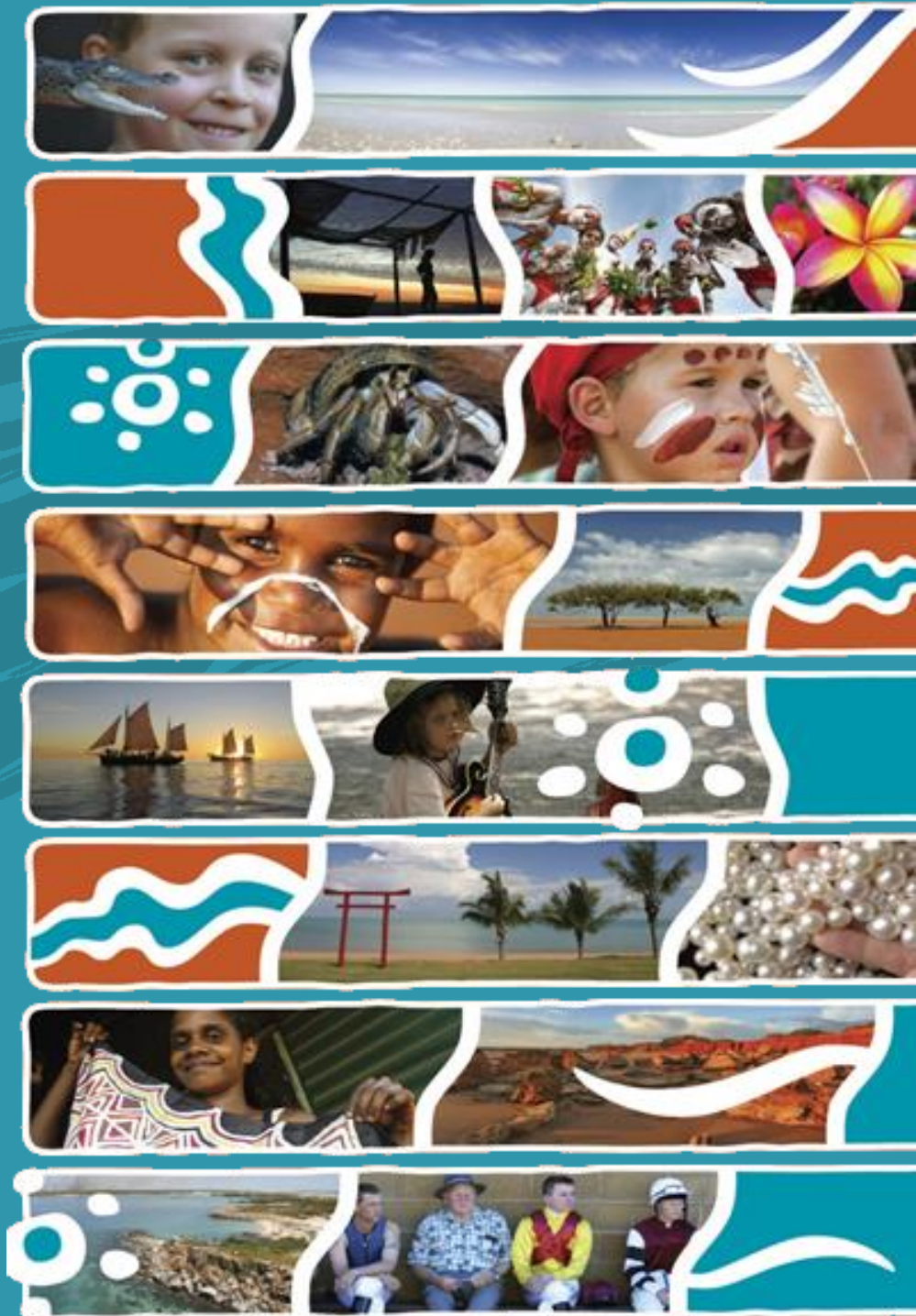


Strategic Community Plan

2019 - 2029

MINOR REVIEW



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Our Vision

“A thriving and friendly community that recognises our history and embraces cultural diversity and economic opportunity, whilst nurturing our natural and built environment”



Foreword

We are proud to present the Shire of Broome Strategic Community Plan 2019 - 2029. This is a revision of our 2017-2027 plan and marks the two yearly minor review as part of the State Government's integrated planning and reporting requirements. The review reconsidered the community engagement which informed the development of the previous plan and gave us valuable insight into our community's aspirations for the future. It was also an opportunity to make sure our objectives and outcomes are still relevant. The Plan continues to share our vision and aspirations for the future and outlines how we will, over the next decade, work towards a brighter future for the Broome community.

The reviewed document maintains the same structure as our previous Strategic Community Plan and continues to demonstrate our commitment to the community. Decision making needs to be strategic, visionary and with conviction to ensure the needs and expectations of our community are met within the financial constraints imposed upon local government.

We will continue to work in partnership with the community and other key stakeholders to deliver these outcomes using the strategies we have detailed in this Plan.

This latest version of the Shire of Broome Strategic Community Plan includes incremental updates in line with the community's ongoing goals and aspirations and the Shire's general strategic direction.

We look forward to the community being involved in the next major strategic review of this Plan in 2020/21 and sharing with us their expectations, aspirations and needs which will play a key role in shaping Broome's future, and ultimately determining the Shire's direction and operations for 2021 – 2031.

Harold Tracey
Shire President

December 2018

Integrated Planning and Reporting Framework

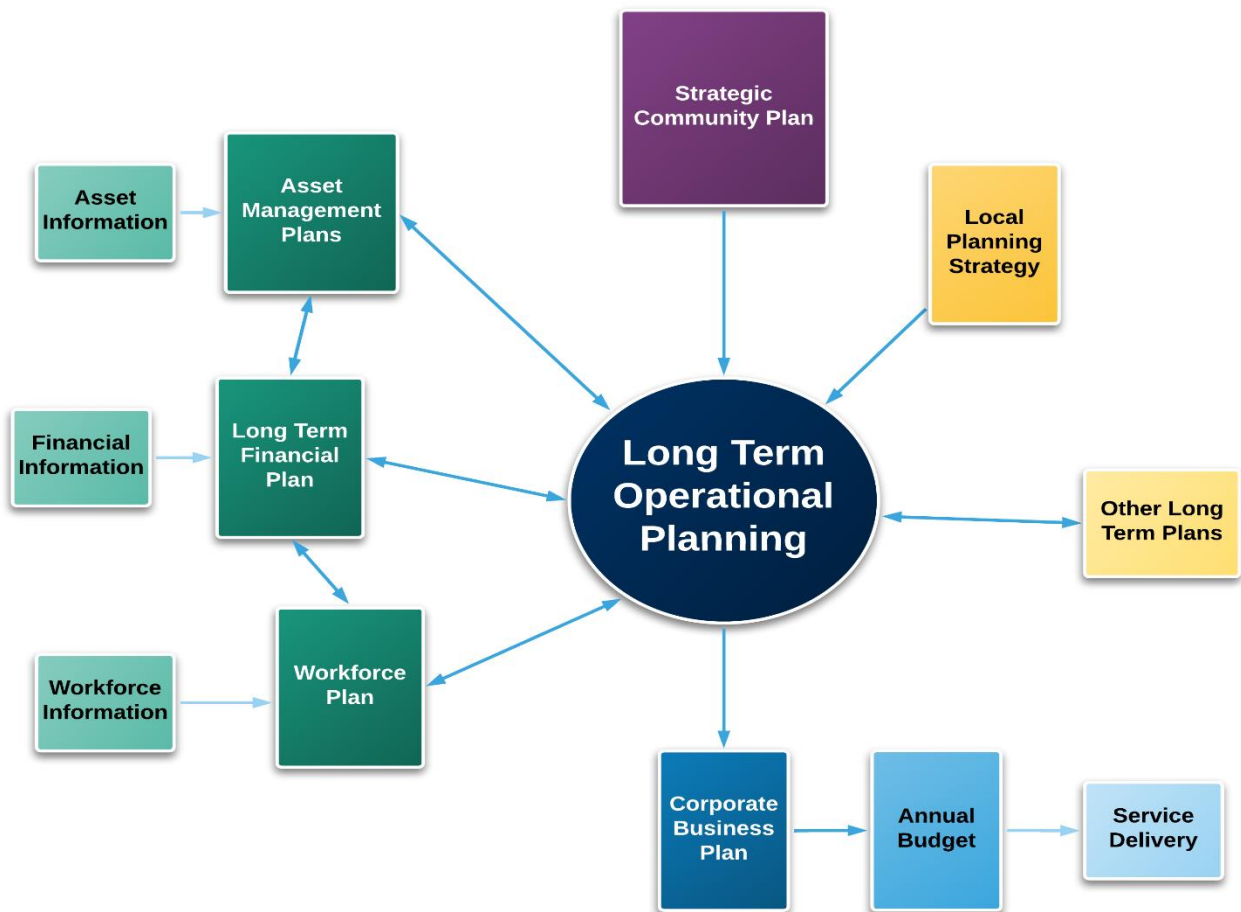
All local governments are required to prepare a Plan for the Future for their district under *Section 5.56(1) of the Local Government Act 1995*. The Plan for the Future comprises the following two key documents¹:

