 Develop an Investment Incentive Policy to attract and accelerate property and economic development.	City Growth		●				
	11.2.5 Provide the Bunbury Economic Snapshot as an online dashboard linked to live or regularly updated data to support investors and business owners to monitor and respond to changing trends in the Bunbury economy.	City Growth		●				
<b>11.3 Support local business innovation and success.</b>	11.3.1 Partner with service providers to build the capacity of Indigenous businesses and increase training and employment opportunities for local Aboriginal and Torres Strait Islander people.	City Growth		●				
	11.3.2 Partner with service providers to deliver a program of business training and support services.	City Growth		●				
<b>11.4 Position Bunbury to capitalise on future employment trends and needs.</b>	11.4.1 Collaborate with Edith Cowan University on opportunities for the development of local resources and for research and development projects that will benefit the economy and community.	Strategy and Organisational Performance		●	●	●		

## Outcome 12. A unique and desirable destination within the South West Region

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
12.1 Develop and promote a competitive tourism offer to attract more visitors.	12.1.1 Partner with other local governments in the region to support Bunbury Geographe Tourism.	City Growth	Operating Project	●	●			
	12.1.2 Fund the Signature Events grant program.	Community Connection	Operating Project	●	●	●	●	
	12.1.3 Partner with Sports Marketing Australia and local sporting clubs to retain and secure new elite level competitions and sporting events (state, national and international).	Community Connection	Operating Project	●	●	●	●	
	12.1.4 Partner with local service providers to retain, develop and attract new arts and culture events.	Community Connection		●	●	●	●	
	12.1.5 Conduct an exploration of options to enhance and activate Bunbury Wildlife Park.	Community Facilities		●				
	12.1.6 Contribute towards Busselton Margaret River Regional Airport Marketing Fund.	CEO	Operating Project	●	●			
	12.1.7 Conduct anniversary celebrations for the Bunbury-Setagaya Sister City with incoming and outgoing tours.	City Growth	Operating Project	●				
	12.1.8 Facilitate the Bunbury Setagaya Biennial Photographic Competition.	City Growth	Operating Project		●		●	
	12.1.9 Develop stage one implementation plan from the Visitor Centre Review.	City Growth	Operating Project	●	○	○	○	

● Covered by existing funding

○ Needs additional external funding



# 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

## Outcome 13. A leading local government

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
13.1 Provide strong, accountable leadership and governance.	13.1.1 Provide a minor review (2023/24) and major review (2025/26) of the Strategic Community Plan in line with the Integrated Planning and Reporting Framework.	Strategy, Projects and Communications	Operating Project		●		●	
	13.1.2 Provide an Annual Report with progress against outcomes in the Strategic Community Plan.	Corporate Governance		●	●	●	●	
	13.1.3 Provide a Council and Community Dashboard with real performance measures aligned to outcomes in the Corporate Business Plan.	Digital Services		●				
	13.1.4 Conduct Mayoral and Council Elections.	Corporate Governance	Operating Project		●		●	
	13.1.5 Advocate for new City developments, equitable funding for the provision of regional infrastructure, high quality government service delivery, and additional private and government investment in Bunbury.	CEO		●	●	●	●	
	13.1.6 Advocate for greater diversity on Council.	People and Safety		●	●	●	●	
13.2 Adopt innovations to improve business efficiencies and the customer experience.	13.2.1 Implement Project Shine (COB Transformation)	Strategy and Organisational Performance	Operating Project	●				
	13.2.2 Undertake change management training.	People and Safety		●	●			
	13.2.3 Provide quarterly reporting on progress with implementation of the City of Bunbury Evolve Plan and the benefits achieved.	Strategy, Projects and Communications		●				
	13.2.4 Develop and implement an integrated Customer Relationship Management system.	Digital Services		●	●			
	13.2.5 Conduct service reviews.	Strategy, Projects and Communications		●	●	●	●	
	13.2.6 Provide an improved City website with an expanded range of online customer services.	Digital Services		●	●	●		
	13.2.7 Replace and upgrade corporate technology (computers, printers, photocopies, networking equipment).	Digital Services	Capital	●	●	●	●	
	13.2.8 Replace fixed and mobile phones and devices.	Digital Services	Operating Project	●	●	●	●	

