

An aerial photograph of Albany, Oregon, taken during sunrise. The sun is low on the horizon, casting a golden glow over the city and the surrounding landscape. 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

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INTRODUCTION

Welcome to the City of Albany Strategic Community Plan 2032.

This plan has been developed with more than 1,300 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 2021, 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 2023 MARKYT® Community Scorecard, with over 1,300 survey participants ranking the City of Albany above the industry average for liveability. The City of Albany is also amongst the industry leaders for reconciliation and tourism and destination marketing. 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 historic 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 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.

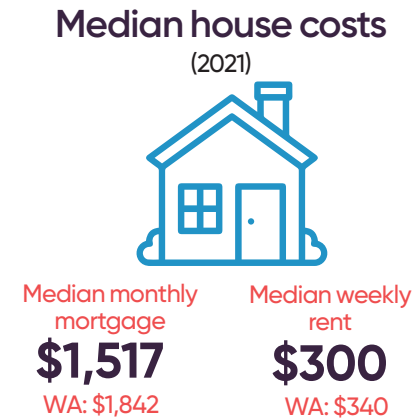
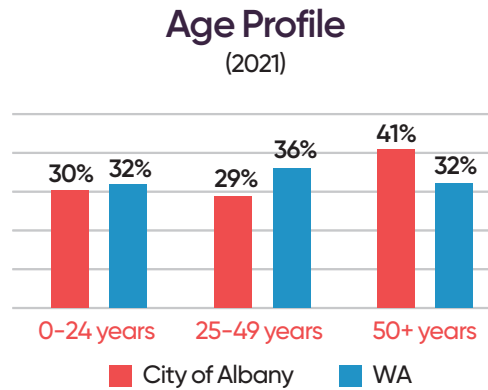
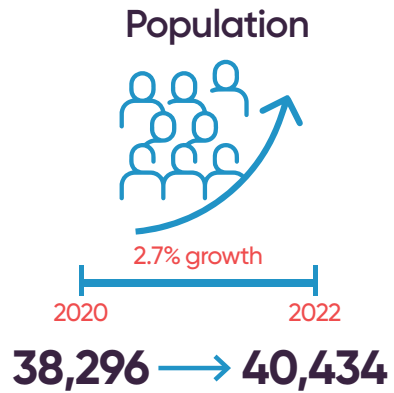
Buildings of historical significance can be found on almost every corner, such as the Town Hall (1888), Old Gaol (1852), Vancouver Arts Centre which was formerly a hospital (1887), Earl of Spencer Inn (1850), and St John's Church (1848).

With a population of 40,434 people and growing, Albany is the administrative and service hub of the Great Southern region. By value added in 2021/22, the largest industries were 1) health care and social assistance, 2) retail trade, and 3) education and training. In the 2021 ABS Census, the largest employing industries were in health care and social assistance (17.7%), retail (11.4%), and education and training (10%).

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 2022)



Highest employment by industry (2021/22)



No. of businesses (2023)

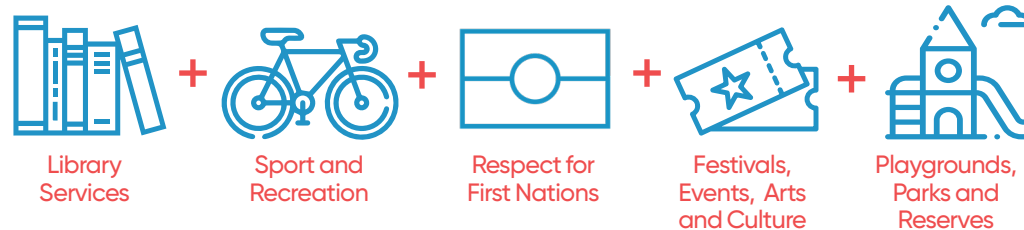


Unemployment rate (Dec 2022)