Strategic Community Plan – Council’s principal 10-year strategy and planning document. The core components of this Plan are the community vision, strategic direction, long and medium term priorities and resourcing implications with a horizon of 10+ years.

Corporate Business Plan – Council’s 4-year planning document. The core components of this Plan include a four-year delivery program, aligned to the Strategic Community Plan and accompanied by four-year financial projections.

Importantly, the Strategic Community Plan and Corporate Business Plan are informed by several other key strategy documents shown in the following diagram.

Diagram: Integrated Planning and Reporting Framework



¹Department of Local Government and Communities: Integrated Planning and Reporting Framework and Guidelines – September 2016

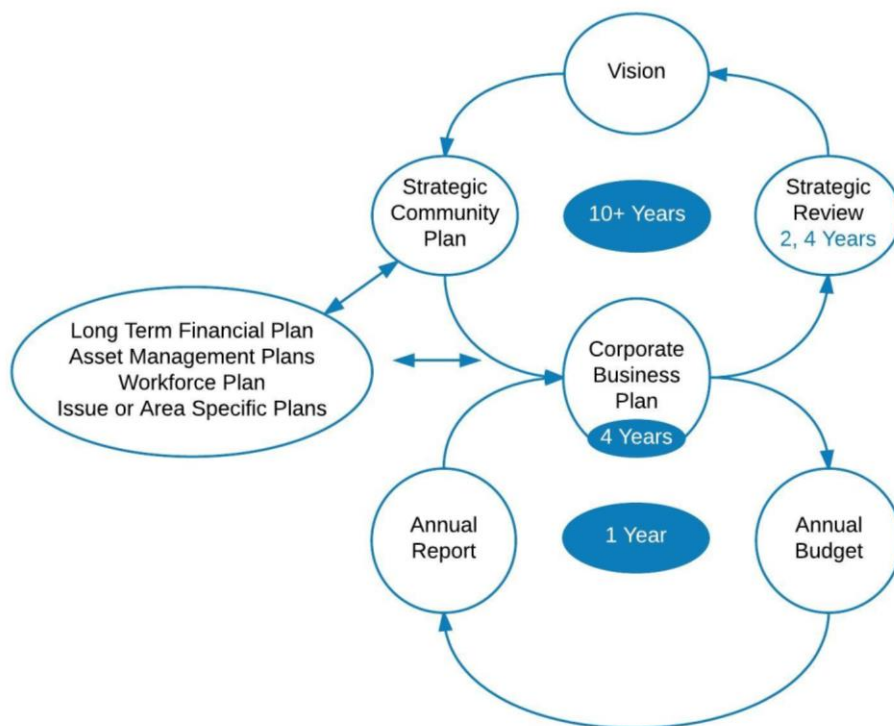
What is the Strategic Community Plan

The Strategic Community Plan is the highest level planning document in the Integrated Planning and Reporting Framework. This Plan is designed to be a 'living' document that guides the development of the Shire of Broome community for at least the next ten years.

One of the key features of the Integrated Planning and Reporting Framework is community engagement and the part it plays in influencing the Shire's strategic direction in order to achieve the community's long term aspirations.

Strategic planning is a recurring process, requiring constant refinement and review. Every second year a minor desktop review is scheduled to occur which will alternate with a comprehensive review planned on a four year cycle.

Diagram: Integrated Planning and Reporting Cycle



Structure of the Plan

Based on community engagement, the Plan sets out the vision for the Shire's future and captures the community's aspirations and values.

A guiding strategic objective has been developed for each of four key areas of community interest, being:

- **Social:** Our People
- **Environment:** Our Place
- **Economic:** Our Prosperity
- **Civic Leadership:** Our Organisation

Desired outcomes for each objective have been determined and strategies to meet the objectives established. This occurred after considering future demographics and the Shire's current and future resources and capacity.

For each strategic objective, the following information has been provided:

- a summary of the major issues highlighted by the community;
- a selection of community comments;
- tables of strategies to achieve the desired outcomes; and
- key performance measures to monitor achievement of desired outcomes.

Mission and Values

In line with the community vision and aspirations, Council has re-endorsed the Mission and Values from the previous Strategic Community Plan.

Mission: To deliver affordable and quality Local Government services.

Values: Values of the organisation are demonstrated through the way employees behave, interact and think. Defining values and clearly articulating what these values look and feel like is very important and are the building blocks to ensuring a consistent customer and staff experience is delivered at all times.

Values and the behaviours they influence are also essential when creating a strong and well respected Corporate Brand both internally and externally. During the revision period of the current Strategic Community Plan, the following values remain and will continue to be integrated into the performance management framework.

- **Communication:** Actively consult, engage and communicate with, and on behalf of the community.
- **Integrity:** Be honest, equitable and ethical in all our dealings.
- **Respect:** Recognise and respect the individual and unique requirements of all people, cultures and groups.
- **Innovation:** Drive change through leadership and energy.
- **Transparency:** Be open and accountable in all our activities.
- **Courtesy:** Provide courteous service and helpful solutions.

How the Plan will be used

This Plan outlines how the Shire will, over the long term, work towards a brighter future for the Shire of Broome community as it seeks to achieve its vision inspired by the community's aspirations for the future.

Looking to the future, the Strategic Community Plan will influence how the Shire uses its resources to deliver services to the community. The Plan forms the primary driver for all other planning undertaken by the Shire.

The Shire of Broome intends to use the Strategic Community Plan in several ways, including:

- Guide Council priority setting and decision making;
- Be a mechanism for the ongoing integration of local planning initiatives;
- Inform the decision making of other agencies and organisations, including community and State Government;
- Provide a rationale to pursue grants and other resources by demonstrating how specific projects align with the aspirations of our community, and within the strategic direction of the Shire;
- Inform potential investors and developers of our community's key priorities, and the way we intend to grow and develop;
- Engage local businesses, community groups and residents in various ways to contribute to the Shire's future; and
- Provide a framework for monitoring progress against our vision, values and aspirations.

