

Broome - a future, for everyone

Strategic Community Plan 2021-2031



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Introduction

Welcome to the Shire of Broome Strategic Community Plan 2021-2031.

This plan has been developed with more than 1,000 community members and key partners to consider:

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

It follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Broome
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Acknowledgement of country

The Shire of Broome acknowledges the Yawuru people as the Native Title Holders of the lands and waters in and around Rubibi (the town of Broome) together with all Native Title Holders throughout the Shire.

We pay respect to the Elders, past, present and emerging, of the Yawuru people and extend that respect to all Aboriginal Australians living within the Shire of Broome.

*Wirriya ngangaran liyan
nyamba buru yawuru*

We hope you are feeling good
in our yawuru country

Shire President's Message

The Shire of Broome's Strategic Community Plan is the overarching document that details the long-term vision for our town.

After an excellent response to the MARKYT® Community Scorecard, the Shire has taken on board your feedback on what our priorities should be moving forward, what we are doing well and what can be improved.

It is reassuring to see the community acknowledge and appreciate the hard work Shire staff undertake to provide services and resources to residents, businesses and visitors. This was evident in positive results from the survey in relation to our library, parks and reserves, playgrounds and events.

I fully acknowledge there are other areas the Shire can channel its efforts into, with the community asking us to play a greater role in diversifying the economy, help ensure public safety, advocate for youth and to provide better boating facilities.

Broome is an amazing place to live, work and visit, for everyone. We are truly blessed to be in such a special part of Australia, with so many opportunities.

However, the Shire is not resting on our laurels and will be working hard to improve our town further, based on your feedback.

This document will act as a blueprint for success – I hope you join us on Broome's journey over the next 10 years.

Harold Tracey
Shire of Broome President

Our Vision

Broome - a future, for everyone



Our Aspirations

To achieve our vision we have four supporting aspirations. Our aspirations align with our core pillars – people, place, prosperity and performance. These pillars are interrelated and each must be satisfied to deliver excellent quality of life in Broome.



People

We will continue to enjoy Broome-time, our special way of life. It's laid-back but bursting with energy, inclusive, safe and healthy, for everyone.



Place

We will grow and develop responsibly, caring for our natural, cultural and built heritage, for everyone.



Prosperity

Together, we will build a strong, diversified and growing economy with work opportunities for everyone.



Performance

We will deliver excellent governance, service and value, for everyone.

Purpose

The Shire of Broome exists to provide, facilitate and advocate for services and facilities to improve quality of life for everyone in Broome.



To fulfil our purpose, we satisfy the following roles:



Advocate

We are a voice for the local community, promoting local interests in relation to health and safety, youth services, marine facilities, responsible development and more.



Facilitate

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



Fund

We help to fund organisations to deliver essential community services, including the Broome Visitor Centre, Surf Life Saving, festivals, events and more.



Partner

We form strategic alliances in the interests of the community.



Provide

We directly provide a range of services to meet community needs, including town planning services, place activation, festivals and events, library and information services, sport and recreation facilities, youth services, CCTV, lighting of streets and public places, ranger services, roads, paths and trails, environmental management, and much more.



Regulate

We regulate compliance with legislation, regulations and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.

It is important to understand that the Council does not have governing rights over all lands in the Shire of Broome. For example, Unallocated Crown Lands, Pastoral Leases, Aboriginal Reserves and Conservation Estates are governed independently by Government agencies, Aboriginal Lands Trust, Indigenous Lands Corporation or Aboriginal organisations. The Shire advocates, facilitates and partners with these organisations to meet local community needs.

Our Values We live by Broome's PEARLS.

These are the values and behaviours that the Shire of Broome and the local community cares deeply about. We always strive to be:

P

Proactive, forward thinking, open-minded and innovative.

E

for Everyone; inclusive and welcoming of all people.

A

Accountable, transparent and ethical

R

Respectful of everyone and everything.

L

Listening to people's needs and ideas; community focused.

S

Sustainable, aiming to meet present needs without compromising the ability for future generations to meet their needs.



Broome at a Glance

The Shire of Broome has an extraordinary prehistoric presence preserved by isolation. It has fossilised tracks made by dinosaurs 130 million years ago, some of the oldest recorded Aboriginal art in Australia and some of the earliest recorded European visits.

The Shire of Broome is located in the Kimberley, covering approximately 56,000 square kilometres and with 900 kilometres of coastline. The town of Broome is situated on the end of a peninsula, surrounded by ocean, and land-locked by distance, some 2,200 kilometres north of Perth. White sandy beaches are framed on one side by blue ocean waters and on the other by red pindan soils, providing a stunning backdrop for recreational, cultural and tourist activities.