## Outcome 13. A leading local government (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
13.3 Effectively manage the City's resources.	13.3.1 Provide annual reviews of the Corporate Business Plan and Long Term Financial Plan.	Strategy, Projects and Communications / Finance		●	●	●	●	
	13.3.2 Provide risk management.	Corporate Governance		●				
	13.3.3 Provide annual budgets that provide for the delivery of the actions and projects identified in the Corporate Business Plan.	Finance		●	●	●	●	
	13.3.4 Undertake research on available grants and prepare grant applications to fund priority projects in the Corporate Business Plan.	Strategy, Projects and Communications		●	●	●	●	
	13.3.5 Provide a review of the strategic procurement framework to optimise value for money across the City's procurement expenditure and increase local content.	Finance		●	●			
	13.3.6 Undertake GRV Property revaluation in accordance with legislation.	Finance	Operating Project			●		
	13.3.7 Provide regular annual reviews of the 4-year Asset Management Plan and provide regular reports on the implementation progress on the action items in the Plan.	Projects and Asset Management		●	●	●	●	
	13.3.8 Develop business cases for Future Capital Works.	Strategy, Projects and Communications	Operating Project	●	●	●		
	13.3.9 Undertake revaluation of public art assets.	Finance	Operating Project			●		
	13.3.10 Replace office furniture and equipment.	Infrastructure Maintenance Services	Operating Project	●	●	●	●	
	13.3.11 Replace signs and line marking.	Infrastructure Maintenance Services	Operating Project	●	●	●	●	
	13.3.12 Replace waste vehicles and plant (fleet).	Waste Operations and Infrastructure Business Services	Capital	●	●	●	●	
	13.3.13 Replace corporate heavy plant (fleet).	Waste Operations and Infrastructure Business Services	Capital	●	●	●	●	

## Outcome 13. A leading local government (continued)

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
13.3 Effectively manage the City's resources.	13.3.14 Replace corporate vehicles (fleet).	Waste Operations and Infrastructure Business Services	Capital	●	●	●	●	
	13.3.15 Replace corporate minor plant (fleet).	Waste Operations and Infrastructure Business Services	Operating Project	●	●	●	●	
	13.3.16 Provide annual updates of the 4-year Workforce Plan to ensure sufficient resources for delivery of the Corporate Business Plan and ongoing services.	People and Safety		●	●	●	●	
	13.3.17 Provide an independent employee survey annually to engage employees and identify areas for improvement.	People and Safety		●	●	●	●	
	13.3.18 Conduct City of Bunbury Staff Conference.	Community Connection	Operating Project	●	●	●	●	
	13.3.19 Undertake culture coaching for City employees.	People and Safety		●	●	●	●	

## Outcome 14. A well informed community that is deeply engaged in decision making

Objectives	Action	Responsible	Funding	22-23	23-24	24-25	25-26	Future
14.1 Effectively inform and engage the community about local issues, facilities, services and events.	14.1.1 Provide a Community Engagement Framework.	Strategy, Projects and Communications		●				
	14.1.2 Undertake a community perceptions survey to assess the City's performance levels and community priorities.	Strategy, Projects and Communications	Operating Project	●	●	●	●	
	14.1.3 Provide streamlined, real-time progress reports on the City's major projects.	Strategy, Projects and Communications		●	●	●	●	
	14.1.4 Update the City's digital library to improve the effectiveness of communications.	Strategy, Projects and Communications	Operating Project		●			

● Covered by existing funding

○ Needs additional external funding

# 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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# Service area planning

Service Teams are responsible for delivering actions in this plan, along with existing services and facilities, to meet statutory requirements and community needs. Service area planning is being introduced to seek ways to improve the customer experience, increase business efficiencies, and drive greater value for money. This table summarises the number of employees in each team, expressed as the full-time equivalent (FTE), along with the operating budget.

