

An aerial photograph of Albany, Oregon, taken at sunrise. The sun is low on the horizon, casting a golden glow over the city and the surrounding hills. The sky is filled with wispy clouds, and the water of the Willamette River is visible in the distance. The foreground shows a residential neighborhood with houses and trees, and a rocky hillside on the right.

# City of Albany

STRATEGIC COMMUNITY PLAN 2032

## CONTENTS

Introduction	1
Acknowledgment of People and Country	2
Executive Message	2
Albany at a glance	3
Priorities	5
Our Vision	7
City of Albany's role	8
How to read this plan	10
People	12
Planet	16
Place	20
Prosperity	24
Leadership	28
Resourcing the plan	32
Developing and reporting	33
MARKYT® Performance Scorecard	34
How to get involved	Back page

### Image Credits

Cover page: Lex Porebski, GasgasLex Photos

Page 2: inset, Krysta Guille; background, Lex Porebski, GasgasLex Photos

Back page: Lee Griffith

# INTRODUCTION

## Welcome to the City of Albany Strategic Community Plan 2032.

This plan has been developed with more than 1,400 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 City of Albany
- How the City will achieve and resource its objectives
- How success will be measured and reported



The City of Albany respectfully acknowledges the Menang Noongar people as the traditional custodians of the land on which the city conducts its business, and pays respect to elders past and present.

## Executive Message

We live in the best place in the world. There can be no doubt about that given the challenges we've faced and outcomes we've achieved as a community over the past four years.

When we undertook the last major review of our Strategic Community Plan in 2017, we could not have imagined the world as it is now. A global COVID-19 pandemic has tested our community's resilience, but also made us stronger.

While we have been very fortunate to avoid a serious outbreak of the virus here, our community's health and wellbeing has relied on following health advice and enduring lockdowns and restrictions that have kept us isolated from friends and loved ones, and the wider world.

But we've come together. We've supported each other. In true Albany community spirit, we've had each other's back, and that's minimised the pandemic's impact on us. We have had the health and wellbeing of our community front of mind, and as a local government, we've managed the impact of this crisis as well as anyone. It has given Albany a renewed sense of confidence and collective purpose.

The community confirmed this with feedback through the 2021 MARKYT® Community Scorecard, with over 1,400 survey participants ranking the City of Albany as the highest performing regional local government in Western Australia, and equal second of all 43 participating Western Australian local governments. That is an outstanding achievement for our City, but one of many.

We've led engagement with our Menang-Noongar community to achieve greater cultural acknowledgement and education by identifying 66 places of significance for dual-naming and progressing a submission to Landgate to formally recognise the names for the places that come under the City's management.

We've also collaborated with our local youth to adopt a 'Climate Change Action Declaration', acknowledging this issue is critical to our community's future and committing to a range of practical initiatives the City can do to reduce its carbon footprint.

The \$38-plus million redevelopment of the Centennial Sporting Precinct has provided the region with state-of-the-art facilities to support sport and recreation participation and growth now and into the future.

Our 133-year-old Town Hall has been restored, with works returning parts of this iconic building to its former glory while also bringing it into the 21st century to allow the community to reconnect with this architectural masterpiece and serve as an arts and cultural hub within our city centre.

These just touch the surface of what we've achieved with our community over the past four years, and we want to continue that journey over the next four as we approach the 2026 Bicentenary – slated to be one of the City's biggest events yet.

Our community is inspired. Our Council is inspired. Our staff are inspired. Together we can continue to design the future of Albany, and this Strategic Community Plan is the roadmap toward that future.

Thank you to everyone that has contributed to the development of this new strategy. Your input and guidance will help us continue to achieve big things and be a community *where anything is possible*.



Dennis Wellington  
Mayor



Andrew Sharpe  
Chief Executive Officer

## ALBANY AT A GLANCE

Albany is situated on the south coast of WA in Noongar country, traditionally owned and occupied by the Menang People for more than 50,000 years.

Overlooking one of the world's most majestic and unique natural harbours, Albany is Western Australia's first European settlement. It is steeped in history, retaining strong connection to culture and heritage.

It has a unique chapter in the Anzac story as the place where more than 40,000 Anzacs gathered to sail for the battlefronts of World War I.

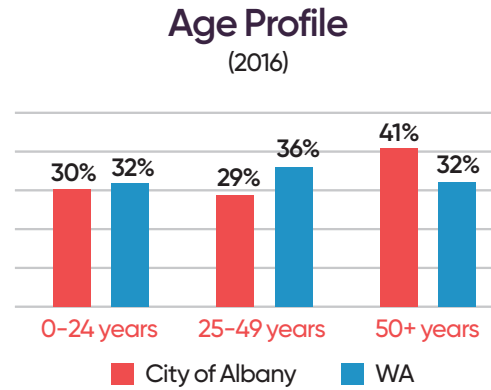
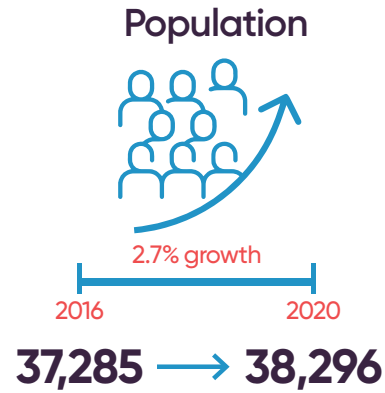
Buildings of historical significance can be found on almost every corner, such as the Town Hall (1888), Old Gaol (1852), Vancouver Arts Centre which was formerly a hospital (1887), Earl of Spencer Inn (1850), and St John's Church (1848).