Founded as a pearling port over a hundred years ago, Broome boasts a multicultural population with Koepanger, Malay, Chinese, Japanese, European and Aboriginal cultures all blended to create Broome's captivatingly friendly and flamboyant character.

Around 28% of residents identify as Aboriginal or Torres Strait Islander. This is significantly higher than Western Australia (3.9%) and illustrates the central and significant position of Aboriginal people in the character and culture of the Broome community and economy. There are five Aboriginal communities, including the largest in Western Australia, and numerous Aboriginal outstations across the Shire.

Broome is the service and trade hub of the region, servicing agricultural, pastoral, mining, oil and gas production, and conservation jobs across the Kimberley. It also serves as the gateway for tourists and visitors to the Kimberley, including international visitors by cruise ship and aircraft.

The Shire of Broome was home to 16,907 people in 2019 and current projections indicate the population will reach 18,591 by 2031. However, the seasonal population of Broome can at times far exceed its residential population. Accounting for tourism visitors, short-stay workers and business travellers and other workers and people from around the Kimberley and North West using Broome as a base, the population of Broome can fluctuate as high as 30,000 people on any given day.



The residential population of the Shire is younger than the rest of Western Australia, with 0-14 years accounting for almost one in four residents in 2018. In contrast, Broome has a significantly lower share of residents aged 65 and over and has a below average share of people aged 15-24. This is linked to a trend in regional towns of sending older school age students to Perth and other locations for secondary and tertiary education.

The socio-economic attributes of the Broome population are marginally below national averages, primarily owing to the Shire's relative remoteness and lower access by households to economic resources. Despite this, personal wage and salary incomes are generally higher than the rest of Western Australia, with a median personal income of \$54,247 in 2016/17; 5.4% higher than the State average.

In 2016, the Shire of Broome was home to almost 7,400 jobs, up from 7,050 in 2011 and 5,965 in 2006. Jobs growth has slowed between the last Census periods, which corresponds with the slowing of population growth during this time. Being highly reliant on dry seasonal tourism, the Shire has been deeply impacted by the COVID-19 pandemic, experiencing an estimated loss of 250 jobs or around 3.2% of all jobs.



Population
Total
16,907

Annual population growth
since 2011
1.09%

Number of visitors
(2019)
446,181

Share of population 0-14
(2016)
24.2%

Share of population 65+
(2016)
7.5%

Share of population Aboriginal
(2016)
28.2%

Gross Regional Product
(2018-19)
\$1.54b

Unemployment rate
(Dec 19)
9.7%

Number of jobs
(2016)
7,400

Value of development
applications (2019-20)
\$34.3m

Library Visitors
(2019)
69,055

Boat ownership
(2019)
1,685

Recycling
(2019-20)
12,560 tonnes

Landfill
(2019-20)
24,375 tonnes

Criminal offences
(2019-20)
2,925

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Broome must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. The Shire's focus areas are well aligned with current global, state and local 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 has responded with a WA Recovery Plan. This plan prioritises protecting the most vulnerable, building infrastructure, unlocking future mining opportunities, investing in tourism and renewable energy, revitalising culture and the arts, supporting small businesses and building schools and workforces for the future.

Economic recovery is of great importance in the local community, however, the top priority is community safety and addressing social disadvantage. Community members are concerned with itinerants and social issues stemming from alcohol and drug abuse. There is also a high concern with the marine facilities and the need for safer boat launching facilities.



