

# Broome - a future, for everyone

Strategic Community Plan 2023-2033





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## Introduction

Welcome to the Shire of Broome Strategic Community Plan 2023-2033.

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 and advocating for youth, public safety and 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 in delivering a future for everyone.

**Desiree Male**

Shire of Broome President



# *Our Vision*

*Broome - a future, for everyone*



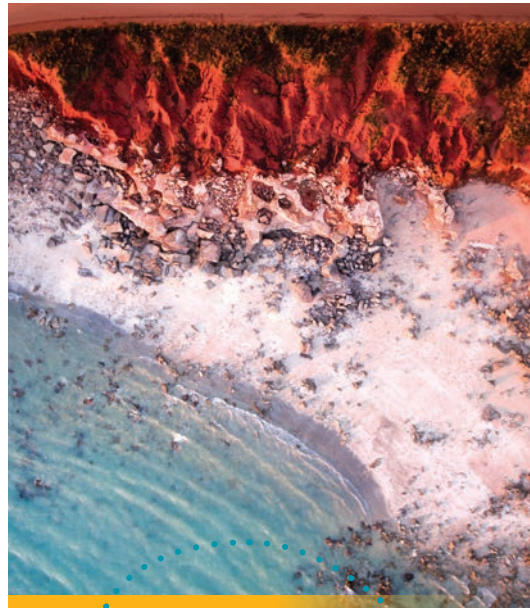
# Our Aspirations

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. 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.

Broome is the service and trade hub of the region, servicing agricultural, pastoral, mining and 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 16,959 people in 2021 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, 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 50,000 people on any given day.



Mr. Kim Male – Shire of Broome Honorary Freeman (middle)



The residential population of the Shire is younger than the rest of Western Australia, with the median age at 34 years old, compared to Western Australia median of 38 years, and 0-14 years accounting for almost one in four residents. 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 weekly income of \$1,078 in 2021; which is \$230/week higher than the State average.

In 2022, the Shire of Broome was home to almost 8,336 jobs up from 7,400 jobs in 2016, up from 7,050 in 2011 and 5,965 in 2006. The Health Care & Social Assistance industry sector is the largest employer in the Shire of Broome, with 1,604 jobs which represents 19.24% of total employment.



Population  
(2021)

16,959

Families, both partners employed  
full time 2022

31.4%

Number of visitors  
(Annual Average 2021 + 2022)

292,000

Share of population 0-14  
(2021)

23.5%

Share of population 65+  
(2021)

7.8%

Share of population Aboriginal  
(2021)

28.6%

Economic Output  
2021

\$3.3b

Unemployment rate  
(Mar 2022)

4.2%

Number of jobs  
(2021)

8,336

Value of building & development  
applications (2021-22)

\$117.02m

Broome Library Visitors  
(2022)

62,669

Registered Vessels in Broome  
(2021/2022)

1,847

Recycling  
(2021-22)

15,176 tonnes

Landfill  
(2021-22)

19,476 tonnes

Criminal offences  
(2022)

4,091



# 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 the 2023/24 Budget the West Australian Government is prioritising the delivery of cost of living support for Kimberley residents while investing in health, housing and the transition to cleaner, stronger, reliable and affordable energy. This includes a funding boost for Government Regional Officer Housing and the Social Housing Investment Fund.

The cost of living and housing affordability crisis 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"> <li>• Supporting our most vulnerable</li> <li>• Putting patients first</li> <li>• Cost of living support</li> <li>• Health and mental health</li> </ul>	<h3>Place</h3> <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> <li>• Investing in renewable energy and new technologies</li> <li>• Green jobs and environmental protection</li> </ul>	<h3>Prosperity</h3> <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>
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Learn more about the Government of Western Australia's priorities at <https://www.ourstatebudget.wa.gov.au/index.html>