With an estimated population of 38,296 people and growing, Albany is the administrative and service hub of the Great Southern region. By value added in 2019/20, the largest industries were 1) health care and social assistance, 2) agriculture, forestry and fishing, and 3) retail. In the 2016 ABS Census, most jobs were in health care and social assistance (15%), retail (14%), construction (10%), and education (9%).

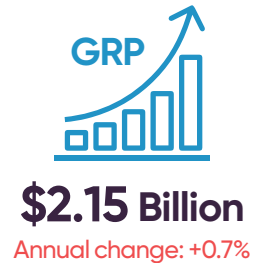
The City of Albany covers a land area of 4,312 square kilometres and offers both urban and rural lifestyles. The City manages more than 1,600kms of road, 250kms of pathways, 438kms of roadside kerbing, and 35 hectares of irrigation in 360 gardens, playgrounds and sporting fields.

Diverse facilities such as a library, leisure and aquatic centre, airport, day care and visitor centre provide a broad range of services to the community.

The region's world-recognised biodiversity, combined with an award-winning National Anzac Centre, one of Australia's most important cultural destinations, boutique food and wine, whale watching, fishing, surfing and a range of engaging community events provide an enviable lifestyle for locals and unique experiences for visitors.



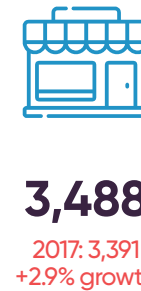
### Gross Regional Product (June 2020)



### Highest value industries (2019/20)



### No. of businesses (2020)



### Unemployment rate (Dec 2020)



Rated by the community as:  
**Top performing regional council**

Source: 2021 MARKYT® Community Scorecard

### Best performing services



Library



Sport and Recreation



History and Heritage



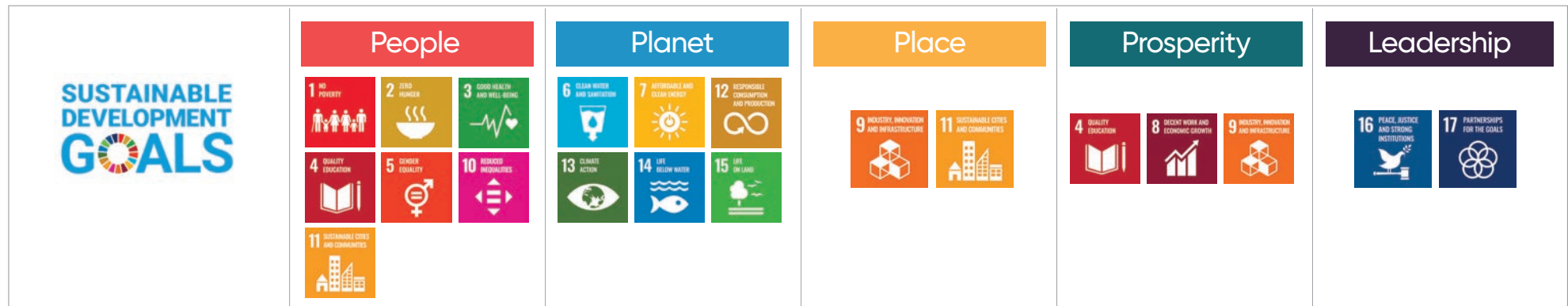
Parks and reserves

## PRIORITIES

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

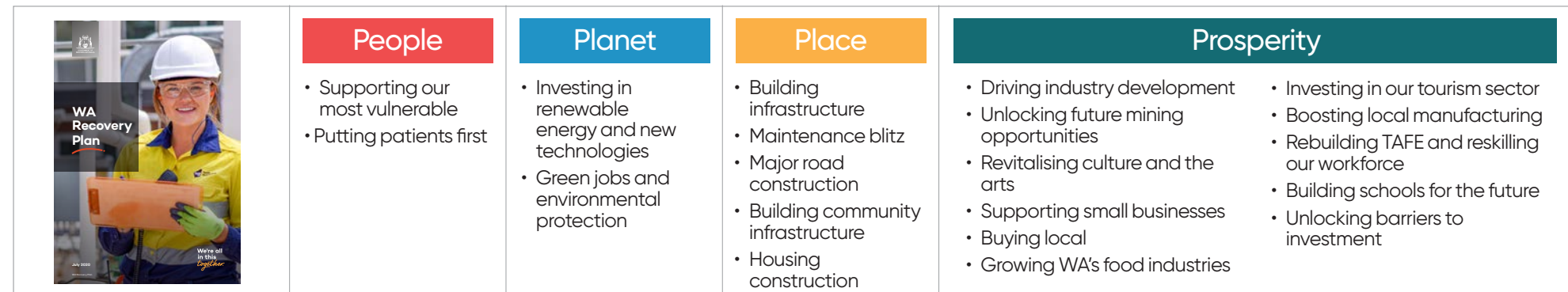
### Global Priorities

The United Nations Sustainable Development Goals (SDGs) have been politically committed to on the global stage by the Australian Government. Alignment and adoption by Local Governments is of great benefit as all levels of government have a shared responsibility in working towards the goals. This plan shows how the City of Albany's outcomes are aligned with 17 SDGs. Learn more about these goals at <https://sdgs.un.org/goals>.