State Priorities

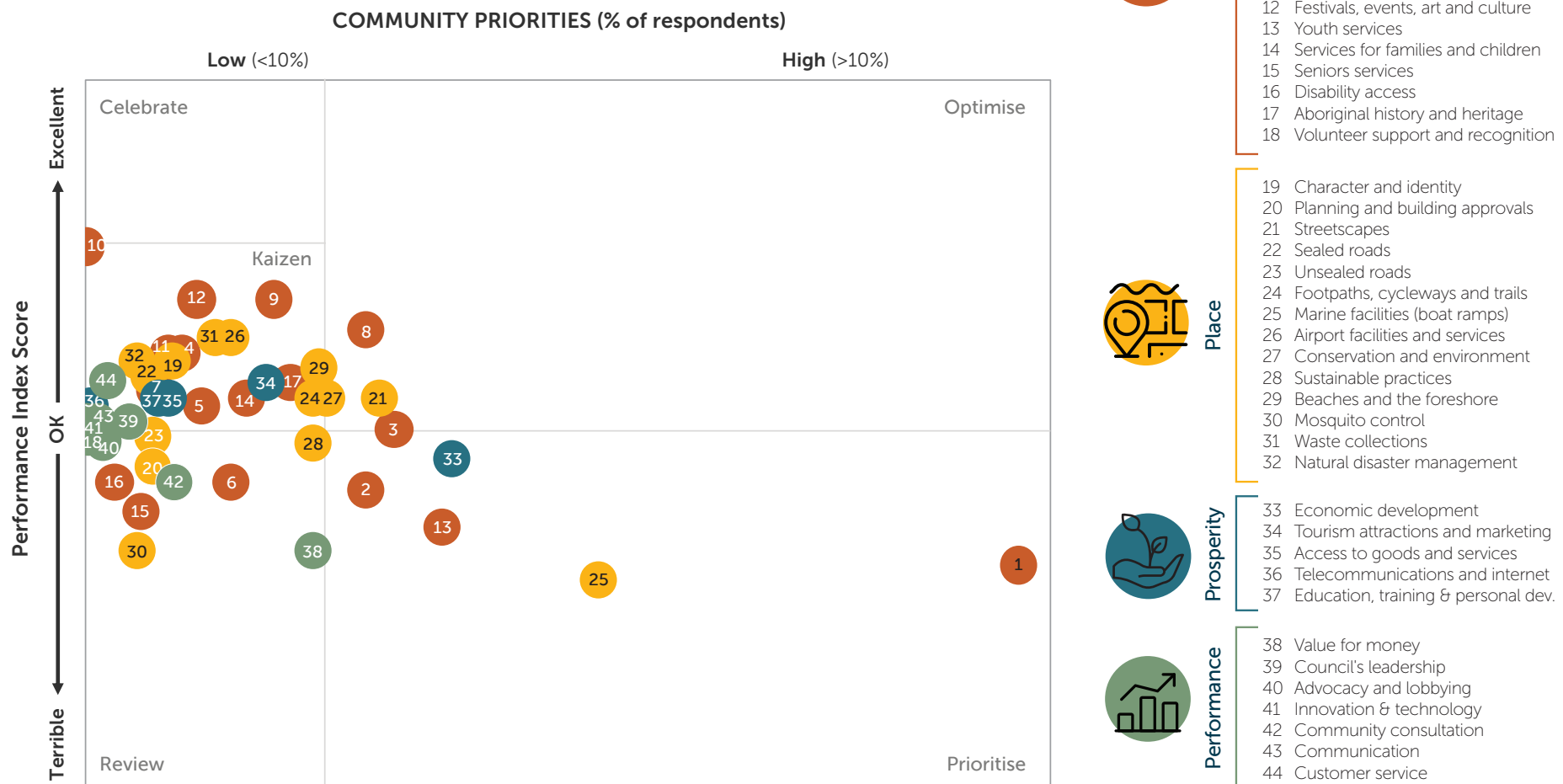
	<h3>People</h3> <ul style="list-style-type: none"> • Supporting our most vulnerable • Putting patients first 	<h3>Place</h3> <ul style="list-style-type: none"> • Building infrastructure • Maintenance blitz • Major road construction • Building community infrastructure • Housing construction • Investing in renewable energy and new technologies • Green jobs and environmental protection 	<h3>Prosperity</h3> <ul style="list-style-type: none"> • Driving industry development • Unlocking future mining opportunities • Revitalising culture and the arts • Supporting small businesses • Buying local • Growing WA's food industries • Investing in our tourism sector • Boosting local manufacturing • Rebuilding TAFE and reskilling our workforce • Building schools for the future • Unlocking barriers to investment
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Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

Local Priorities

To understand local needs and priorities, the Shire of Broome commissioned an independent review. In June 2020, 1,046 community members completed a MARKYT® Community Scorecard. The top priorities in the local community are community safety, marine facilities, economic development, and youth services.

MARKYT Community Priorities



People



We will continue to enjoy Broome-time, our special way of life. It's laid-back but bursting with energy, inclusive, safe and healthy, for everyone.



Challenges

Safety is the top priority in Broome. The community is concerned with itinerants and social issues stemming from alcohol and drug abuse, including anti-social behaviour and domestic violence. It's felt that poor access to youth services is contributing to youth boredom and higher rates of juvenile crime.

There are also safety concerns with stray and off-leash dogs and feral cats. Other challenges relate to public health and wellbeing, disability access and inclusion, seniors services and facilities, and crisis accommodation.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the People outcomes:

- Safety and security
- Lighting of streets and public places
- Public health and wellbeing
- Health and community services
- Housing
- Animal management
- Community buildings
- Sport and recreation
- Beach safety patrols
- Playgrounds, parks and reserves
- Library services
- History, heritage and museum services
- Festivals, events, art and culture
- Youth and family services
- Seniors services
- Disability access and inclusion
- Volunteer support services

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements


> \$500,000

CCTV, lighting and safety patrols

Secured **over \$500,000** in grants for improved CCTV and better lighting and allocated Shire funds to support Kullari Patrol to provide community safety patrols.