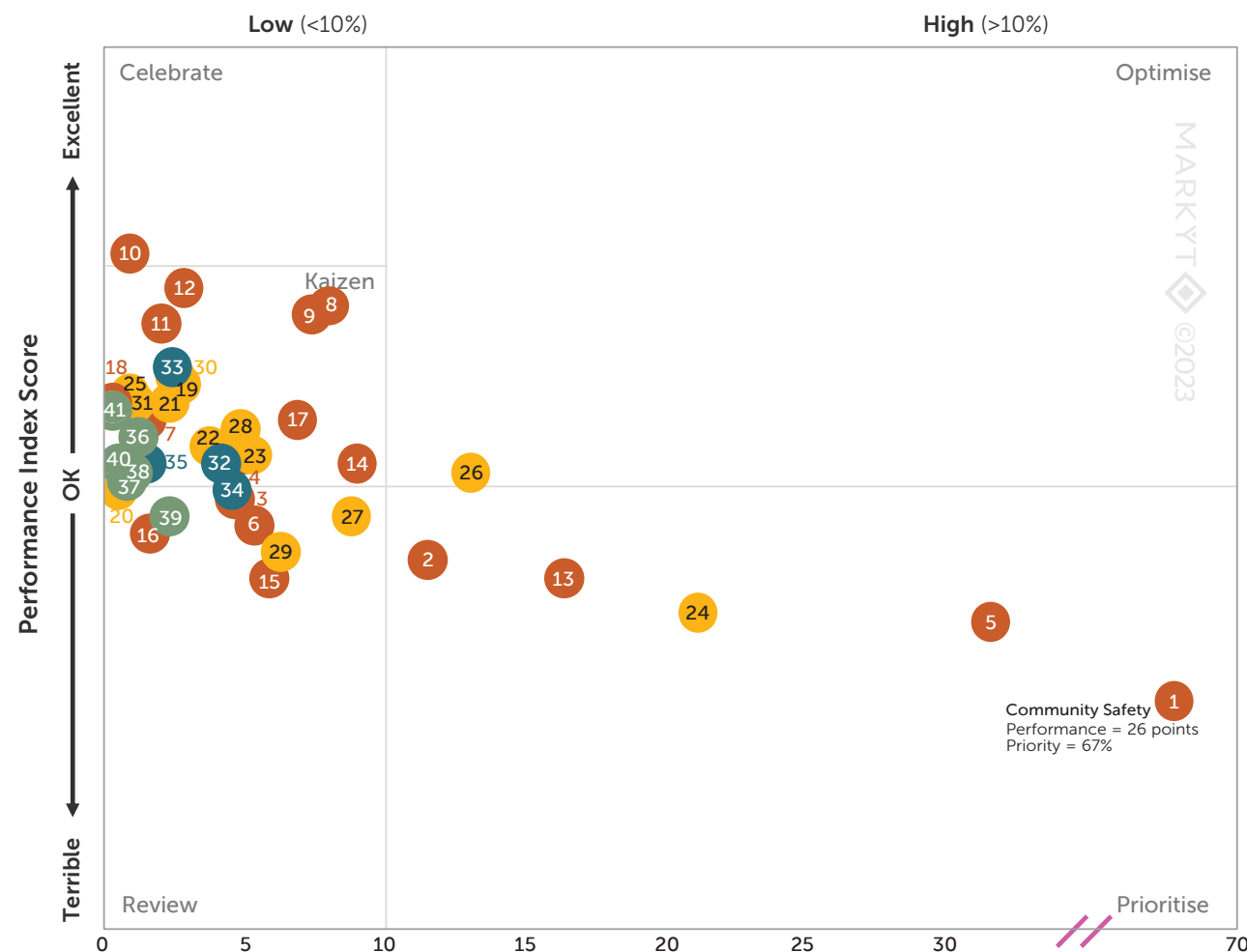


# Local Priorities

To understand local needs and priorities, the Shire of Broome commissioned an independent review. In May 2022, 1,056 community members completed a MARKYT® Community Scorecard. Community safety was the top priority, followed by access to housing, marine facilities, and youth services and facilities.

## MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



People

- 1 Community safety
- 2 Lighting
- 3 Public health and wellbeing
- 4 Health and community services
- 5 Access to housing
- 6 Animal management
- 7 Community buildings
- 8 Sport and recreation
- 9 Playgrounds, parks and reserves
- 10 Library services
- 11 Local history and heritage
- 12 Festivals, events, art and culture
- 13 Youth services
- 14 Family and children services
- 15 Seniors services and care
- 16 Access and inclusion
- 17 Respect for First Nations' peoples
- 18 Volunteer support and recognition



Place

- 19 Character and identity
- 20 Planning and building approvals
- 21 Streetscapes
- 22 Local roads
- 23 Footpaths, cycleways and trails
- 24 Marine facilities
- 25 Airport facilities and services
- 26 Conservation and environment
- 27 Sustainable practices
- 28 Beach and foreshore management
- 29 Mosquito control
- 30 Waste services
- 31 Natural disaster management



Prosperity

- 32 Economic development
- 33 Tourism attractions and marketing
- 34 Telecommunications and internet
- 35 Education and training



Performance

- 36 Council's leadership
- 37 Advocacy and lobbying
- 38 Innovation and technology
- 39 Community consultation
- 40 Communication
- 41 Customer service



# 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 homelessness, juvenile crime and 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.