### State Priorities

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



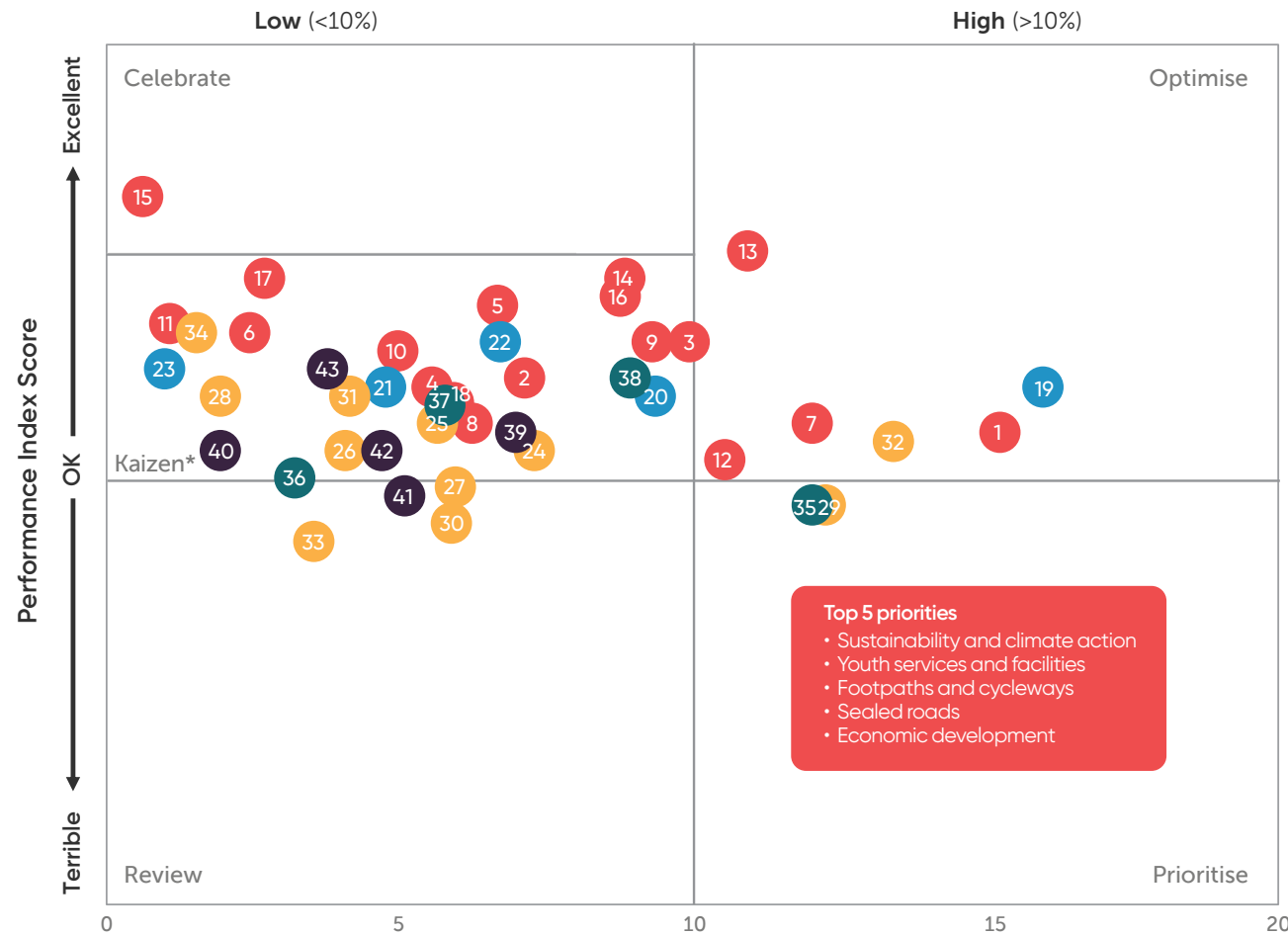
Learn more about the Government of Western Australia's priorities at [www.wa.gov.au/government/wa-recovery](http://www.wa.gov.au/government/wa-recovery).

# Local Priorities

To understand local needs and priorities, the City of Albany commissioned an independent review. In March 2021, 1,429 community members completed a MARKYT® Community Scorecard.

## MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



People

- 1 Youth services and facilities
- 2 Family and children's services
- 3 Seniors' services, facilities and care
- 4 Disability access and inclusion
- 5 Aboriginal recognition and respect
- 6 Volunteer support and recognition
- 7 Community safety, crime prevention
- 8 Access to housing
- 9 Health and community services
- 10 Public health and wellbeing programs
- 11 Community buildings and halls
- 12 Public toilets
- 13 Sport and recreation
- 14 Playgrounds, parks and reserves
- 15 Library services
- 16 Festivals, events, art and culture
- 17 History and heritage
- 18 Animal management



Planet

- 19 Sustainability and climate action
- 20 Conservation and environment
- 21 Coastal and foreshore areas
- 22 Waste collection services
- 23 Natural disaster management



Place

- 24 Responsible growth and development
- 25 City centre development and activation
- 26 Traffic management
- 27 Parking management
- 28 Lighting of streets and public places
- 29 Sealed roads
- 30 Unsealed roads
- 31 Streetscapes, trees and verges
- 32 Footpaths and cycleways
- 33 Access to public transport
- 34 Marine facilities



Prosperity

- 35 Economic development
- 36 Developing agricultural industries
- 37 Education and training opportunities
- 38 Tourism attractions and marketing



Leadership

- 39 Council's leadership
- 40 Advocacy and lobbying
- 41 Consultation
- 42 Communication
- 43 Customer service

\* Kaizen = provide continuous improvement

## OUR VISION

Amazing Albany, where anything is possible.



# CITY OF ALBANY'S ROLE

The City of Albany is committed to working towards the vision and will do this by taking on six key roles. Driven by the situation, this will range from advocacy through to regulation. In instances where the City's sphere of influence is limited, the City will provide an advocacy role. Where the City is legally obligated to perform a certain function, it will fill a regulatory role. When a requirement is both within the City's remit and sufficient resources are available, the City will provide services, facilities and activities to meet community needs.

The City's role is clearly shown throughout the Strategic Community Plan and Corporate Business Plan with the first word of each action describing the City's role. A full list of supporting actions is provided in the Corporate Business Plan.



## Advocate

We are a voice for the local community, promoting local interests in relation to environmental management, climate action, health, education, safety, public transport and more.



## Facilitate

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



## Fund

We help fund organisations to deliver essential community services.



## Partner

We form strategic alliances in the interests of the community.



## Provide

We provide a range of services and facilities to meet community needs, including town planning services, parks and gardens, playgrounds, sport and recreation facilities, library 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 and local laws related to town planning, animal management, public health, litter, noise, pollution, signage, parking, and much more.



# HOW TO READ THIS PLAN

**Pillar.** There are five pillars in the City of Albany – People, Planet, Place, Prosperity and Leadership.

## PEOPLE



**A welcoming, healthy and inclusive community, with pride in our rich history and heritage.**

### Our plan for the future

Outcomes	Objectives	SUSTAINABLE DEVELOPMENT GOALS
1 A diverse and inclusive community.	1.1 Provide facilities and services to meet the needs of families and young children. 1.2 Provide and promote services and programs that positively engage with and develop young people (12–25 years). 1.3 Provide and promote services and programs that support independence, connection, and quality of life for older people. 1.4 Improve access and inclusion for people with disability. 1.5 Grow recognition and respect for local Indigenous cultures.	
2 A happy, healthy and resilient community.	2.1 Improve access to quality health facilities, services and programs to achieve good general and mental health in the community. 2.2 Improve access to sport, recreation and fitness facilities and programs. 2.3 Grow participation in art, culture and community events. 2.4 Grow community capacity and belonging through volunteering.	
3 A safe community.	3.1 Encourage responsible animal management.	

**Outcomes** describe the desirable result or benefits to the community from delivering services, facilities, activities and projects.

The **aspiration statement** describes a desired state that is important to and valued by the community.

**Sustainable Development Goals** help guide the City in identifying and achieving global sustainability outcomes at a local level.

**Actions** describe specific projects the City will undertake with consideration for community needs and resourcing constraints. A full list of actions is included in the Corporate Business Plan.

**Performance Measures**, current performance levels and target zones are provided in the MARKYT® Community Scorecard (see page 34).





## A welcoming, healthy and inclusive community, with pride in our rich history and heritage.

### Current situation

The City of Albany is a recognised leader in recognising and respecting Aboriginal cultures and heritage, library services, community buildings, and public health and wellbeing programs.

Customer experiences are generally positive and have been improving over recent years. The areas attracting the highest ratings are the library, sport and recreation, playgrounds, parks and reserves, and how local history and heritage is preserved and promoted.

To address local needs, the community would like the City to focus on youth activities, seniors' services, sport and recreation, community safety, and public toilets. Concerns extend to homelessness, mental health, anti-social behaviour, and how to engage and retain volunteers in an ageing population. COVID-19 risks also remain top of mind.

### Services and facilities

The City will deliver and continuously improve services and facilities that support the achievement of the People aspiration and outcomes, including:

- Services and facilities for youth
- Services and facilities for children and families
- Services and facilities for seniors
- Disability access and inclusion
- Sport and recreation services
- Public health and wellbeing programs
- Albany Leisure and Aquatic Centre
- Albany Regional Day Care
- Festivals, events, art and culture
- Albany Public Library
- Vancouver Arts Centre
- National Anzac Centre
- Albany Heritage Park
- Volunteer support services
- Community safety and crime prevention
- Animal management

### Recent highlights



#### Restoring Menang Noongar Boodja Place Names

The City of Albany partnered with the local Menang Noongar community and secured a Lotterywest grant to dual-name many landmarks with traditional Noongar place names.