\$7.98M

Broome Health and Wellbeing Campus

\$7.98 million commitment by the State Government towards the planning and development of the Broome Health and Wellbeing Campus, a Nyamba Buru Yawuru project. The Shire was pleased to be an advocate in support of this project.


\$350,000

Youth Precinct @ BRAC

\$350k invested in a Youth Precinct at the Broome Recreation and Aquatic Centre with a new pump track and designs for a new skate park.


\$1.8M

Broome Motocross Track

A \$1.8 million, state-of-the-art motocross track opened on Cape Leveque Road.


\$1.94M

Philip Matsumoto Sports Courts

Built a \$1.94 million open-air basketball and netball facility with floodlighting and a fixed shade cover, allowing use all year round and at all times of the day.


\$3.8M

Aquatic Upgrades

\$3.8 million invested to upgrade the aquatic centre.

Our plan for the future

Outcomes	Objectives	Linked Strategies
1 A safe community	1.1 Lobby for the State Government to review the effectiveness of community safety service provision in Broome and the Kimberley region to improve social outcomes. 1.2 Modify the physical environment to improve community safety. 1.3 Increase awareness and engagement in community safety education and crime prevention programs. 1.4 Encourage responsible animal management.	<ul style="list-style-type: none"> • 3 Year Broome COVID-19 Recovery Plan • Community Safety Plan • Street Lighting Audit 2019 • Local Planning Strategy • Sport and Recreation Plan 2019-2029 • Arts and Culture Plan • Public Art Master Plan • Chinatown Public Art Strategy • Kimberley Regional Group Strategic Framework for Young People • Youth Framework • Disability Access and Inclusion Plan 2018-2023
2 Everyone has a place to call home	2.1 Promote access to safe, affordable accommodation to meet all needs, including itinerants, homeless people, those at risk, youth and the elderly.	
3 A healthy, active community	3.1 Improve access to health facilities, services and programs to achieve good general and mental health in the community. 3.2 Improve access to sport, leisure and recreation facilities, services and programs. 3.3 Grow community capacity through volunteer support and recognition.	
4 An inclusive community that celebrates culture, equality and diversity	4.1 Grow knowledge, appreciation and involvement in local art, culture and heritage. 4.2 Align services to meet diverse community needs.	

What we will do

The Shire has an extensive list of actions and special projects in the Corporate Business Plan (visit www.broome.wa.gov.au). Here's a sample of our commitments:



Advocate for a regional approach to alcohol and drug management.



WA Police and Shire Rangers will work together to conduct joint patrols of Male Oval Precinct, Town Beach, Kennedy Hill, Palmer Road and other hot spots.



Install more CCTV cameras.



New Animal Management Plan to manage feral cats and off-leash dogs.



Advocate for housing solutions to address homelessness and short-term crisis needs.



Develop a Local Public Health Plan.



Secure funding for a new, improved \$1 million skate park at the Broome Recreation and Aquatic Centre.



Advocate support for Nyamba Buru Yawuru to build the Kimberley Centre for Arts, Culture and Story.

Place



We will grow and develop responsibly, caring for our natural, cultural and built heritage, for everyone.



Challenges

Preserving Broome's character, identity, biodiversity and natural beauty is critical as the population and visitor numbers grow. Cable Beach and other iconic places need to be revitalised while heritage sites need to be preserved, such as the dinosaur footprints. People want to see continued focus on sustainability and climate action including innovative, climate-clever building designs, renewable energy, more recycling, bans on single use plastics and effective weed management.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Place outcomes:

- Environmental management
- Waste management
- Ranger services
- Pest and mosquito control
- Emergency management
- Planning and building services
- Asset management
- Roads, drainage and parking
- Streetscapes, verges and trees
- Footpaths, cycleways and trails
- Marine facilities
- Broome Cemetery

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Broome Boating Facility

Designs endorsed and a Business Case completed. The Shire will advocate for the State Government to deliver this project to address significant safety risks caused by Broome's extreme tidal range and strong currents.



\$1.46M

State-of-the-art Bushfire Station

Built a new **\$1.46 million** Bushfire Station, jointly funded by the Shire of Broome and Department of Fire and Emergency Services.



Climate Change Declaration

Council formalised its commitment to climate action, signing the Western Australian Local Government Declaration on Climate Change.