Importantly, plans are only effective if there are adequate resources dedicated to ensure they can be delivered.

The strategies will be prioritised and actions applied, after a further assessment of available resources, through the development of a Corporate Business Plan. Key performance indicators will be used to report back to the community on the Shire's performance in achieving the outcomes.

Strategic Community Plan Review

A minor review of the Strategic Community Plan has been undertaken which resulted in no changes to the Vision, Mission, Values, Objectives and Outcomes. The review reconsidered the community engagement which informed the development of the Strategic Community Plan 2017-2027.

Once adopted by Council the reviewed plan will be advertised and be available to the community.

A major strategic review is proposed to commence in 2020/21 at which time we will re-engage and consult with the community on the vision and priorities for 2021 – 2031.



Sammy the Dragon

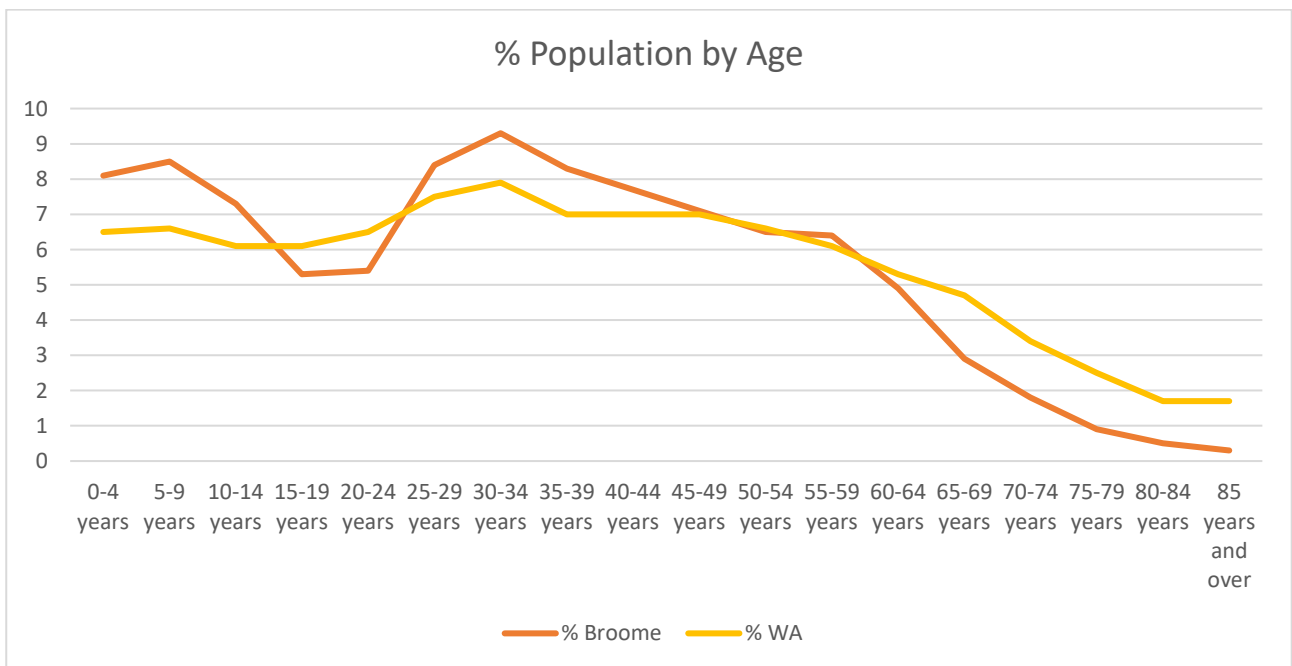
Profile of the Shire of Broome

Originally founded as a pearling port over a hundred years ago, Broome now boasts a multicultural population with Koepanger, Malay, Chinese, Japanese, European and Aboriginal cultures all blended to create a captivatingly friendly and flamboyant personality that is the heart and soul of Broome.

In recent years Broome has experienced substantial growth in the tourism sector, with the world famous Cable Beach being one of the many attractions. Fishing, agriculture, aquaculture, pastoral and off-shore exploration industries are also prominent in the Shire.

The Shire of Broome is located within the Kimberley region – an area that covers 423,517km² in the northern most part of Western Australia. There are some 226 Indigenous communities plus many outstations throughout the Kimberley along with pastoral properties and cattle stations. There are 34 Indigenous languages spoken in the region with approximately 41.6% of the Kimberley population identifying themselves as Indigenous at the 2016 census (29.1% within the Shire of Broome).

With a population of approximately 16,200, the age demographic² of the resident population illustrates the Shire of Broome has a high proportion of young families with more than 50% of the population being under 35 years of age and more than 80% being under 55 years of age.



² Australian Bureau of Statistics Census 2016

Broome Natural and Built Environment

The Natural Landscape

Located in the Kimberley region of Western Australia, the Shire of Broome covers an area of 55,796km², and is approximately 2,200km north of Perth. The terrain ranges from sandy coastal areas in some parts to rugged ancient sandstone escarpments. Inland areas are sparsely vegetated and comprise red pindan soils supporting extensive pastoral activity.

The Kimberley experiences two seasons – the ‘dry or winter season’ and the ‘wet, summer or cyclone season’. The main focus in the dry season – May to November is tourism, with intrastate, interstate and international tourists visiting the region in vast numbers; whilst the wet season – November to May is a period of extremely high humidity, cyclones and substantial rains resulting in, at times, much of the region being inaccessible by road.

The pristine waters, wide empty beaches, abundant wildlife, tropical climate and breathtaking colours attract thousands of visitors each year. Broome is the gateway to the magnificent wilderness region of the Kimberley. It’s also home to the world-famous white sands of Cable Beach, making it one of the State’s most popular holiday destinations.

The Built Environment

The architecture and built environment is a result of Broome’s rich history and culture adding to its unique identity and style.

Broome has ample shopping facilities including retail outlets, restaurants and cinemas. There are a range of education providers including public and private schools to year 12, 1 University and 1 TAFE. The recreation and sporting facilities available in Broome are extensive and provide a regional base for sport in the Kimberley.

The Port of Broome is vital to the region’s economy being a key logistical gateway for the Kimberley region. The port facility supports industries such as pearling, fishing, tourism, livestock export while also servicing offshore oil and gas operations. It is the main fuel and container receipt point for the region.

Broome’s road network includes sealed roads within the townsite and the fully sealed Great Northern Highway linking the Kimberley towns. An unsealed road network links up the Aboriginal communities, outstations and cattle / pastoral stations with the main highway and forms the main rural road network throughout the region. At times during the wet season, these roads are impassable due to flooding or are too wet to support traffic.