Directorate	Service teams	Employees*	Operating Budget
Infrastructure	Parks & Reserves	30	5,409,941
	Property Management & Maintenance	6	2,670,640
	Works	18	2,105,099
	Design	5.5	857,719
	Environmental	2.78	537,160
	Project Delivery	3	385,456
	Project Planning & Assets	6	2,293,382
	Fleet	1.5	1,294,494
	Depot Management & Infrastructure Business Services	6	618,289
	Waste Services	18.79	4,570,482
	Strategy and Organisational Performance	Corporate Governance	4
Corporate Information		3	320,978
Customer Support		3.6	325,249
Business System Support & IT Operations		7.8	2,400,933
Data & Digital		6	186,768
Financial Accounting		7.5	1,394,183
Property & Procurement		6	866,621
Rating Services		3	428,678
People & Safety		5	1,192,416
Safety		3	255,861
Traineeships		8	544,752
Council Support		1.2	858,117
Project Management Office		4.3	501,237
Public Relations		6.2	734,638
Strategy		7.78	915,543

Directorate	Service teams	Employees*	Operating Budget
Sustainable Communities	Building Certification	4	492,933
	City Planning	11.23	1,278,154
	Economic Development	2	227,769
	International Engagement	1.5	173,882
	Tourism	3.7	388,756
	Bunbury Museum & Heritage Centre	2.52	276,864
	Bunbury Regional Art Gallery	7.25	947,142
	Community Partnerships	4	510,827
	Events	4.5	708,274
	Bunbury Wildlife Park	5.9	914,113
	Libraries & Learning	11.52	1,254,260
	South West Sports Centre	37.95	4,835,266
	Sport & Recreation	1.0	123,248
	Community Safety & Emergency Management	8.53	1,208,145
	Environmental Health	6.4	721,388
	Meat Inspection	2.25	337,478
	Parking	1	400,434
<b>TOTAL</b>		<b>289.2</b>	<b>46,921,042</b>

\*This table is a guide. Employee numbers fluctuate depending upon internal and external workforce requirements.

# Financial summary

The financial summary aggregates estimates of operating and non-operating revenues and expenditure over the next four years. For further information, please see the Long-Term Financial Plan.

Financial Summary	2022-23	2023-24	2024-25	2025-26
<b>Operating Revenue</b>				
Rates	42,873,976	44,500,660	45,531,871	46,559,731
Operating Grants and Subsidies	1,799,262	2,308,580	2,308,580	2,308,580
Fees and Charges	13,572,804	13,572,804	13,572,804	13,572,804
Contributions, Reimbursements, and Donations	490,101	512,735	395,201	393,173
Interest Earnings	598,000	648,000	648,000	598,000
Other Revenue	498,677	498,677	498,677	498,677
<b>Sub Total - Operating Revenue</b>	<b>59,832,820</b>	<b>62,041,456</b>	<b>62,955,133</b>	<b>63,930,965</b>
<b>Operating Expense</b>				
Employee Costs	(32,286,595)	(31,935,718)	(31,593,691)	(31,281,664)
Materials and Contracts	(18,576,357)	(14,370,112)	(14,341,612)	(14,011,612)
Insurance Expense	(742,834)	(742,834)	(742,834)	(742,834)
Interest Expense	(571,972)	(572,284)	(635,541)	(620,184)
Utilities	(2,510,376)	(2,510,376)	(2,510,376)	(2,510,376)
Depreciation on Non-Current Assets	(13,199,104)	(13,142,354)	(13,142,354)	(13,142,354)
Other Expense	(5,663,956)	(2,383,685)	(2,358,686)	(2,358,685)
<b>Sub Total - Operating Expenditure</b>	<b>(73,551,194)</b>	<b>(65,657,363)</b>	<b>(65,325,094)</b>	<b>(64,667,709)</b>
Add Back Non-Cash Items (Depreciation, Provisions)	13,261,204	13,204,454	13,204,454	13,204,454
<b>Net Total - Operating Revenue &amp; Expenditure</b>	<b>(457,170)</b>	<b>9,588,547</b>	<b>10,834,493</b>	<b>12,467,710</b>
<b>Capital Revenue and Expenditure</b>				
Grants and Contributions for Asset Development	12,476,768	4,560,275	715,000	1,315,000
Asset Acquisitions	(27,873,979)	(18,548,718)	(9,828,836)	(10,708,585)
<b>Net Total - Capital Revenue &amp; Expenditure</b>	<b>(15,397,211)</b>	<b>(13,988,443)</b>	<b>(9,113,836)</b>	<b>(9,393,585)</b>
<b>Financial Activities</b>				
Surplus July 1 B/Fwd	5,474,787	-	23,308	9,548
Proceeds from New Loans	3,470,000	5,900,000	3,000,000	-
Principal Repayments	(2,599,696)	(2,590,171)	(2,642,407)	(2,508,119)
Proceeds on Disposal of Assets	809,427	258,247	394,347	371,219
Net Transfers (to) from Reserves	8,330,711	855,128	(2,486,357)	(971,538)
<b>Net Total - Financing Activities</b>	<b>15,485,229</b>	<b>4,423,204</b>	<b>(1,711,109)</b>	<b>(3,098,890)</b>