Housing pressures have also impacted labour across various sectors with particular impact being felt in childcare services. Council is actively advocating for resolution of both housing and childcare issues, with two recent planning approvals issued for new childcare facilities.



## Current Services

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

- Safety and security
- Public health and wellbeing
- Health and community services
- Housing
- Animal management
- Community buildings
- Sport and recreation
- Beach safety patrols
- Playgrounds, parks & reserves
- Library services
- History, heritage and museum services
- Festivals, events, art & 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



### Signing of MOU with Nyamba Buru Yawuru

The Shire and Nyamba Buru Yawuru signed a Memorandum of Understanding recognising our relationship and the benefits it provides to the community, and promoting the delivery of shared values for future generations.



### On Country Youth Diversion Program

\$15 million committed by State Government for an on-country residential facility aimed at reducing the high rate of youth crime and re-offending in the Kimberley following significant Shire of Broome advocacy.



### Regional Level Skate Park

Completed the \$1.5 million skate park facility constructed at the Broome Recreation and Aquatic Centre as part of the BRAC Youth Precinct. Jointly funded by LotteryWest and the Shire of Broome.



### New Surf Life Saving Club Building

In partnership with the Broome Surf Life Saving Club, work is almost complete on the new \$4.1 million Surf Life Saving Club, expected to be open in July 2023. Funded by contributions from LotteryWest, Kimberley Development Commission, Department of Sport & Recreation, Broome Surf Lifesaving Club and the Shire of Broome.



### A Sporting Chance

\$334,000 secured in external grant funding to develop and deliver a new late-night youth program 'A Sporting Chance'. Funded by Department of Justice, Department of Local Government, Sport and Cultural Industries, and Kimberley Development Commission.



### Shire Ranger & Police Joint Patrols

Shire Rangers and Broome Police, commenced regular joint patrols in 2021 targeting anti social behaviour around the Shire.

## 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"> <li>• Resilience and Recovery Plan</li> <li>• Community Safety Plan</li> <li>• Street Lighting Audit 2019</li> <li>• Local Planning Strategy</li> <li>• Sport and Recreation 2021-2031</li> <li>• Arts and Culture Plan</li> <li>• Public Art Master Plan</li> <li>• Chinatown Public Art Strategy</li> <li>• Kimberley Regional Group Strategic Framework for Young People</li> <li>• Youth Framework</li> <li>• Disability Access and Inclusion Plan 2018-2023</li> </ul>
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](http://www.broome.wa.gov.au)). Here's a sample of our commitments:



Advocate for a regional approach to alcohol and drug management.



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



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.



Provide increased amenities at Broome Recreation and Aquatic Centre including a gym and fitness facility.



Install more CCTV cameras.



Provide and promote diversionary activities for our youth in partnership with local service providers e.g. school holiday programs, midnight basketball, youth leadership bush camps, a sporting chance.



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



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.

Housing pressures have severely impacted the district with median rental prices in Broome the highest in the State, resulting in flow on labour shortages, impacting services and industry in the Shire.



## 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
- Lighting of streets and public places
- Streetscapes, verges and trees
- Footpaths, cycleways and trails
- Marine facilities
- Broome Cemetery
- Housing

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



## Recent Achievements



### Approval of Local Planning Strategy and Scheme

After an extensive community consultation process, Council's new Local Planning Strategy and Local Planning Scheme were approved by the Minister for Planning in early March, providing the broad strategic framework and the detailed legislative controls for development within the Shire.



### Sanctuary Road Business Case

Finalised for Key Worker, Over 55's and Caravan Park to provide affordable accommodation and help alleviate housing pressures.



### Port Drive/Guy Street Roundabout

\$1.4m Guy Street and Port Drive intersection upgrade jointly funded through WA Black Spot funding, Regional Road Project grants, and the Shire of Broome.



### Stewart Street

Completed the \$800,000 Stewart Street Road Upgrade.