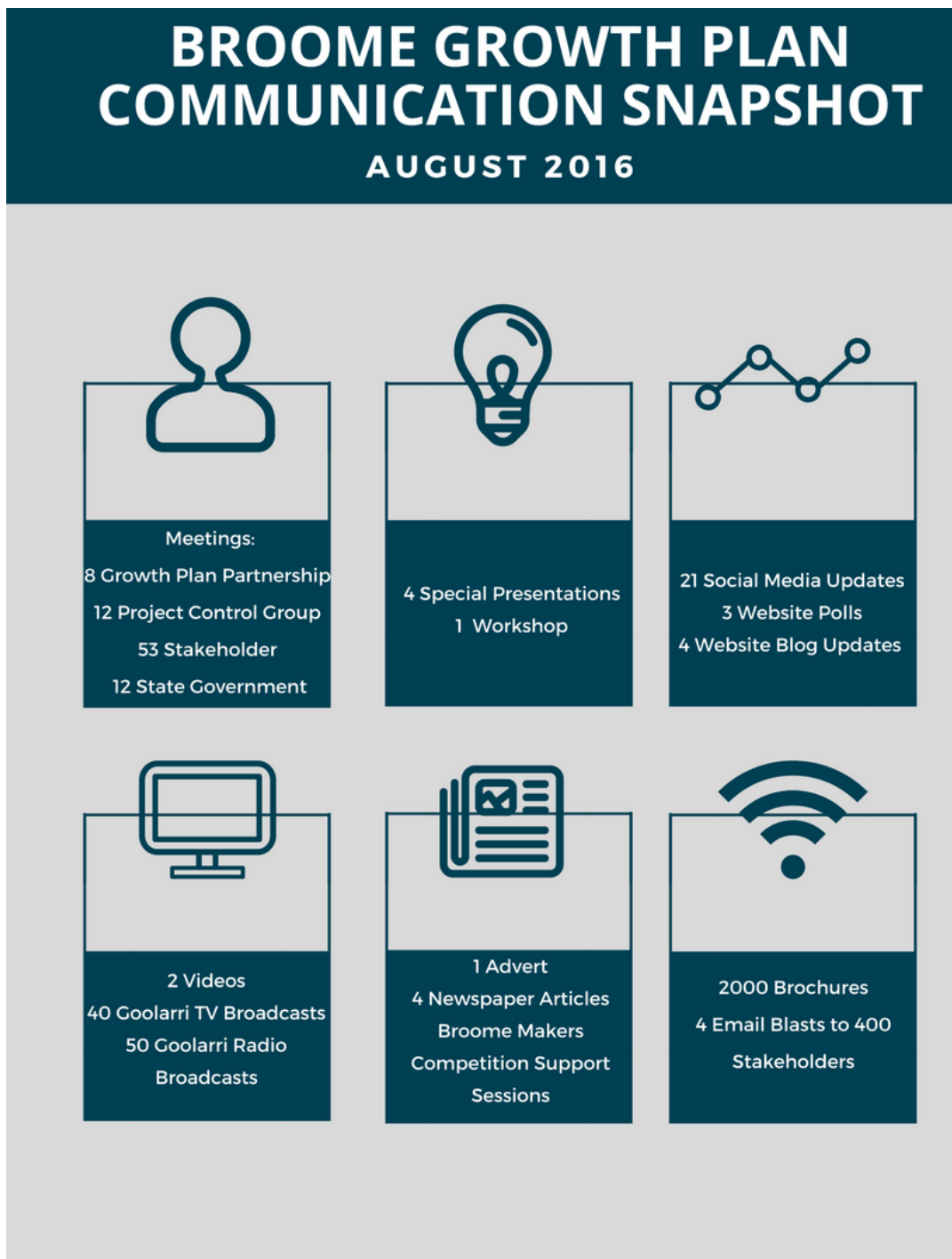


Cable Beach Broome – Shinju Matsuri 2016

Community Engagement

Extensive community consultation was undertaken as part of the development of the Broome Growth Plan 2017-2027. Results of this engagement were taken into consideration in the development of the Strategic Community Plan to maximise the alignment of the Broome Growth Plan and Strategic Community Plan. The minor review reconsidered the community engagement which informed the Strategic Community Plan 2017-2027.

A summary of the community communications and engagement which occurred is provided below.

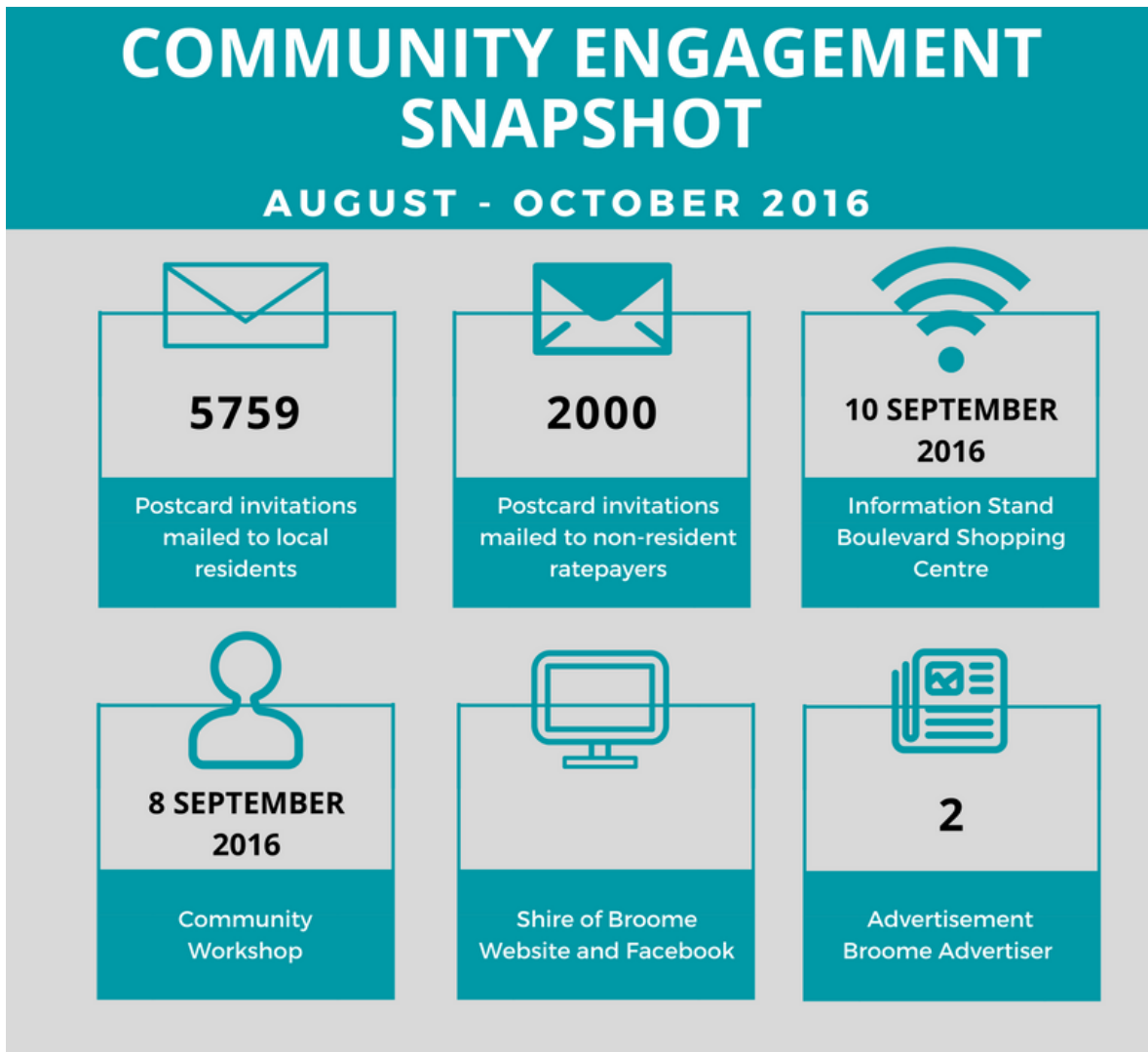


Community Engagement (Continued)

The 2016 Strategic Community Plan review process commenced in August 2016 and focused on obtaining feedback in relation to Shire services and facilities using a community survey, in electronic and paper form with links available on the Shire’s website. The Broome community was invited to participate in the review by sharing their visions and aspirations for the future. They were also requested to provide their current levels of satisfaction with Shire services and facilities along with their views of the importance of these services.