# Operating project expenditure

A number of priority projects are forecast to be undertaken that will result in additional project operating expenditure. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans or other funds. Total estimated costs and outstanding funding required are provided below.

ACTIONS	2022-23		2023-24		2024-25		2025-26		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
1.2.4 Review City Facilities security systems.		\$5,000							
2.1.1 Acquire Bunbury Museum and Heritage Centre collection items.		\$3,500		\$3,500		\$3,500		\$3,500	
2.1.4 Support Bunbury Regional Entertainment Centre (BREC) with an operating subsidy and the purchase of equipment.		\$445,773		\$445,773		\$445,773		\$445,773	
2.1.5 Support Stirling Street Arts Centre (SSAC) with capital funds and an operating subsidy.		\$66,625		\$66,625		\$66,625		\$66,625	
2.1.6 Support King Cottage Museum.		\$31,544		\$31,544		\$31,544		\$31,544	
2.1.7 Support the Anzac Day Working Group.		\$20,000		\$20,000		\$20,000		\$20,000	
2.1.8 Support Bunbury City Band.		\$10,000		\$10,000		\$10,000		\$10,000	
2.1.11 Facilitate development and promotion of app guided tours of the Bunbury Heritage Building Trail and Urban Art Trail.	\$12,000	\$12,000							
2.1.12 Fund the Community Connect grants program.		\$110,000		\$140,000		\$140,000		\$140,000	
2.1.3 Fund the Neighbourhood Connect grants program.		\$7,000		\$22,000		\$22,000		\$22,000	
2.1.14 Fund the Achievement grants program.		\$2,000		\$5,000		\$5,000		\$5,000	
2.1.15 Replace Christmas street decorations.		\$40,000		\$20,000		\$20,000		\$20,000	
2.2.1 Conduct an Indigenous Arts Program at BRAG.		\$90,000		\$90,000		\$90,000		\$90,000	
2.2.2 Partner with the Shires of Capel, Dardanup and Harvey, and Reconciliation Australia, to develop and implement the Reconciliation Action Plan.		\$10,000		\$10,000		\$10,000			
2.2.4 Support South West Clontarf Academy (Newton Moore College).		\$15,000		\$15,000					
3.2.3 Partner with stakeholders to apply for funding for the South West Sports Centre redevelopment project (i.e. club hub, additional indoor courts multipurpose courts, squash courts, gym space and group fitness facilities).	\$10,000	\$10,000							
3.2.7 Support Bunbury Hockey Club CSRFF grant application for lighting upgrade		\$250,000							
3.2.8 Support Central Croquet Club CSRFF grant application for night lighting.		\$4,357							
3.2.11 Redevelop Hands Oval SWFL facilities to a standard required for WAFL and AFL fixtures, in partnership with stakeholders.		\$635,521							
3.2.13 Support South West Academy of Sport (SWAS).		\$6,000		\$6,000		\$6,000		\$6,000	
4.1.2 Provide support to Bunbury Regional YouthCare.		\$10,000							
4.1.3 Conduct Grandfamilies Fun Day.		\$14,750		\$14,750		\$14,750		\$14,750	
4.1.4 Replace toys in City Library Children's Area.		\$2,500		\$2,500		\$2,500		\$2,500	
4.2.2 Fund the Bunbury Geographe Seniors and Community Centre.		\$50,000		\$50,000		\$50,000		\$50,000	
4.2.6 Fund implementation of priority MARCIA projects (as established through the audit).			\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	