#### #albanyinthistogether

The City launched the #albanyinthistogether website in response to COVID-19 to maintain community connection, sustain physical and mental health, and support local business. In the first year, the site attracted 9,178 unique visitors.



#### Youth Challenge Park

Nearing completion of the youth precinct with construction of a new pump track, skills park, dirt jumps, skate plaza, bowl and activity areas for all users and abilities.







#### Albany Town Hall Relaunch Festival

Showcased the refurbished town hall, supported local artists and connected community with two weeks of live music, visual art, dance, literature and theatre.

For more highlights, please see the City's latest Annual Report available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).



# Our plan for the future

Outcomes	Objectives	
<p>1 A diverse and inclusive community.</p>	<p>1.1 Provide facilities and services to meet the needs of families and young children.                      1.2 Provide and promote services and programs that positively engage with and develop young people (12-25 years).                      1.3 Provide and promote services and programs that support independence, connection, and quality of life for older people.                      1.4 Improve access and inclusion for people with disability.                      1.5 Grow recognition and respect for local Indigenous cultures.</p>	
<p>2 A happy, healthy and resilient community.</p>	<p>2.1 Improve access to quality health facilities, services and programs to achieve good general and mental health in the community.                      2.2 Improve access to sport, recreation and fitness facilities and programs.                      2.3 Grow participation in art, culture and community events.                      2.4 Grow community capacity and belonging through volunteering.</p>	
<p>3 A safe community.</p>	<p>3.1 Improve community safety.                      3.2 Encourage responsible animal management.</p>	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on priority actions to complete. The City has an extensive list of actions and special projects in the Corporate Business Plan available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au). Here's a sample of current commitments:



**Advocate** for more youth employment opportunities, including work experience, traineeships, apprenticeships, career development and business mentoring.



**Advocate** for affordable retirement accommodation in close proximity to activity centres and the CBD.



**Advocate** for a Centre for Art, Culture and Story to promote improved knowledge, understanding and respect for local Indigenous cultures and country.



**Provide** improved street lighting in priority areas.





We are leaders in sustainability with a shared commitment to climate action and protecting our beautiful, natural environment.

## Current situation

The City has nearly 19,000 hectares of open space that require responsible management for biodiversity, scenic beauty, local and visitor enjoyment, research, education and health.

Local risks and challenges include coastal erosion, extreme weather events, water supply, and increased pressure on natural assets from population and visitor growth. Community members are concerned about impacts from 4WDs, trail bikes, mountain bikes, horse-riding and hikers on nature reserves. They would like greater focus on conservation and environmental management.

Climate action is the top priority for the community. They would like greater promotion and adoption of sustainable practices, such as eco-building, solar panels, rain tanks, wave energy, electric vehicles, e-bikes, reduction in single use plastics, and more.

## Services and facilities

The City will deliver and continuously improve services and facilities that support the achievement of the Planet aspiration and outcomes, including:

- Emergency services
- Environmental health
- Waste collection
- Hanrahan Waste Depot
- Sustainability and climate action
- Reserve management

## Recent highlights



### Climate Change Action Declaration

Developed and endorsed a Climate Change Action Declaration in partnership with Albany Youth Advisory Council which committed to actions such as developing emission reduction targets, transitioning the City's assets to 100% renewable energy, and developing a communications strategy that empowers the community to undertake climate change actions.



### Waterwise

Saved 130,810 kLa of water in 2020 through promotion of water saving initiatives like the Shower Head Swap Program. The City was endorsed as a Gold Waterwise Council.



### Circular economy

Saved 245 tonnes of waste from landfill by reselling unwanted goods at Fossicker's Tip Shop.







### FOGO roll-out

Commenced Food Organics & Garden Organics residential bin collection system with the roll out of kitchen caddies, waste education and Australian standard bin lids. FOGO is expected to recover an additional 2,400 tonnes of organics for composting each year, in pursuit of the goal to divert 55% of Albany's waste from landfill by 2030.

For more highlights, please see the City's latest Annual Report available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).



# Our plan for the future

Outcomes	Objectives	
<p>4 Sustainable management of natural areas; balancing conservation with responsible access and enjoyment.</p>	<p>4.1 Conserve and enhance the region's natural reserves. 4.2 Provide sustainable protection, adaptation and enhancement of the coastline, rivers, floodplains, wetlands and estuaries.</p>	
<p>5 Shared responsibility for climate action.</p>	<p>5.1 Reduce water usage. 5.2 Work towards net zero greenhouse gas emissions. 5.3 Develop a sustainable, low waste, circular economy.</p>	
<p>6 A resilient community that can withstand, adapt to, and recover from natural disasters.</p>	<p>6.1 Increase community readiness and resilience to bushfires and floods.</p>	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on priority actions to complete. The City has an extensive list of actions and special projects in the Corporate Business Plan available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au). Here's a sample of current commitments:



**Provide** a review of reserves that are suitable for recreational uses and how trails and parks may safely accommodate mixed uses.



**Provide** a Corporate Energy Plan to transition City assets to 100% renewable energy sources by 2030.



**Partner** with neighbouring local governments to work collaboratively on waste matters.



**Facilitate** promotion and adoption of Waterwise initiatives by the City and across the local community.





A responsibly planned city that is attractive, vibrant and well connected.