Best performing services

Source: 2023 MARKYT® Community Scorecard

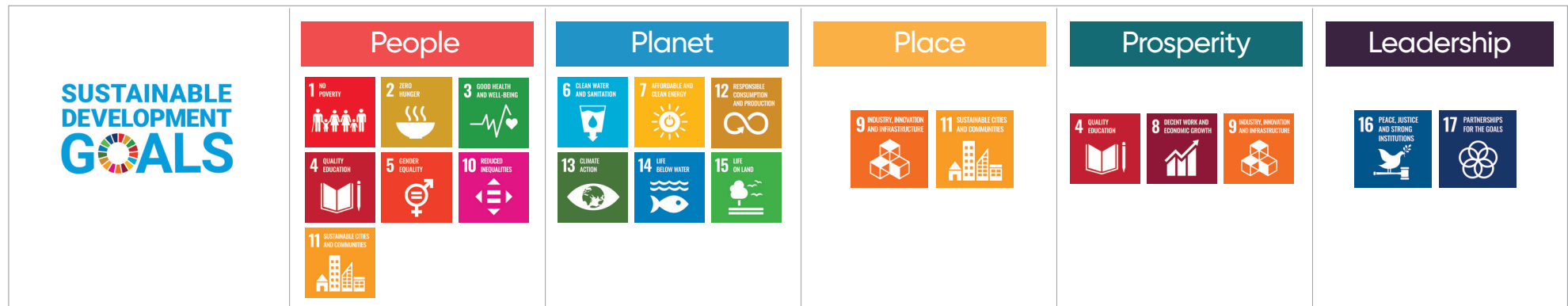


PRIORITIES

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.



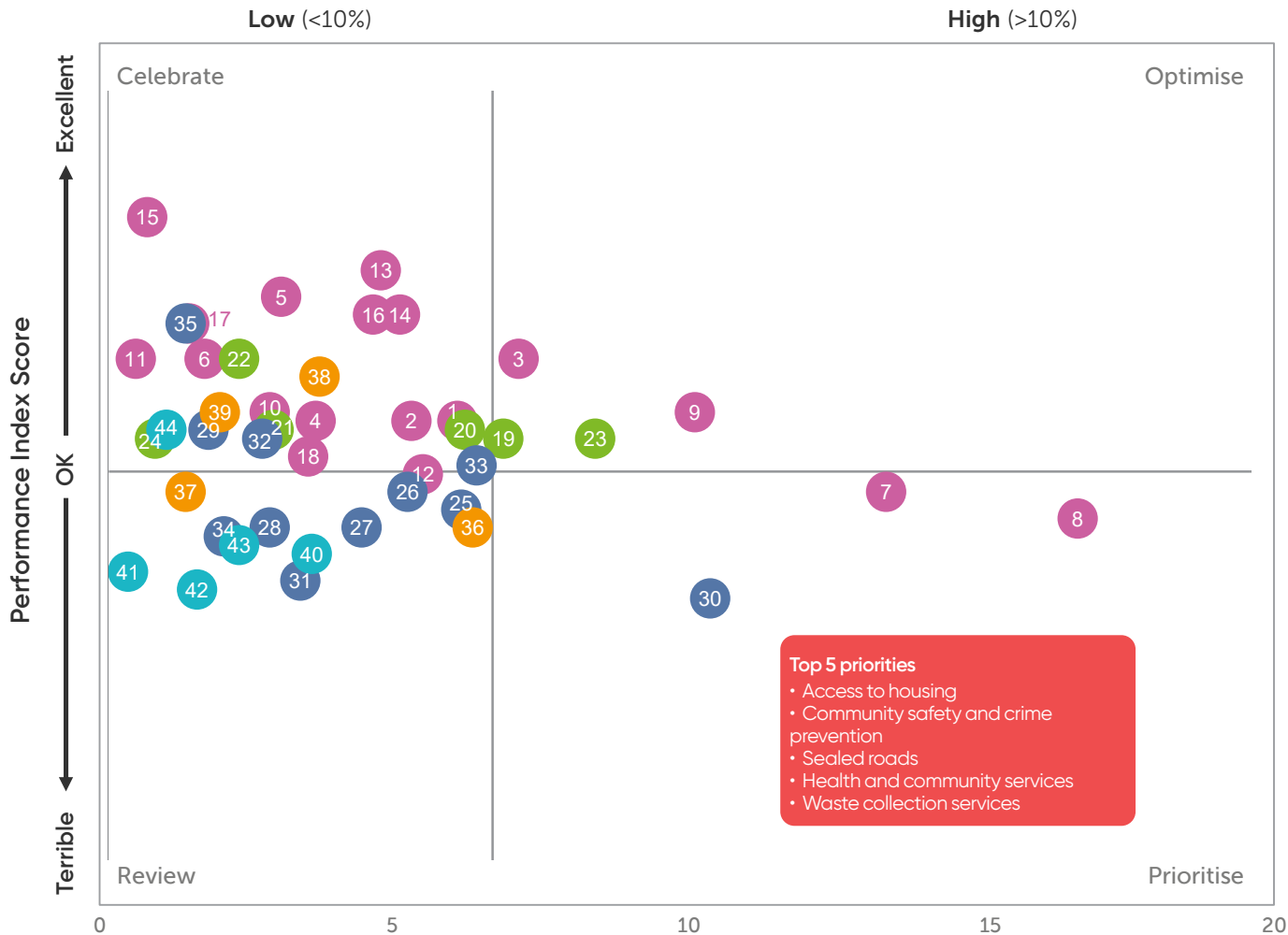
Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.