# Operating project expenditure (continued)

ACTIONS	2022-23		2023-24		2024-25		2025-26		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
4.3.1 Provide an awards program to promote volunteering and recognition of volunteers.	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	
5.1.2 Participate in Peron Naturaliste Partnership.		\$20,000		\$20,000		\$20,000		\$20,000	
5.1.5 Implement program to manage introduced Corellas.		\$17,500		\$17,500		\$17,500		\$17,500	
5.2.2 Fund implementation of projects in the Sustainability Action Plan.		\$50,000		\$50,000		\$50,000		\$50,000	
5.3.2 Partner with the Shire of Harvey and Bunbury Harvey Regional Council to develop a state of the art waste management facility at Banksia Road.		\$3,000,000							
5.3.3 Provide Better Bins Plus "Go FOGO" kerbside collection program.		\$41,363							
5.4.2 Provide renewable energy and energy efficient projects.				\$90,000		\$90,000		\$90,000	
6.1.7 Undertake Department of Fire and Emergency Services Mitigation Activity program.		\$151,436							
6.1.10 Provide a disaster assistance fund.		\$20,000		\$20,000		\$20,000		\$20,000	
7.1.1 Review the Local Planning Strategy.				\$100,000					
7.1.2 Review Local Planning Scheme.				\$50,000					
8.3.4 Renew South West Sports Centre furnishings and equipment.		\$10,000		\$10,000		\$10,000		\$10,000	
8.3.5 Paint sport and leisure buildings.				\$35,000		\$35,000		\$35,000	
8.4.2 Provide a planning review for the Back Beach Precinct.		\$50,000							
8.4.13 Conduct a survey and monitoring of Pelican Point Grand Canals.		\$20,000		\$10,000		\$20,000		\$10,000	
9.2.4 Contribute to a rail-line reinstatement trust with Arc Infrastructure.		\$13,462		\$13,461		\$13,462		\$13,461	
9.3.1 Support industry road safety initiatives (such as RoadWise).		\$6,000		\$6,000		\$6,000		\$6,000	
9.3.12 Undertake drainage catchment studies.		\$200,000							
9.4.3 Undertake general improvements to car parks.				\$25,000		\$25,000		\$25,000	
9.5.2 Repaint runway and taxiways at Bunbury Airport.								\$20,000	
9.5.3 Provide CASA required airport training.				\$5,000				\$5,000	
10.1.3 Fund the Bunbury Brighter campaign to promote Bunbury's attractive lifestyle and emerging leadership in innovation and creativity to attract residents, businesses, investors and visitors.		\$50,000							
11.2.1 Provide support for the Regional Cities Alliance		\$15,000		\$15,000		\$15,000		\$15,000	
11.2.3 Facilitate implementation of the Economic Development Action Plan.				\$100,000		\$100,000		\$100,000	
12.1.1 Partner with other local governments in the region to support Bunbury Geopraphe Tourism.		\$203,500		\$215,000					
12.1.2 Fund the Signature Events grant program.		\$208,000		\$260,000		\$260,000		\$260,000	
12.1.3 Partner with Sports Marketing Australia and local sporting clubs to retain and secure new elite level competitions and sporting events (state, national and international).		\$100,000		\$100,000		\$100,000		\$100,000	