An invitation to participate was distributed via mail to all local residents and non-resident ratepayers. The campaign was promoted and advertised on local notice boards and the Shire of Broome website, with a link provided on the Shire website. A community workshop was held at the Shire Administration Office on 8th September 2016. Responses were received from 242 individuals, either completing the survey or attending the community workshop.

A summary of the community communications and engagement which occurred is provided below.



Community Response

The community engagement has provided valuable insight into the key issues and aspirations as identified by the local residents and ratepayers. Importantly for the Council, these views have established clear priorities and subsequently shaped the visions, values, objectives and strategies documented in this report.

A summary of the community responses received from the two engagement processes is provided below.

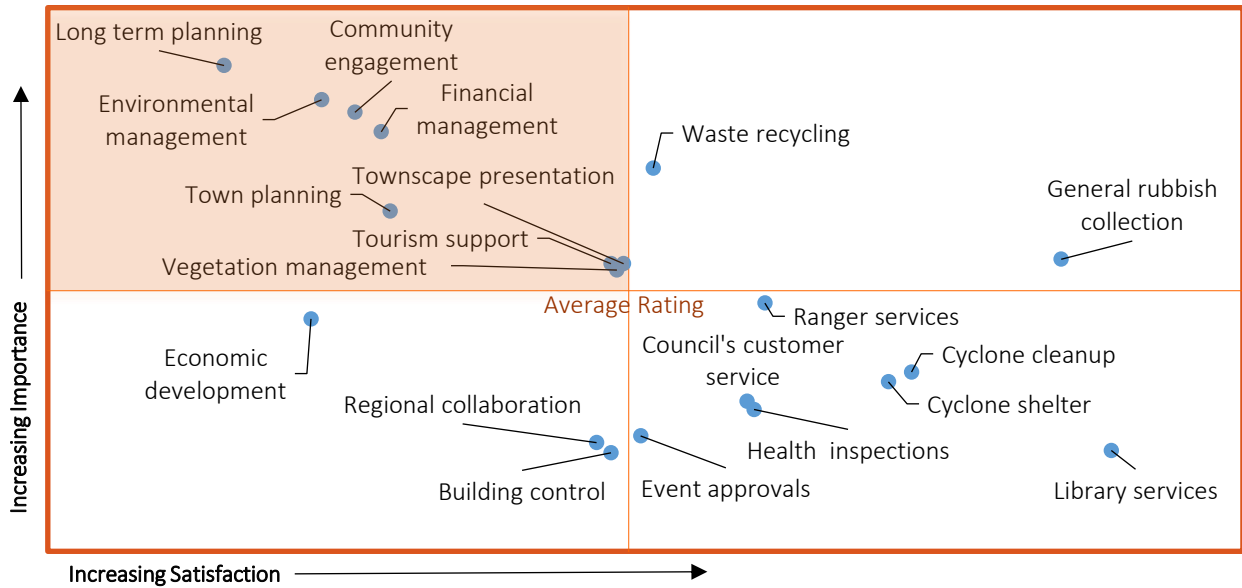


Community Response (continued)

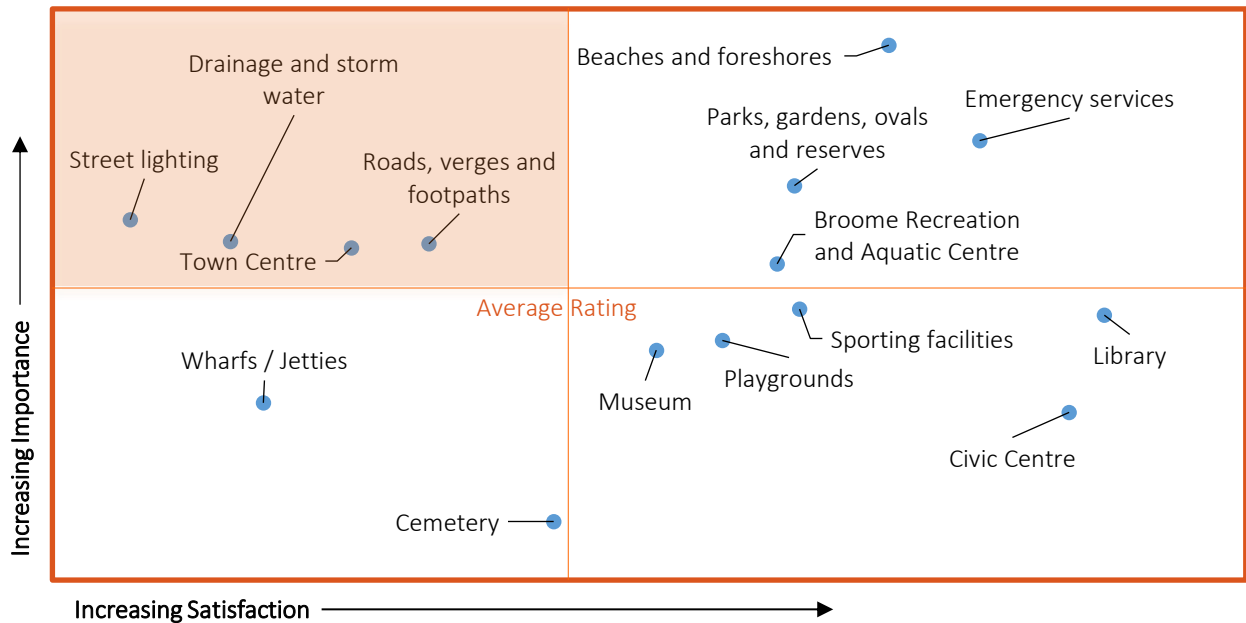
Survey respondents rated their perspective of the importance and their level of satisfaction with current and anticipated Shire services. Based on the survey results, the relative importance and satisfaction with various Shire services, community facilities and infrastructure is presented in the charts below.

Services and facilities with a higher than average importance to the community and a lower than average level of community satisfaction are reflected in the shaded quadrants in the charts below.

Shire Services



Community Facilities and Infrastructure





Boab Tree - Broome

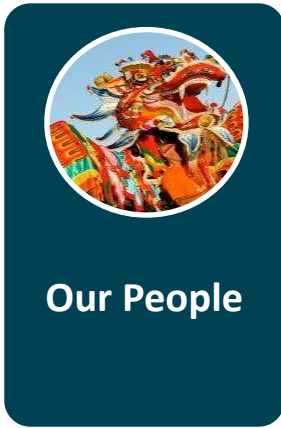
Objectives and Outcomes

Based on the community feedback received, the Shire of Broome has set out four key objectives within this Plan as it delivers services to the community. An objective has been defined for each of four key themes, being: social, economic, environment and civic leadership.

Each of the four objectives has a number of desired outcomes Council is aiming to achieve over the 10+ years of this Plan.

The following table summarises the desired outcomes of working toward the strategic objectives in achieving the Shire's vision. The tables on the following pages detail the strategies developed to achieve these desired outcomes.