New eWaste recycling

Over **10 tonnes** of e-waste was collected and diverted from landfill in the first seven months of operation. This included TVs, computers, monitors and projectors, printers and computer peripherals such as cables, parts and accessories.



\$9.7M

Water Conservation

In partnership with the Water Corporation, secured a **\$9.7M** grant from the State Government to use retreated bore water in place of expensive scheme water, providing environmental benefits and cost savings in excess of \$1.5M annually.

Our plan for the future

Outcomes	Objectives	Linked Strategies
5 Responsible management of natural resources	5.1 Mitigate climate change and natural disaster risks 5.2 Manage and conserve the natural environment, lands and water 5.3 Adopt and encourage sustainable practices	<ul style="list-style-type: none"> Coastal Hazard Risk Management and Adaptation Plan Local Emergency Management Arrangements 2014 Yawuru Minyirr Buru Conservation Park Joint Management Plan State of Environment Report 2015 Mosquito Management Strategy Broome Waste Strategy Declaration on Climate Change Local Planning Strategy Local Planning Scheme No 6 Housing Strategy 2009 Cemetery Master Plan Hamersley Street Masterplan Asset Management Plan Broome Recreation Trails Masterplan Jetty to Jetty Project Feasibility Study 10 Year Plant Replacement Program
6 Responsible growth and development with respect for Broome's natural and built heritage.	6.1 Promote sensible and sustainable growth and development 6.2 Protect significant places of interest 6.3 Create attractive, sustainable streetscapes and green spaces	
7 Safe, well connected, affordable transport options	7.1 Provide safe and efficient roads and parking 7.2 Provide safe, well connected paths and trails to encourage greater use of active transport 7.3 Provide improved access to safe, affordable public transport, marine and aviation services	
8 Cost effective management of community infrastructure	8.1 Deliver defined levels of service to provide and maintain Shire assets in the most cost effective way	

What we will do

The Shire has an extensive list of actions and special projects in the Corporate Business Plan (visit www.broome.wa.gov.au). Here's a sample of our commitments:



Advocate for the Department of Transport to build the Broome Boating Facility at Entrance Point.



Refurbish Streeter's Jetty to ensure its structural integrity and community safety long into the future.



Develop a Renewable Energy Roadmap.



Invest in clean energy solutions, such as solar generated power, in Shire buildings and reserves.



Build a Resource Recovery Park (to replace the existing tip) to effectively manage waste and recycling materials.



Facilitate conservation of turtle breeding sites by managing vehicle access and community education.



Together, we will build a strong, diversified and growing economy with work opportunities for everyone.



Challenges

Community members feel there is too much reliance on tourism in Broome. While tourism is valued and growth is seen to be critical, people want greater economic diversity with growth in a broader range of industries plus more large infrastructure projects. New jobs must be created, especially for groups with higher levels of unemployment. To support this change, the community would like Local Government to shift its focus from being regulators and enforcers to being enablers of economic growth.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Prosperity outcomes:

- Economic development
- Place activation
- Event management
- Broome Visitor Centre
- Destination marketing
- Health inspections and food safety
- Alcohol management
- Trading in Public Place Licences
- Signage management
- Property management

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



\$33M

Chinatown Revitalisation

\$33 million investment to revitalise Broome's cultural and commercial centre.



\$24M

Town Beach Redevelopment

\$24 million investment to enhance the appeal of Town Beach and to boost economic development opportunities.



Broome Growth Plan

Worked with the State Government, Yawuru, Kimberley Development Commission and Development WA to develop a shared plan to grow and activate Broome.



Place Activation

Employed a specialist Place Activation Coordinator to stimulate economic activity through new community events such as the Discovery Festival and Christmas Trails.



\$65.6M

Broome Cape Leveque Road

Work is continuing on the \$65.6 million Broome Cape Leveque Road Upgrade Project, jointly funded by the Federal and State Governments.

Our plan for the future

Outcomes	Objectives	Linked Strategies
9 A strong, diverse and inclusive economy where all can participate	9.1 Increase Broome's domestic and international trade in tourism, agriculture, aquaculture, minerals and energy, culture and the arts, conservation economy and other emerging industries. 9.2 Activate the precincts of Broome 9.3 Activate the Dampier Peninsula. 9.4 Support business growth, innovation and entrepreneurship. 9.5 Grow the size and depth of Broome's labour market with improved access to training and development opportunities 9.6 Promote and support Buy Local campaigns.	<ul style="list-style-type: none"> • Broome Growth Plan: Strategy and Action Program 2018 • 3 Year Broome COVID-19 Recovery Plan • Long Term Financial Plan • Tourism Administration Policy • Economic Development Strategy • Arts and Culture Strategy • Arts and Culture Action Plan 2021-2025 • Cable Beach Development Strategy • Old Broome Development Strategy • Chinatown Activation Strategy • Purchasing Policy • Regional Price Preference Policy
10 Appropriate infrastructure to support sustainable, economic growth.	10.1 Invest strategically in property to stimulate economic growth.	