ACTIONS	2022-23		2023-24		2024-25		2025-26		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
12.1.6		\$10,000		\$10,000					
12.1.7		\$45,000							
12.1.8				\$6,000				\$7,000	
12.1.9	\$100,000	\$100,000							
13.1.1								\$40,000	
13.1.4				\$109,500				\$111,000	
13.2.1		\$852,775							
13.2.8		\$20,000		\$20,000		\$20,000		\$20,000	
13.3.6						\$430,000			
13.3.8		\$40,000		\$40,000		\$40,000			
13.3.9						\$8,000			
13.3.10		\$25,000		\$25,000		\$25,000		\$25,000	
13.3.11		\$25,000		\$25,000		\$25,000		\$25,000	
13.3.15		\$30,000		\$30,000		\$30,000		\$30,000	
13.3.18		\$30,000		\$30,000		\$30,000		\$30,000	
14.1.2		\$20,000		\$20,000		\$20,000		\$20,000	
14.1.4				\$6,000					

# Capital program

A number of priority projects are forecast to be undertaken that require additional capital expenditure. These projects are subject to funding being secured through a combination of Council and external funding. Council funding, including the allocation of cash and reserves, is approved by Council when setting the Annual Budget each year. External funding is dependent on securing grants, loans or other funds. Total estimated costs and outstanding funding required are provided below.

ACTIONS	2022-23		2023-24		2024-25		2025-26		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
1.2.2 Install improved street lighting in priority locations.				\$20,000		\$20,000		\$20,000	
1.2.3 Review the current CCTV coverage, and if relevant, seek funding to expand and improve the CCTV system.	\$200,000	\$200,000	\$150,000	\$150,000	\$150,000	\$150,000			
2.1.2 Purchase artworks for the City Art Collection.		\$20,000		\$20,000		\$20,000		\$20,000	
2.1.3 Provide Radio Frequency Identification (RFID) and self loans technology at Bunbury and Withers Libraries.		\$80,000							
2.1.4 Support Bunbury Regional Entertainment Centre (BREC) with an operating subsidy and the purchase of equipment.		\$100,000		\$100,000		\$100,000		\$100,000	
2.1.5 Support Stirling Street Arts Centre (SSAC) with capital funds and an operating subsidy.		\$20,000		\$20,000		\$20,000		\$20,000	
3.2.2 Develop a plan for the expansion of South West Sports Centre incorporating additional indoor basketball courts and relocation and upgrade of netball courts.		\$500,000							
3.2.4 Partner with Bunbury & Districts Cricket Association and Hay Park Redbacks Cricket Club to advocate for funding to relocate cricket nets closer to the Hay Park North/Central Pavilion.				\$30,000					\$200,000
3.2.6 Renew Bunbury Hockey perimeter fencing.		\$120,000							
3.2.9 Provide Hay Park infrastructure redevelopment, including internal roads, paths, parking, lighting and drainage.							\$1,500,000	\$1,500,000	
3.2.10 Provide replacement of the Forrest Park Pavilion with modern, unisex changing facilities and upgraded power supply.		\$3,583,257		\$1,000,000					
3.2.11 Redevelop Hands Oval SWFL facilities to a standard required for WAFL and AFL fixtures, in partnership with stakeholders.		\$8,274,385		\$5,945,312					
3.2.12 Partner with Bunbury Runners Club and Colts Cricket Club to develop plans to upgrade Michael Eastman Pavilion, Bunbury Recreation Ground.						\$100,000		\$1,500,000	
5.2.3 Partner with Aqwest in the delivery of the water resource recovery project to better supply sustainable and efficient resourcing to City facilities.		\$2,000,000		\$1,500,000					
5.3.5 Provide the annual bin replacement program.		\$65,500		\$66,000		\$66,500		\$67,000	
5.3.6 Renew bin enclosures.		\$24,000		\$24,000		\$24,000		\$24,000	
5.4.1 Renew City facilities lighting; replacing old bulbs with more sustainable lighting.				\$60,000		\$60,000		\$60,000	
8.2.3 Fund implementation of the Greening Bunbury Plan.		\$120,000		\$240,000		\$240,000		\$240,000	
8.3.1 Renew or refurbish community, sport and recreation buildings as per asset management plans.		\$250,000		\$500,000		\$500,000		\$500,000	