### Regional Resource Recovery Park (RRRP)

Detailed design of the RRRP finalised and works approval for the Community Resource Centre obtained.



### Precinct Structure Planning

Significant progress on Precinct Structure Plans for both Old Broome/Chinatown and Cable Beach precincts. Precinct Structure Plans will revise and replace a number of older strategies, providing a clear framework into the development of these important mixed use precincts.

## 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"> <li>Coastal Hazard Risk Management and Adaptation Plan</li> <li>Local Emergency Management Arrangements 2014</li> <li>Yawuru Minyirr Buru Conservation Park Joint Management Plan</li> <li>State of Environment Report 2015</li> <li>Mosquito Management Strategy</li> <li>Broome Waste Strategy</li> <li>Declaration on Climate Change</li> <li>Local Planning Strategy</li> <li>Local Planning Scheme No 6</li> <li>Housing Strategy 2009 Cemetery Master Plan</li> <li>Hamersley Street Masterplan</li> <li>Asset Management Plan Broome Recreation Trails Masterplan</li> <li>Jetty to Jetty Project Feasibility Study</li> <li>10 Year Plant Replacement Program</li> </ul>
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](http://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.



Facilitate development of a Renewable Energy Roadmap.



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



Provide a local structure plan for the McMahon Estate development.



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



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



# Prosperity



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



## Challenges

Cost of living pressures have hit many community members hard. This includes issues around access to housing to rent, affordable housing and energy prices.

Childcare also continues to be a major issue for families, with demand far outstripping available places.

Community members would like Local Government to advocate for housing affordability and economic diversification to enable economic growth and prosperity.



## 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

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

## Recent Achievements



### Cable Beach Masterplan

Completed the detailed design of the Cable Beach Foreshore Redevelopment Upgrade project, paving the way for \$12 million Stage 1 works in late 2023.



### Inter Regional Flight Network

Facilitated development of a commercial flight route between Broome, Port Hedland, Karratha and Geraldton.



### Town Beach Café

Expressions of interest for private sector to build and operate a new Town Beach Café on a long-term lease advertised nationally.



### Arts and Culture

The Draft Arts and Culture Strategy and Action Plan 2023-28 completed and put to community consultation.



### Housing Crisis

Finalised business case for the Sanctuary Road Caravan Park, Key Worker and Over 55s Village and McMahon Estate Business Case and continued lobbying for funding.



### Beam e-Sooter Trial

Facilitated 12-month trial of Beam e-scooters to provide another form of mobility between precincts particularly for tourists with no alternative form of transport.

## 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"> <li>• Broome Growth Plan: Strategy and Action Program 2018</li> <li>• Resilience and Recovery Plan</li> <li>• Long Term Financial Plan</li> <li>• Tourism Administration Policy</li> <li>• Economic Development Strategy</li> <li>• Arts and Culture Strategy</li> <li>• Arts and Culture Action Plan 2021-2025</li> <li>• Cable Beach Development Strategy</li> <li>• Old Broome Development Strategy</li> <li>• Chinatown Activation Strategy</li> <li>• Purchasing Policy</li> <li>• Regional Price Preference Policy</li> </ul>
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](http://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.



Advocate for funding for the Sanctuary Road Caravan Park and Key Worker Housing project.



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



Provide a masterplan for the Broome Turf Club.



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



Facilitate the growth and development of iconic festivals, community events and sporting events and provide place activation events and activities at Chinatown, Cable Beach, Town Beach and other key locations.



Facilitate Cable Beach Masterplan foreshore upgrades.



Redevelop the Town Beach Café to provide all year round service.



# 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 cannot 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



### Service Delivery Review

Completed annual review of Shire operations with information used to inform annual budget and strategic planning.



### Strategic Community Plan Review

Completed 2 year review of Strategic Community Plan and Corporate Business Plan incorporating feedback from biennial community survey.



### Excellent Compliance

In annual Compliance Returns to the Department of Local Government, Sport and Cultural Industries since 2013, the Shire has attained 98% compliance or higher in each year.



### Access and Inclusion

After consulting with the community, the Shire produced a new Disability Access and Inclusion Plan (DAIP) for 2023-2028.



### ICT Strategic Plan

The Shire's ICT Strategic Plan was adopted in October 2022 paving the way for improvements in ICT delivery for staff and the wider community.



### Online Services

The Shire continues 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.