## Current situation

Albany is characterised by low density residential development. The places where people live, work, shop and recreate are far from one another to the extent that public transport, walking and cycling are largely impractical. This is of concern to the community.

Local roads, footpaths and cycleways are high priority areas in the community's eyes. More funding is needed to address concerns with safety, connectivity and asset management. Integrated streetscape planning is needed to improve the function and appearance of local streets.

The community is also concerned with parking and access to public transport. More parking is wanted in the CBD and at the hospital, and there is need for more frequent bus services.

## Services and facilities

The City will deliver and continuously improve services and facilities that support the achievement of the Place aspiration and outcomes, including:

- Town planning
- Asset management
- City centre development and activation
- Planning and building approvals
- Traffic management
- Parking management
- Roads
- Lighting
- Streetscapes, trees and verges
- Footpaths and cycleways
- Marine facilities

## Recent highlights



### Town centre enhancements

Completed extensive works on the Town Hall, Town Square, Library, Visitor Centre and Alison Hartman Gardens.



### National Anzac Centre

Refreshed the National Anzac Centre including construction of a theatre and multimedia touch table. Received a TripAdvisor travellers' choice award in 2019 and in 2020 recognising it as being in the top 10% of all TripAdvisor listed properties.



### Centennial Park Eastern Precinct

Opened the Eastern Precinct of Centennial Park which includes a major sports stadium equipped to host AFL fixtures.



### Middleton Beach redevelopment

Progressed Middleton Beach redevelopment plans including construction of a swimming enclosure, building foreshore protection, and advancing plans for sustainable foreshore housing.

For more highlights, please see the City's latest Annual Report available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).



# Our plan for the future

Outcomes	Objectives	
<b>7 Responsible growth, development and urban renewal.</b>	7.1 Plan a compact city with diverse land, housing and development opportunities. 7.2 Plan for adequate utilities to support responsible growth.	 
<b>8 Interesting, vibrant and welcoming places.</b>	8.1 Create vibrant, attractive and welcoming towns and activity centres. 8.2 Provide attractive, well maintained streetscapes, verges and trees. 8.3 Provide attractive and sustainable parks, playgrounds and reserves.	
<b>9 Local history, heritage and character is valued and preserved.</b>	9.1 Identify, preserve and showcase significant local history and heritage.	
<b>10 A safe, sustainable and efficient transport network.</b>	10.1 Improve road safety, connectivity and traffic flow. 10.2 Provide sufficient and affordable access to parking for residents, workers, visitors and ACROD permit holders. 10.3 Encourage more people to use active transport (walking and cycling). 10.4 Increase community and visitor use of public transport. 10.5 Improve access to marine, rail and aviation transport to support population growth, tourism and economic development.	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on priority actions to complete. The City has an extensive list of actions and special projects in the Corporate Business Plan available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au). Here's a sample of current commitments:



**Facilitate** the development of structure plans for strategic locations, including Centennial Park.



**Provide** a Public Open Space Strategy, addressing community needs for modern, imaginative, inclusive, all ages playgrounds and better facilities.



**Advocate** for funding and an upgrade of Albany Highway, Chester Pass and South Coast Highway, post completion of the Ring Road project.



**Provide** implementation of key actions arising from the City's Parking Strategy.



# PROSPERITY



A thriving city with an abundance of opportunities.

## Current situation

7 in 10 local businesses consider Albany a good or excellent place to own or operate a business.

More work is needed to grow the local economy, attract and retain a diverse range of businesses, and manage the impacts of online shopping.

There is interest in positioning and growing Albany as a university town, with a diverse range of courses, student accommodation and youth employment opportunities.

Albany's majestic landscapes and rich history and heritage provide a strong and compelling offer to attract visitors. Albany is one point behind the industry leader for tourism, and 19 points clear of the industry average in the MARKYT® Community Scorecard.

## Services and facilities

The City will deliver and continuously improve services and facilities that support the achievement of the Prosperity aspiration and outcomes, including:

- Economic development
- Albany Visitor Centre
- Albany Regional Airport
- Tourism attractions and marketing
- Education and training opportunities

## Recent highlights



### Film Friendly

The Council endorsed Albany as a Film Friendly City making it easier for Albany to be utilised as a filming location. 'H is for Happiness' and the children's television series 'Itch' and 'Itch 2' were filmed in Albany.



### Regional airport

Secured state and federal government funding, and committed matched funding by the City, to commence necessary upgrades for the Albany Regional Airport.



### Albany Visitor Centre

The Visitor Centre received 121,205 visitors in 2019, was a finalist in the 2019 Perth Airport WA Tourism Award for Visitor Information Services, and won silver at WA's Top tourism Town Awards.




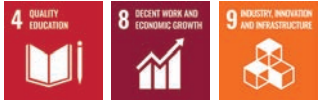

### Business Support

Developed a marketing campaign featuring local business owners to encourage residents to shop locally.

For more highlights, please see the City's latest Annual Report available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).