ACTIONS	2022-23		2023-24		2024-25		2025-26		Future
	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Funding Required	Total Estimated Costs	Total Estimated Costs
8.3.2 Refurbish City facilities change rooms and public conveniences.				\$100,000		\$100,000		\$300,000	
8.3.3 Renew South West Sports Centre plant and machinery.		\$40,000		\$75,000		\$180,000			
8.4.5 Renew foreshore marine walls at the Leschenault Inlet.				\$1,000,000					
8.4.6 Implement Boulters Heights Master Plan.		\$100,000		\$100,000					
8.4.7 Replace boardwalks and lookouts.		\$150,000		\$150,000		\$150,000			
8.4.8 Replace timber shelters.				\$22,000		\$11,000		\$11,000	
8.4.9 Renew irrigation infrastructure.				\$230,000		\$230,000		\$230,000	
8.4.10 Renew open space infrastructure.		\$100,000		\$200,000		\$200,000		\$200,000	
8.4.11 Replace playground equipment.		\$325,000		\$425,000		\$425,000		\$425,000	
8.4.12 Repair jetties.				\$45,000		\$45,000			
9.1.1 Expand the path network across the City of Bunbury, including construction of the following paths in 2022-23: Gibson Street/Halsey Street, Bunning Boulevard, Ashrose Drive, Ocean Drive, Herbert Road and Cousins Avenue.		\$260,000		\$520,000		\$520,000		\$520,000	
9.1.2 Expand cycle ways (implement Bunbury Bike Plan)				\$200,000		\$200,000		\$200,000	
9.1.5 Renew and upgrade paths.		\$200,000		\$200,000		\$200,000		\$200,000	
9.1.6 Renew and upgrade footbridges						\$25,000			
9.2.2 Provide renewal of bus stops and bus shelters.				\$10,000		\$10,000		\$10,000	
9.3.3 Review, renew and upgrade local roads as per Asset Management Plans.				\$1,300,000		\$2,500,000		\$1,339,572	
9.3.4 Realign and widen Ocean Drive in South Bunbury.		\$750,000		\$750,000					
9.3.5 Improve traffic configuration Blair St, Bussell Hwy, Timperley Dve and Spencer St, South Bunbury								\$900,000	
9.3.6 Upgrade Centenary Road (Bussell to Parade).						\$750,000		\$300,000	
9.3.7 Provide CBD road works.		\$550,000		\$750,000					
9.3.8 Partner with Roads to Recovery to implement the Reseal Road Improvement program.		\$556,314		\$514,963		\$615,000		\$615,000	
9.3.9 Renewal of Withers regional roads.		\$1,931,819							
9.3.10 Traffic calming and minor intersection treatments.		\$100,000		\$100,000		\$100,000		\$100,000	
9.3.11 Renew, resleeve and improve drainage network (including compensation basins)		\$200,000		\$694,500		\$500,000		\$500,000	
9.3.13 Replace drainage camera.				\$15,000					
9.3.14 Replace data collection and engineering surveying equipment.						\$35,000			
9.4.4 Implement Smart Parking.		\$163,300		\$193,404		\$193,404		\$193,404	
13.2.7 Replace and upgrade corporate technology (computers, printers, photocopiers, networking equipment)		\$85,000		\$185,000		\$185,000		\$185,000	
13.3.12 Replace waste vehicles and plant (fleet)		\$843,733		\$849,800		\$904,436		\$711,777	
13.3.13 Replace corporate heavy plant (fleet)		\$341,219		\$267,380		\$147,301		\$621,291	
13.3.14 Replace corporate vehicles (fleet)		\$130,017		\$106,359		\$342,195		\$475,541	