## 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"> <li>• Integrated Planning and Reporting Framework</li> <li>• Elected Member Continuing Professional Development Policy</li> <li>• Risk Management Strategy</li> <li>• Governance Framework</li> <li>• Community and Engagement Strategy</li> <li>• Information and Communication (ICT) Strategy 2022</li> <li>• Workforce Plan</li> </ul>
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](http://www.broome.wa.gov.au)). Here's a sample of our commitments:



Regular and transparent governance reporting for the community.



Implementation of the Shire's Corporate Communications and Engagement Strategy.



Provide ICT program of works in accordance with the adopted ICT Strategy 2022.



Provide a Staff Housing Investment Strategy to support employee attraction and retention.



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.

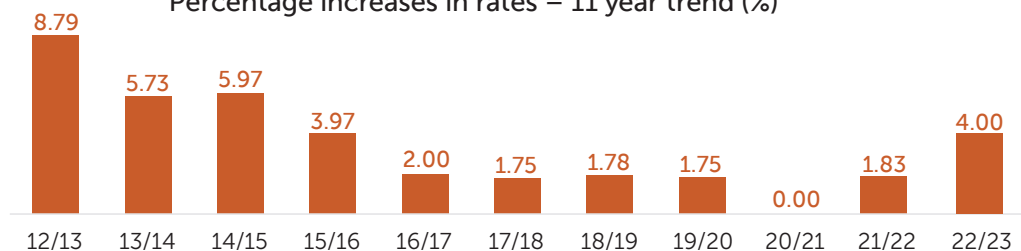
- State and Commonwealth government grants
- Funding grants from Lotterywest and others
- Property-developer contributions
- Rates, fees and charges
- Cash reserves

The Shire is committed to providing the community with value for money from rates. Through commitment and strong financial management Council has been able to contain rate increases over the past seven years, with the average rates over that period of 1.87%. Council utilises differential rating to ensure a fair and equitable rating system across the rate base, funding the projects and operations required to maintain and continue improving services in the town of Broome for everyone to enjoy.

The Shire employs 195 staff (including casuals) to deliver services (based on the 2022 organisation profile). Most employees work full-time (61%). There is good gender and age diversity. 52.3% of employees are male and 47.7% are female. 16.4% of employees are 24 years and under, and 39.5% are aged 45 and over. The median age group is 25-44 years. 76.4% of employees have been with the Shire up to five years. Only 5.6% of employees have been with the Shire for more than 15 years.

The Shire remains 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 have dropped slightly compared to previous years and are below the CULTYR® industry average. While the Shire generally maintains a skilled and engaged team to deliver the Strategic Community Plan, further workshops are being conducted to improve further in this space.

Percentage increases in rates – 11 year trend (%)



Directorate	Full time	Part Time	Casual	Total
Office of the CEO	12	4	-	16
Corporate Services	34	9	50	93
Development Services	19	4	1	24
Infrastructure	54	2	6	62
<b>Total</b>	<b>119</b>	<b>19</b>	<b>57</b>	<b>195</b>