What we will do

The Shire has an extensive list of actions and special projects in the Corporate Business Plan (visit www.broome.wa.gov.au). Here's a sample of our commitments:



Advocate for Broome to be the logistics supply hub for mining, oil and gas, agriculture, cruise ship services, renewables and other emerging industries.



Fund tourism operations such as Broome Visitors Centre, Australia's North West and Cruise Broome in line with the Tourism Administration Policy.



Support the Buy Local campaign by facilitating local procurement of goods and services purchased by the Shire of Broome.



Facilitate Cable Beach foreshore upgrades.



Fund a feasibility study for a Dinosaur Trackway Interpretive Centre.



Provide place activation events and activities at Chinatown, Cable Beach, Town Beach and other key locations.



Facilitate the growth and development of iconic festivals, community events and sporting events.



Partner with Discovery Holiday Parks Ltd to complete ~\$10m redevelopment of the Roebuck Bay Caravan Park.

Performance



We will deliver excellent governance, service and value, for everyone.

Challenges

There is growing need for Elected Members to engage in advocacy work as the community faces issues, such as community safety, that can't be addressed by local government alone. Better engagement is needed to understand community needs and to communicate the Shire's vision. Community members want the Shire to listen and respond to local needs, but not at the expense of value for money from Council rates. Finances must be carefully and thoughtfully managed.



Current Services

The Shire will continue to provide a range of services and facilities to support achievement of the Performance outcomes:

- Leadership and governance
- Advocacy and lobbying
- Law making (Local Laws)
- Regional collaboration
- Strategic and business planning
- Financial management
- Risk management
- Workforce management
- Technology and innovation
- Elections and polls
- Council and Electors' meetings
- Community consultation
- Communications
- Customer service

The Shire will strive for **continuous improvement** in all service areas to meet current and changing community needs.

Recent Achievements



Minister commendation

In the State Government's 2017 Better Practice Review program, the Shire received a letter of commendation from the Minister for high performance in culture, governance and continuous improvement.



Excellent compliance

In annual Compliance Audit Returns since 2013, the Shire has attained 98.7% compliance or higher each year, with 100% compliance in four years.



A safe workplace

In the most recent occupational health and safety (OHS) audit, the Shire achieved a rating of 82%, up from 44% three years ago.



Cultural change

A strong commitment to cultural change saw the overall CULTYR® Employee Engagement Score increase by 20 points, up from 57 in 2017 to 77 in 2020.



Online Services

A new web content management system was introduced to improve access to information and online services. Customers can complete and submit a growing number of forms and permits online, such as dog and cat registrations, event applications and more.



Access and inclusion

A hearing assistance system was installed in Council Chambers to improve access and inclusion at Council meetings.



Our plan for the future

Outcomes	Objectives	Linked Strategies
11 Effective leadership, advocacy and governance	11.1 Strengthen leadership, advocacy and governance capabilities. 11.2 Deliver best practice governance and risk management	<ul style="list-style-type: none"> • Integrated Planning and Reporting Framework • Elected Member Continuing Professional Development Policy • Risk Management Strategy • Governance Framework • Community Engagement Policy • Information and Communication (ICT) Strategy 2016-2021 • Workforce Plan
12 A well informed and engaged community	12.1 Provide the community with relevant, timely information and effective engagement	
13 Value for money from rates and long term financial sustainability	13.1 Plan effectively for short and long term financial sustainability 13.2 Improve real and perceived value for money from rates	
14 Excellence in organisational performance and service delivery	14.1 Embrace best practice approaches and new innovations to improve business efficiencies and the customer experience 14.2 Deliver fit for purpose facilities and equipment 14.3 Monitor and continuously improve performance levels.	
15 An engaged and effective workforce that strives for service excellence	15.1 Support employee wellness and foster a positive workplace culture	

What we will do

The Shire has an extensive list of actions and special projects in the Corporate Business Plan (visit www.broome.wa.gov.au). Here's a sample of our commitments:



Regular and transparent governance reporting for the community.



New Community Engagement Strategy.



New Digital Strategy with consideration for ICT needs and Smart Communities initiatives.



A new framework for assessing and reporting on value for money.



Biennial community survey to assess community priorities and benchmark the Shire's performance.