# 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.

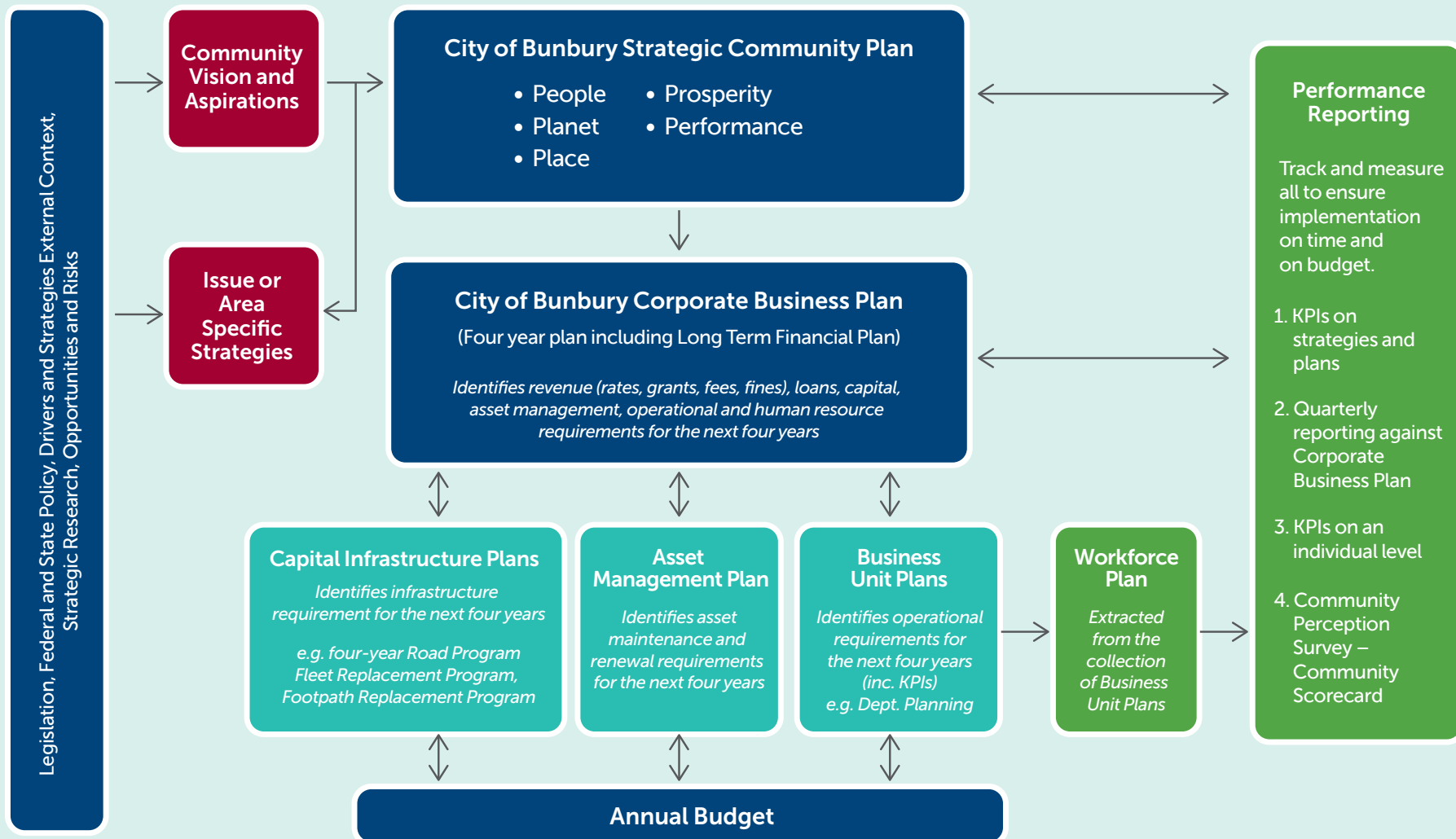
The framework (right), sets out how we assess our exposure to risk, as well as the administrative, human and financial resources required to manage our risks while meeting our objectives.



# 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 10-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

Public Comment  
on the draft plan

36

Submissions





### 2021 Performance Measures

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 target zone is shown as coloured bars.

The chart also provides trend data, showing 2021 performance scores (closed circle) compared to 2019 performance scores (open circle).

#### 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)



# 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.

In person: 4 Stephen Street, Bunbury, WA, 6230

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)



[www.bunbury.wa.gov.au](http://www.bunbury.wa.gov.au)