# Risk Management

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

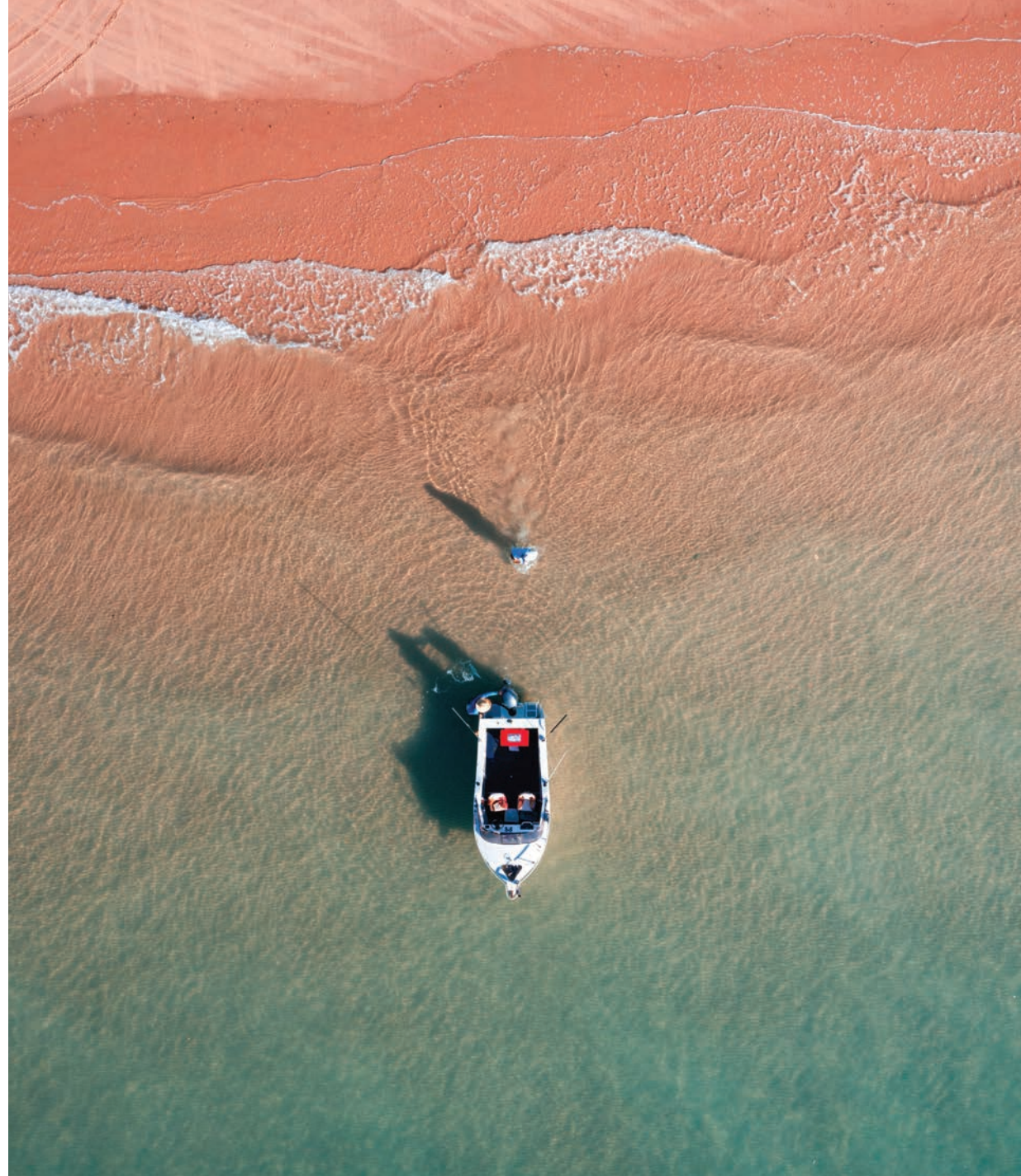
**Effective risk management will help to ensure the Shire minimises the impact of the risks it faces, thereby improving the Shire's ability to deliver on its Strategic Community Plan and improve outcomes for the community.**

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 19D.



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.

<b>Major Review 2021</b>	<b>MARKYT</b>  Community Scorecard 2020 <b>1,046</b> Responses	<b>MARKYT</b>  Community Voices 2020 <b>54,406</b> Words	<b>FUTYR</b>  Community Workshops (3) <b>70</b> Registrations	Community Sundowner <b>40</b> Registrations
<b>Minor Review 2023</b>	<b>MARKYT</b>  Community Scorecard 2022 <b>1,056</b> Responses	<b>MARKYT</b>  Community Voices 2022 <b>74,269</b> Words		

# MARKYT Community Scorecard

The Shire of Broome participates in the MARKYT® Benchmarking Excellence Program to monitor and benchmark service levels once 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 compared to the MARKYT® Industry Standards. The preferred target zone is shown as coloured bars.



People



Place



Prosperity



Performance

## 2022 Performance Measures



### LEGEND

- Shire of Broome 2022 Performance Score
- Shire of Broome 2020 Performance Score
- Steady performance
- Target Zone. Shading shows industry average to industry high from MARKYT® Community Scorecard. For further information, visit [catalyse.com.au](http://catalyse.com.au)



# 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.

In person: Shire Administration Centre  
Cnr Weld and Haas Street  
Broome, Western Australia

Phone: +618 9191 3456

Email: [shire@broome.wa.gov.au](mailto:shire@broome.wa.gov.au)

Facebook: [facebook.com/BroomeWesternAustralia/](https://facebook.com/BroomeWesternAustralia/)

Instagram: [instagram.com/shireofbroome/](https://instagram.com/shireofbroome/)

Mail: PO Box 44, Broome  
Western Australia 6725



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