A campaign to increase diversity, equal opportunity and local representation in the Shire of Broome's workforce.

Resourcing the Plan

Shire services, facilities and special projects are funded through various revenue sources.

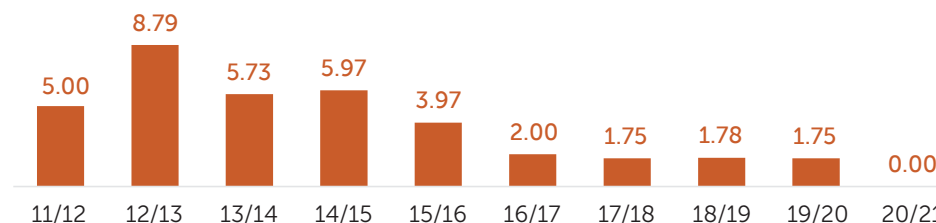
- State and Commonwealth government grants
- Funding grants from Lotterywest and others
- Property-developer contributions
- Rates, fees and charges
- Cash reserves

The Shire is committed to providing the community with value from money from rates. Through strong financial management the Shire was able to minimise rates increases to 2% or less over the past four years. In 2020/21 there was no rate increase to help minimise further financial strain to homeowners, businesses and residents who are responding to the COVID-19 pandemic.

The Shire employs 179 staff to deliver services (based on the 2020 organisation profile). Most employees work full-time (69%). There is good gender and age diversity. 55% of employees are male and 45% are female. 11% of employees are under 25 years and 10% are over 60 years. The median age group is 35-45 years. 64% of employees have been with the Shire up to five years. Only 6% of employees have been with the Shire for more than 15 years.

The Shire is committed to improving employee engagement as it is well documented that higher employee engagement is associated with higher levels of customer service. Overall levels of employee engagement in the Shire of Broome are above the CULTYR® industry average and are on an upward trend, increasing by 20 index points between 2017 and 2020. The Shire has a skilled and engaged team in place to deliver the Strategic Community Plan.

Percentage increases in rates – 10 year trend (%)



Directorate	Full time	Part Time	Casual	Total
CEO	6	1	-	7
Corporate	20	7	2	29
Community & Development	25	10	32	67
Infrastructure	72	2	2	76
Total	123	20	36	179

Risk Management

Risk management is an integral part of business planning and an essential element of sound corporate governance.

Effective risk management will help to ensure the Shire minimises the impact of the risks it faces, thereby improving the Shire's ability to deliver on its Strategic Community Plan and improve outcomes for the community.

To effectively manage risk, the Shire will continue to develop its Risk Management Framework aligned to AS/NZ ISO 31000. This includes development and review of the following policy and plans:

- Risk Management Policy
- Risk Management Plan for Strategic Risk
- Risk Management Plan for Enterprise Risk
- Risk Management Plan for Project Risk

Our Enterprise Risk Register, a Cloud-based solution, has been developed to streamline risk identification and management across the Shire on a live basis. This will help to increase control assurance and testing.

Risk owners monitor individual risks with the frequency determined by the residual risk rating. The Enterprise Risk Register is formally reviewed by the Audit & Risk Committee on an annual basis.



Developing & Reporting

The Shire of Broome is required to plan for the future under S5.56 (1) of the Local Government Act 1995. Regulations under S5.56 (2) of the Act require all local governments to develop a Strategic Community Plan, covering at least 10 years. The Strategic Community Plan must be reviewed at least once every four years and adopted by Council by an absolute majority.

In support of the Strategic Community Plan, local governments are required to adopt a Corporate Business Plan that covers at least four financial years and is integrated with asset management, workforce planning and long-term financial planning. The Corporate Business Plan must be reviewed every year and adopted by Council by an absolute majority.

After the adoption of the Strategic Community Plan, or modifications to this plan, the Shire is to give local public notice under Regulation 19C.

The Shire of Broome has considered the Integrated Planning and Reporting Framework and Guidelines when developing the Strategic Community Plan and Corporate Business Plan.



Community Engagement

Over 1,000 community members were engaged directly in the review and development of the Strategic Community Plan and Corporate Business Plan.

In addition, many hundreds of residents, ratepayers, businesses and partners guided the review through their involvement in the development of supporting strategies such as planning, safety, youth, access and inclusion, sport and recreation, art and culture, waste, economic development and more.