# Our plan for the future

Outcomes	Objectives	
<p>11 A strong, diverse and resilient economy with work opportunities for everyone.</p>	<p>11.1 Attract, retain and support a diverse range of businesses and industries to grow the economy and create more local jobs.                      11.2 Facilitate access to quality education, training and work opportunities.</p>	
<p>12 A highly sought-after tourist destination.</p>	<p>12.1 Create a competitive and sustainable tourism offer.</p>	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on priority actions to complete. The City has an extensive list of actions and special projects in the Corporate Business Plan available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au). Here's a sample of current commitments:



**Facilitate** development of a regional economic development strategy in partnership with key stakeholders.



**Partner** with mining companies to position and promote Albany as an ideal location for FIFO workers and their families to live.



**Facilitate** positioning and promotion of Albany as a university town, with access to affordable student housing to attract and retain youth in Albany.





## A well governed city that uses resources wisely to meet local needs.

### Current situation

The City of Albany is well regarded as a governing organisation, scoring 62/100, up 7 points since 2019 and 7 points ahead of the industry average.

Council's leadership score is 56/100. Also up 7 points since 2019, and now 6 points ahead of the industry average.

Perceptions of value for money have improved 9 points, now 49/100 and 5 points ahead of the industry average.

To improve further, the community would like a strong and clear vision, and improved consultation and communication on key issues. People want to feel involved, listened to, and respected when decisions are made that impact their lives.

Risks and challenges to be addressed include digital transformation, managing social media, attracting good candidates for local elections, and balancing diverse community needs.

### Services and facilities

The City will continue to develop its people and its culture to support achievement of Leadership outcomes:

- Council's leadership
- Advocacy and lobbying
- Governance
- Strategy and risk management
- Financial management
- Information technology
- Human resource management
- Work health and safety
- Community engagement
- Marketing and communications
- Customer service

### Recent highlights



#### Strong results in MARKYT® benchmark program

The City is recognised as a local government leader in six performance areas and was the top performing regional council overall. We improved performance in 33 service areas between 2019 and 2021.



#### Customer Service Charter

Adopted a new Customer Service Charter with a commitment to complete business with customers during first contact, attend to in-person customers within five minutes, and call back customers within one working day.



#### Financial relief for those impacted by COVID-19

No rates increase for the 2019/20 financial year, rent concessions provided on City leased premises, and rate deferrals allowed for community members experiencing financial hardship to minimise the impacts of COVID-19.



#### Award winning communication

The "Your City" campaign introduced the City's workers and what they do for the community as workers and volunteers. The campaign won a *Best Communications Campaign Award* in 2020 from the Rural Media Association.

For more highlights, please see the City's latest Annual Report available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).



# Our plan for the future

Outcomes	Objectives	
<p>13 Proactive, visionary leaders who are aligned with community needs and values.</p>	<p>13.1 Provide strong, accountable leadership.</p>	
<p>14 Strong workplace culture and performance.</p>	<p>14.1 Embrace innovation and best practice to improve business efficiencies and the customer experience.                      14.2 Provide cost effective financial management and value for money.                      14.3 Foster employee engagement and a positive workplace culture.</p>	
<p>15 A well informed and engaged community.</p>	<p>15.1 Grow awareness, understanding and engagement in City projects, activities and decisions.</p>	

## What we will do

Each year, the Council considers community needs and budget constraints and agrees on priority actions to complete. The City has an extensive list of actions and special projects in the Corporate Business Plan available at [www.albany.wa.gov.au](http://www.albany.wa.gov.au). Here's a sample of current commitments:



**Provide** a campaign to communicate a clear vision for Albany with regular progress reports on major projects.



**Facilitate** engagement with socially and culturally diverse groups to inform Council decisions.



**Provide** an evaluation framework and communication tools to demonstrate value for money from rates.



**Fund** an independent, biennial community survey to monitor changing community priorities, benchmark performance levels and identify service gaps.

## RESOURCING THE PLAN

### Strong commitment to value

City services, facilities and special projects are funded through various revenue streams. This includes grants from Federal and State Government, funding from bodies such as Lotterywest, rates, fees and charges, and cash reserves. Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure.

### An effective workforce

With 335 employees and many contractors, the City is one of Albany's largest employers. The City has a strong focus on being inclusive and diverse. About 48% of the workforce is male and 52% female. The median age of the workforce is 46 years, with 5% aged 24 years or younger, and 38% aged 50 years or older. About 3% of workers are Indigenous people.

A large number of casual staff and volunteers contribute to making Albany amazing. We have hundreds of volunteer firefighters and people who help with local community events at Albany Heritage Park, Albany Public Library and more.

Learn more about our people and what they do by viewing the Your City videos at [www.albany.wa.gov.au](http://www.albany.wa.gov.au).

Directorate	Full time	Part Time	Total
Office of the CEO	9	1	10
Community Services	39	60	99
Infrastructure, Development and Environment	139	15	154
Corporate and Commercial Services	54	18	72
<b>Total employees</b>	<b>241</b>	<b>94</b>	<b>335</b>

### Managing risk

Risk management is an essential process for avoiding unnecessary loss and service disruption, realising opportunities, and facilitating continuous improvement. The City of Albany's Risk and Opportunity Framework is aligned with the Australian Standard for Risk (AS/NZA ISO: 31000:2018). It details how risks are managed, including risk identification, mitigation, and reporting. Risks are reported to Council on a quarterly basis through the Audit and Risk Committee.