Objectives		Outcomes
SOCIAL	<p><i>Our People</i></p> <p><i>Foster a community environment that is accessible, affordable, inclusive, healthy and safe</i></p>	<ul style="list-style-type: none"> • Effective communication • Affordable services and initiatives to satisfy community needs • Accessible and safe community spaces • Participation in recreational and leisure activities for Broome and the North West region • A healthy and safe environment
ENVIRONMENT	<p><i>Our Place</i></p> <p><i>Help to protect the natural and built environment and cultural heritage of Broome</i></p>	<ul style="list-style-type: none"> • Realistic and sustainable land use strategies for the Shire within the state and national frameworks and in consultation with the community • A built environment that reflects tropical climate design principles and the Broome vernacular • A natural environment for the benefit and enjoyment of current and future generations • A preserved, historical and cultural heritage of Broome • Retention and expansion of Broome's iconic tourism assets and reputation • Core asset management to optimise the Shire's infrastructure whilst minimising life cycle costs
ECONOMIC	<p><i>Our Prosperity</i></p> <p><i>Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population</i></p>	<ul style="list-style-type: none"> • Affordable and equitable services and infrastructure • Affordable land for residential, industrial, commercial and community use • Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups / committees
CIVIC LEADERSHIP	<p><i>Our Organisation</i></p> <p><i>Continually enhance the Shire's organisational capacity to service the needs of a growing community</i></p>	<ul style="list-style-type: none"> • An organisational culture that strives for service excellence • Sustainable and integrated strategic and operational plans • Responsible resource allocation • Improved systems, processes and compliance



Social Objective

Our People Goal: Foster a community environment that is accessible, affordable, inclusive, healthy and safe.

Community Feedback

With a welcoming, friendly community and the open, accepting attitude of locals there is clearly a strong sense of community in the Shire of Broome and this is highly valued.

Broome's history, identity and culture is special with an integral part being its rich indigenous culture and traditions. Living in a multicultural community is highly valued along with the richness this brings to the district. The community enjoys celebrating the diverse culture of the area with festivals and cultural and community events occurring throughout the year.

The social impacts of alcohol and drug abuse are of major concern to the community, including the associated level of crime and violence.

Social Aspirations and Opportunities

The Broome community aspires to retain its inclusive, healthy and safe community spirit whilst continuing to celebrate a unique Broome culture. The extensive regional sporting and recreational facilities available in Broome are well recognised. There is a strong creative culture with a significant presence of artistic and creative endeavours in the community. These two features provide opportunities for high levels of social interaction through sporting and cultural events and showcase Broome's culture and community.

Comments from the Community:

"Friends are like family in this town."

"I want to see Broome grow into a place that is safe and caring for families to grow and prosper...."

"A small town with good community feeling that looks after its citizens and the beautiful environment it is situated in."

"My vision: that good values are retained and enhanced and that our environment be respected."

"The history and culture are a major attraction."



Our People

Social Objective

Our People Goal: Foster a community environment that is accessible, affordable, inclusive, healthy and safe.

The following Outcomes and Strategies have been identified to achieve this Objective.

Outcome 1.1 Effective communication

- | | |
|-------|-----------------------------------------------------------------------|
| 1.1.1 | Inform the community and enable them to have input into Shire matters |
| 1.1.2 | Encourage interaction and input into Council activities and services |

Outcome 1.2 Affordable services and initiatives to satisfy community needs

- | | |
|-------|------------------------------------------------------------------------------------------------------------------------------------------|
| 1.2.1 | Continue to implement and maintain strategic and informing plans within available resources |
| 1.2.2 | Investigate opportunities to outsource or partnership the management of community facilities |
| 1.2.3 | Advocate for the development of aged care facilities and services |
| 1.2.4 | Create and maintain community spaces and infrastructure including the public library, public art, historical and cultural interpretation |
| 1.2.5 | Maintain and consider opportunities for community sponsorship |

Outcome 1.3 Accessible and safe community spaces

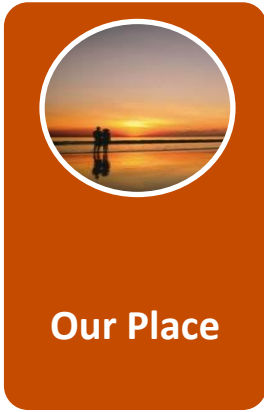
- | | |
|-------|--------------------------------------------------------------------|
| 1.3.1 | Advocate for solutions to issues relating to transient persons |
| 1.3.2 | Continue to improve universal access and inclusion to Shire assets |

Outcome 1.4 Participation in recreational and leisure activities for Broome and the North West region

- | | |
|-------|----------------------------------------------------------------------------------------------|
| 1.4.1 | Ensure sport and recreation facilities maximise participation within available resources |
| 1.4.2 | Maximise usage of community facilities whilst reducing the financial obligation on the Shire |
| 1.4.3 | Activate the precincts of Broome |
| 1.4.4 | Advocate for and promote regional sporting events and competitions |

Outcome 1.5 A healthy and safe environment

- | | |
|-------|----------------------------------------------------------------------------------------------------------------------------|
| 1.5.1 | Maximise community safety through safe urban design and maintenance of assets |
| 1.5.2 | Continue to work with agencies to review, update and implement current Emergency Management Arrangements and Recovery Plan |
| 1.5.3 | Ensure public health and safety through the provision of regulatory services |



Environment Objective

Our Place Goal: Help to protect the natural and built environment and cultural heritage of Broome.

Community Feedback

The community appreciate and value the stunning beaches and natural environment. The turquoise waters combine with orange sandstone cliffs to contribute to a beautiful natural environment which is a key feature of Broome coastal living. The remote wilderness qualities of the inland areas are host to an abundance of wildlife and flora, which the community view as a precious gift to be protected.

The town's colourful history and the reflection of this in the architecture and built form is also enjoyed, largely because this is a key part of Broome's identity and style and because this gives the heritage of the area a living quality.

Environment Aspirations and Opportunities

The community aspires to continue to protect and preserve its beautiful, clean environment into the future. Planning is required to ensure there is adequate consideration of the social and environmental impacts of future development to achieve balanced growth for the community, whilst protecting and enhancing the natural environment and community lifestyle.

There are opportunities to further develop the built environment and provide increased facilities and services to the community, whilst also protecting the natural environment. Increasing amenities and accommodation for both resident and the transient population remains a focus of the Shire.

Comments from the Community:

"The unique mix of natural environment, diverse culture, and small-town life is what makes Broome special."

"My vision: Be innovative and look to leave a clean lasting environment..."

"The beautiful unspoilt environment, the multicultural close-knit community and the connection people have to their environment makes Broome special."



Our Place

Environment Objective

Our Place Goal: Help to protect the natural and built environment and cultural heritage of Broome.

The following Outcomes and Strategies have been identified to achieve this Objective.

Outcome 2.1 Realistic and sustainable land use strategies for the Shire within the state and national frameworks and in consultation with the community

- 2.1.1 Implement and review land use planning statutory and strategic documents
- 2.1.2 Actively participate with State Government to maximise local involvement in legislation and policy review, and town planning decisions

Outcome 2.2 A built environment that reflects tropical climate design principles and the Broome vernacular

- 2.2.1 Encourage sustainable building design and construction

Outcome 2.3 A natural environment for the benefit and enjoyment of current and future generations

- 2.3.1 Consult with relevant authorities to manage the natural environment for the benefit and enjoyment of current and future generations
- 2.3.2 Implement and review the Local Environmental Management Framework and incorporate into the Local Planning Framework within resource capabilities

Outcome 2.4 A preserved, historical and cultural heritage of Broome

- 2.4.1 Support the identification and preservation of the historical and cultural heritage of Broome

Outcome 2.5 Retention and expansion of Broome's iconic tourism assets and reputation

- 2.5.1 Engage with local, regional, state, national and international stakeholders to build a strong and resilient tourism sector
- 2.5.2 Promote the Shire of Broome as an attractive place to visit

Outcome 2.6 Core asset management to optimise the Shire's infrastructure whilst minimising life cycle costs

- 2.6.1 Continue to review and improve asset management plan to manage and maintain all classes of Shire assets
- 2.6.2 Deliver defined levels of service to maintain all assets in the most cost effective way
- 2.6.3 Implement asset management plan within financial capabilities



Our Prosperity

Economic Objective

Our Prosperity Goal: Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population.