MARKYT 
Community Scorecard

1,046
Responses

MARKYT 
Community Voices

54,406
Words

FUTYR 
Community Workshops (3)

70
Registrations

Community
Sundowner

40
Participants




MARKYT Community Scorecard

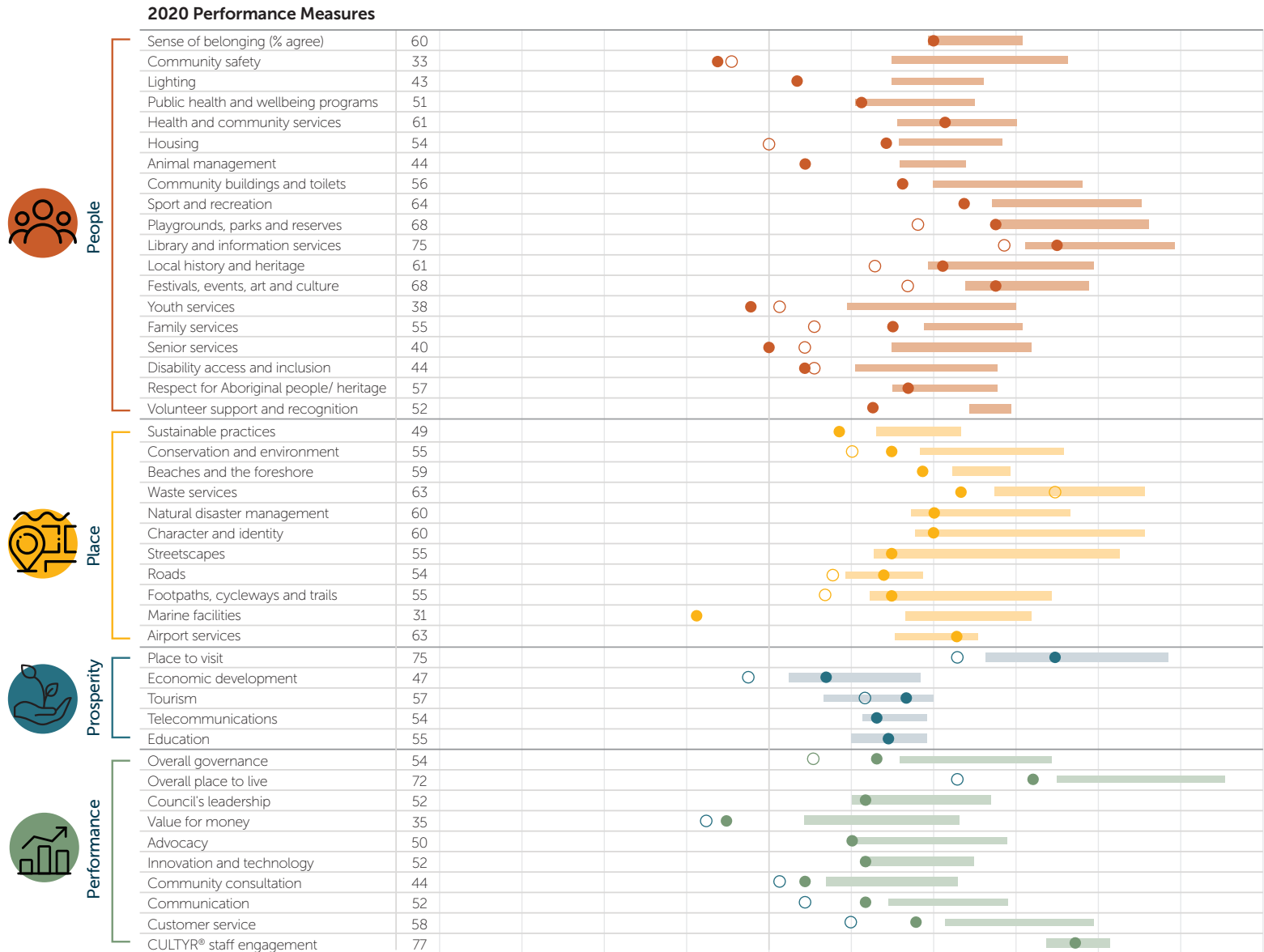
The Shire of Broome will participate in an independent study to monitor and benchmark performance every two years.

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

This chart shows the Shire's Performance Index Score out of 100, unless otherwise specified. The preferred target zone is shown as shaded bars.

LEGEND

-  Shire of Broome 2015 Performance Score
-  Shire of Broome 2020 Performance Score
-  Target Zone. Shading shows industry average to industry high from MARKYT® Community Scorecard. For further information, visit www.catalyse.com.au/markyt.



Want to get involved in a creating a future, for everyone.

Please reach out to your elected members
or the responsible Shire of Broome officer.
We'd love to hear from you.

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Broome, Western Australia

Phone: +618 9191 3456

After Hours
emergency: Ranger 0407 382 079

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