The City's current risks centre on:

1. Ensuring adequate Pandemic Response and Business Continuity Plans.
2. Promoting workplace health and safety, including continued access to Employee Assistance Programs.
3. Developing regional economic partnerships to improve outcomes for local producers and businesses.
4. Preserving and renewing critical infrastructure in a cost-effective manner.

Over the next two years, the focus for the City's Risk Management Team will be on consolidating the City's risk management processes into an enterprise-wide system, and educating risk practitioners on the process and benefits of organisational coordination through the Framework.



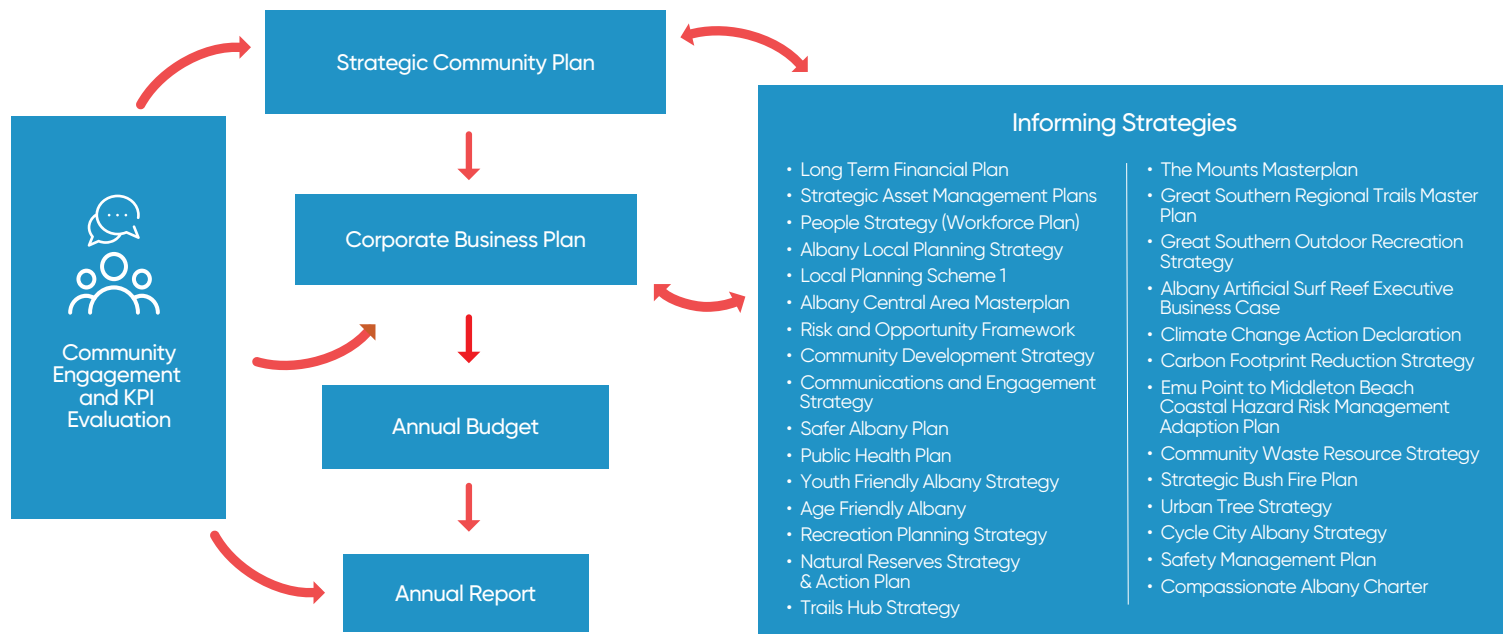
## DEVELOPING AND REPORTING

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

This Strategic Community Plan will have a minor review in two years, and a major review in four years. The Corporate Business Plan is reviewed annually.

When developing its plans, the City considers the Integrated Planning and Reporting Framework and Guidelines, as well as various informing strategies. Informing strategies cover asset management, workforce planning, financial planning, and specific areas of need and concern in the local community

In 2021, the City embraced the FUTYR® approach to strategic planning. This is a community-led, integrated and streamlined approach designed specifically for local government.



### Community Engagement

The City expresses its deepest thanks to over 1,400 community members who helped review and develop the Strategic Community Plan and Corporate Business Plan. We heard from a diverse cross section of the community, including youth, families, seniors, people with disability, local businesses owners and managers, and representatives from local community organisations.

**MARKYT**   
Community Scorecard  
**1,429** Community members

**MARKYT**   
Community VoiceBank  
**88,147** Word count of ideas and suggestions

**FUTYR**   
Community Workshop  
**78** Participants

In the 2021 MARKYT® Community Scorecard, the City of Albany moved up from middle of the range to equal second place for overall performance, and was the highest performing regional council.





We love new ideas and  
working together to create  
an amazing future for Albany.

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

In person: Administration Centre,  
102 North Road, Yakamia

Phone: (08) 6820 3000

Email: [staff@albany.wa.gov.au](mailto:staff@albany.wa.gov.au)

Council Website: [www.albany.wa.gov.au/councillors](http://www.albany.wa.gov.au/councillors)



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