Community Feedback

The Broome community values and supports its local businesses while also encouraging new development. The community aspires to balance economic growth with maintaining the built and natural environment.

Given its isolation, transport and the associated high cost of living are critical issues to the Shire of Broome community. The frequency and cost of air services was identified in feedback as an inhibitor on the local economy. This is particularly important to residents and businesses who rely on the tourism industry and those impacted by high freight costs.

Economic Aspirations and Opportunities

The Broome community would like to see an increase in economic diversity. The Shire of Broome has a lot to offer; an amazing environment, an attractive climate, a friendly community and a relaxed lifestyle. This creates many opportunities for cultural tours and eco-tourism. The development of infrastructure to support economic prosperity is viewed by the community as key to the district's future. The environment also presents an opportunity to unlock a range of alternative new industries and businesses such as marine services, research, fisheries and aquaculture.

Comments from the Community:

“A prosperous developing town which has embraced its cultural and geographic location, worked to its strengths and celebrated its difference to other towns...”

“That we can look at the big picture and have a sustainable place to live, that looks after its citizens, the environment and has sustainable jobs...”

“A town that is focused on sustainable economic development without sacrificing the need to preserve the unique natural environment...”



Our Prosperity

Economic Objective

Our Prosperity Goal: Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population.

The following Outcomes and Strategies have been identified to achieve this Objective.

Outcome 3.1 Affordable and equitable services and infrastructure

- | | |
|--------------|-----------------------------------------------------------------------------------------------------------------|
| 3.1.1 | Ensure the construction of a Regional Resource Recovery Park and investigate associated business opportunities |
| 3.1.2 | Actively participate in regional collaboration and groupings |
| 3.1.3 | Support the development of safe boating facilities for Broome |
| 3.1.4 | Actively explore Public, Private and Cultural partnerships |
| 3.1.5 | Promote Broome as a regional centre for Education and Training |
| 3.1.6 | Support the relocation of Broome Heliport and General Aviation facility to the proposed Airport relocation site |

Outcome 3.2 Affordable land for residential, industrial, commercial and community use

- | | |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------|
| 3.2.1 | Assess and facilitate solutions to commercial, residential, tourism and community redevelopment opportunities within the district |
| 3.2.2 | In response to local population growth data and planning, facilitate the redevelopment and release of land for residential development |
| 3.2.3 | Facilitate the development of agricultural and aquaculture industries |

Outcome 3.3 Key economic development strategies for the Shire which are aligned to regional outcomes working through recognised planning and development groups/committees

- | | |
|--------------|-------------------------------------------------------------------------------------------------------------------------------------|
| 3.3.1 | In collaboration with stakeholders, continue to review, update and implement the Kimberley Regional Business Plan |
| 3.3.2 | Advocate for local economic development in Aboriginal communities |
| 3.3.3 | Continue to implement economic development strategies for the Shire of Broome |
| 3.3.4 | Continue to promote and facilitate Broome as supply base servicing the regions resource, agriculture, pastoral and other industries |



Our Organisation

Civic Leadership Objective

Our Organisation Goal: Continually enhance the Shire's organisational capacity to service the needs of a growing community.

Community Feedback

The Broome community values its small town character including its welcoming and friendly community. In order to retain these important traits, the community acknowledges unity is essential. Anti-social behaviour is an increasing concern to be proactively addressed in partnership with key stakeholders and agencies.

The community wants the Shire to continue to advocate for increased services and infrastructure, on its behalf. The expansion of Broome is supported, with awareness that any growth needs to be carefully managed and planned.

Civic Leadership Aspirations and Opportunities

The Broome community would like the Shire to continue to service the needs of a growing district. This Strategic Community Plan will provide the mechanism to ensure the services delivered are aligned to our community's expectations. Council is committed to strategic forward thinking, strong representation and providing the community with leadership. We will proactively communicate and acknowledge local feedback to ensure the services we deliver are representative of our community's needs.

Opportunities exist to work to leverage partnerships through greater collaboration, including regional collaboration. Whilst maximising our efforts to advocate and lobby for funding, resources and better services and attracting investment, we aim to continually enhance our capacity.

Comments from the Community:

"Broome has developed in a measured and consultative manner, keeping in mind our deep historical and cultural past. And that Broome has a whole of community outlook."

"a proactive Shire with good management skills"

"a town whose growth has been adequately planned for"

"a vibrant town with a healthy balance between economic development and retention of what makes Broome different"



Our Organisation

Civic Leadership Objective

Our Organisation Goal: Continually enhance the Shire's organisational capacity to service the needs of a growing community.

The following Outcomes and Strategies have been identified to achieve this Objective.

Outcome 4.1 An organisational culture that strives for service excellence

- | | |
|-------|-------------------------------------------------------------------------------------------------------|
| 4.1.1 | Ensure organisational resources and staff are aligned with Council's vision and community expectation |
| 4.1.2 | Maintain appropriate and effective communication throughout the organisation |
| 4.1.3 | Ensure the Shire has a competent and effective workforce and a panel of skilled contractors |
| 4.1.4 | Provide a safe and harmonious work environment for all staff and elected representatives |
| 4.1.5 | Improve our customer service experience |

Outcome 4.2 Sustainable and integrated strategic and operational plans

- | | |
|-------|---------------------------------------------------------------------------------------------------------------------------------|
| 4.2.1 | Undertake Council and staff information sharing in accordance with Shire of Broome Code of Conduct and legislative requirements |
| 4.2.2 | Ensure organisational risk management is undertaken |
| 4.2.3 | Facilitate digital transformation to deliver organisational efficiencies |
| 4.2.4 | Promote a cohesive and productive workplace culture |

Outcome 4.3 Responsible resource allocation

- | | |
|-------|-------------------------------------------------------------------------------|
| 4.3.1 | Conduct financial planning and revenue identification |
| 4.3.2 | Promote integrated planning reporting and measurement across the organisation |

Outcome 4.4 Improved systems, processes and compliance

- | | |
|-------|-------------------------------------------------------------------------------------------------------|
| 4.4.1 | Review current systems and delivery practices to maximise efficiencies |
| 4.4.2 | Provide proactive, up-to-date and regular training resources for compliance and quality work outcomes |
| 4.4.3 | Ensure all governance and compliance requirements are adhered to |



Services and Facilities

Services and facilities provided by the Shire are linked with the relevant strategy of the Strategic Community Plan in the following table. The table provides a connection between the services and facilities and the desired outcomes and community vision for the Shire of Broome.

Services/Facilities	Associated Strategic Reference	Services/Facilities	Associated Strategic Reference
Community Facilities		Shire Services	
Parks, gardens, ovals and reserves	2.6.3	Customer service	4.1.5
Playgrounds	2.6.3	Long term planning	4.3.1 4.3.2
Library	1.2.4 2.6.3	Financial management	4.3.1
Civic Centre	1.4.2 2.6.3	Community engagement	1.1.1 1.1.2 1.2.5 1.5.3 2.2.1
Broome Recreation and Aquatic Centre	1.4.1 2.6.3	Economic development	2.5.1 3.1.3 3.1.4 3.1.6 3.2.2 3.2.3 3.3.2 3.3.3
Public Toilets	2.6.3	Event approvals	1.4.4. 2.5.1 2.5.2
Beaches and foreshores	1.4.1 1.4.3	Townscape presentation	1.4.3 2.2.1 2.3.2 2.4.1 2.6.3
Boat ramps	2.6.3 3.1.3	Environmental management	2.3.1 2.3.2
Cemetery	2.6.3 3.1.4	Regional collaboration	1.2.1 1.2.4 1.4.4 2.5.1 3.1.1 3.1.2 3.1.5 3.3.1
Sporting facilities	1.2.4 1.4.1 1.4.4 2.6.3	Cyclone cleanup	1.5.2
Museum	1.2.4 2.6.3	Building control	2.2.1
		Health inspections	1.5.3
Community Services		Town planning	2.1.1 2.1.2
Maternal and infant services	1.2.4	Ranger services	1.5.3
Youth services	1.2.1 1.4.1	Tourism support	2.5.1 2.5.2 3.2.1 3.3.3
Aged and senior's services	1.2.3	General rubbish collection	3.1.1
Access and inclusion	1.3.2	Waste recycling	3.1.1
Crime prevention and safety	1.5.1 1.3.1	Vegetation management	2.3.2
History and heritage	1.2.4 2.2.1 2.4.1	Cyclone shelter	1.5.2 2.6.3
Arts and culture	1.2.4 2.4.1 3.1.4	Library services	1.2.4
Small business development	3.3.1 3.3.2 3.3.3 3.3.4	Emergency services	1.5.2
Emergency services	1.2.1 1.5.2	Infrastructure	
Support for volunteers	1.5.3 2.4.1	Roads, verges and footpaths	2.6.3
Affordable housing	3.2.1 3.2.2	Street lighting	2.6.3
Sport and recreation	1.2.4 1.4.1 1.4.2 1.4.4 3.1.3	Wharfs / Jetties	2.6.3 3.1.3

Festivals and events	1.2.1 1.4.4 2.4.1 2.5.1 2.5.2 3.3.3	Town Centre	1.4.3 2.1.1 2.3.2 2.6.3
		Drainage and storm water	2.6.3

Resource Capacity

This Strategic Community Plan was developed with an understanding of our current resource capacity, both financial, workforce and asset resources. Whilst future resource capacity is not known, expectations of relative future resource capacity were considered.

Current Resource Capacity

At the 30 June 2018 the Shire had the following resource profile³.

Resource	Level
Workforce	132.54 FTE
Infrastructure Assets	\$278,788,414
Property, Plant and Equipment	\$88,508,984
Cash Backed Reserves	\$38,046,906
Borrowings	\$2,319,238
Annual Rates Revenue	\$21,931,509
Annual Revenue	\$38,853,236
Annual Expenditure	\$43,476,581

Future Resource Capacity

Future resource capacity is partially dependent on other levels of government however the following long term trends are expected in each resource level.

Resource	Relative Future Level
Workforce	Stable
Infrastructure Assets	Decreasing
Property, Plant and Equipment	Decreasing
Cash Backed Reserves	Increasing
Borrowings	Reducing
Annual Rates Revenue	Increasing
Annual Revenue	Increasing
Annual Expenditure	Increasing

Review and further development of Asset Management Plans, the Workforce Plan and the Long Term Financial Plan will further influence expected future resource levels for consideration during Corporate Business Planning and Annual Budget processes.

³ Shire of Broome Annual Financial Report 2017-2018

Strategic Risk Management

It is important to consider the external and internal context in which the Shire of Broome operates, relative to risk, in order to understand the environment in which the Shire seeks to achieve its strategic objectives.

The external and internal factors identified and considered during the preparation of this Plan are set out below:

External Factors	Internal Factors
Increasing community expectations in relation to service levels and service delivery.	The objectives and strategies contained in the Council's current Strategic Community Plan.
Rapid changes in information technology changing the service delivery environment.	The timing and actions contained in the Council's Corporate Business Plan.
Increased compliance requirements due to Government Policy and Legislation.	Organisational size, structure, activities and location.
Cost shifting by Federal and State Governments.	Human resourcing levels and staff retention.
Reducing external funding for infrastructure and operations.	Current organisational strategy and culture.
Increasing population and economic development resulting in greater pressure on the natural environment and its resources.	The financial capacity of the Shire.
Resource development and the associated social impacts.	Allocation of resources to achieve strategic outcomes.
Increasing community expectations and regulations in relation to waste management.	Maintenance of corporate records.
Native title processes and determinations.	Current organisational systems and processes.
Aboriginal Heritage.	
Government responses in relation to social services (including itinerants).	
Delivery of services to remote communities.	
Climate change and subsequent response.	

Measuring Success

The aim of this Plan is to align the community's visions and aspirations for the future of the Shire of Broome to the Shire's objectives. These objectives will be measured by both quantifiable and non-quantifiable outcomes.

As part of the formulation of this Plan, the community was asked to provide feedback on the level of importance and satisfaction with the services the Shire provides.

Key performance measures provide an indication of whether the Shire is meeting the objectives and will be monitored and reported. The measures for each objective are provided in the table below.

	Objectives	Key Performance Measures
SOCIAL	<p><i>Our People</i></p> <p><i>Foster a community environment that is accessible, affordable, inclusive, healthy and safe</i></p>	<ul style="list-style-type: none"> • Social media activity • Community participation rates in recreation activities and events • Recreation Centre usage rates
ENVIRONMENT	<p><i>Our Place</i></p> <p><i>Help to protect the natural and built environment and cultural heritage of Broome</i></p>	<ul style="list-style-type: none"> • Statutory asset management ratios • Compliance with statutory reviews required of the Local Planning Framework • Compliance with statutory requirements for the review of the Municipal Heritage list
ECONOMIC	<p><i>Our Prosperity</i></p> <p><i>Create the means to enable economic diversity, growth and lifestyle affordability for the current and future population</i></p>	<ul style="list-style-type: none"> • Population statistics • No. of development approvals • Vacancy rates (business and residential) • No. of building approvals
CIVIC LEADERSHIP	<p><i>Our Organisation</i></p> <p><i>Continually enhance the Shire's organisational capacity to service the needs of a growing community</i></p>	<ul style="list-style-type: none"> • Statutory financial ratios • Employee retention levels • Volunteer levels



References and Acknowledgements

The community engagement undertaken to inform and provide invaluable input into the development of the Strategic Community Plan 2017–2027 was reconsidered during the minor review.

The community will be re-engaged and consulted during the major strategic review which will be undertaken to inform the development of the Strategic Community Plan 2021–2031.

Reference to the following documents or sources was made during the review of the Plan:

Shire of Broome Strategic Community Plan 2017-2027;

Broome Growth Plan, Stakeholder Engagement and Communication Report, *Creating Communities*, August 2016;

Council website: www.broome.wa.gov.au;

Australian Bureau of Statistics; and

Shire of Broome Annual Financial Report 2017-18.

Review of the Plan

In accordance with statutory requirements the Strategic Community Plan is reviewed and updated on a four-year review cycle including community consultation, with a desktop review being undertaken every two years. This plan is as the result of a minor (desktop) review.

Document Management

Status:	Final
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Date of Effect:	1 July 2019

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