Local Priorities

To understand local needs and priorities, the City of Albany commissioned an independent review.

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

OUR VISION

A night scene at Peace Park. The sky is dark with several large, colorful fireworks exploding. In the foreground, a wall covered in small lights features large, illuminated letters spelling "PEACE PARK". Several people are standing on the wall, some looking up at the fireworks. The overall atmosphere is festive and celebratory.

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.



Our plan for the future

Outcomes	Objectives	
<p>1.1 A diverse and inclusive community.</p>	<p>1.1.1 Provide facilities and services to meet the needs of families and young children. 1.1.2 Provide and promote services and programs that positively engage with and develop young people (12-25 years). 1.1.3 Provide and promote services and programs that support independence, connection, and quality of life for older people. 1.1.4 Improve access and inclusion for people with disability. 1.1.5 Grow recognition and respect for local Indigenous cultures.</p>	
<p>1.2 A happy, healthy and resilient community.</p>	<p>1.2.1 Improve access to quality health facilities, services and programs to achieve good general and mental health in the community. 1.2.2 Improve access to sport, recreation and fitness facilities and programs. 1.2.3 Grow participation in art, culture and community events. 1.2.4 Grow community capacity and belonging through volunteering.</p>	
<p>1.3 A safe community.</p>	<p>1.3.1 Improve community safety. 1.3.2 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. 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.



Our plan for the future

Outcomes	Objectives	
<p>2.1 Sustainable management of natural areas; balancing conservation with responsible access and enjoyment.</p>	<p>2.1.1 Conserve and enhance the region's natural reserves. 2.1.2 Provide sustainable protection, adaptation and enhancement of the coastline, rivers, floodplains, wetlands and estuaries.</p>	
<p>2.2 Shared responsibility for climate action.</p>	<p>2.2.1 Reduce water usage. 2.2.2 Work towards net zero greenhouse gas emissions. 2.2.3 Develop a sustainable, low waste, circular economy.</p>	
<p>2.3 A resilient community that can withstand, adapt to, and recover from natural disasters.</p>	<p>2.3.1 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. 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.



Our plan for the future

Outcomes	Objectives	
<p>3.1 Responsible growth, development and urban renewal.</p>	<p>3.1.1 Plan a compact city with diverse land, housing and development opportunities. 3.1.2 Plan for adequate utilities to support responsible growth.</p>	
<p>3.2 Interesting, vibrant and welcoming places.</p>	<p>3.2.1 Create vibrant, attractive and welcoming towns and activity centres. 3.2.2 Provide attractive, well maintained streetscapes, verges and trees. 3.2.3 Provide attractive and sustainable parks, playgrounds and reserves.</p>	
<p>3.3 Local history, heritage and character is valued and preserved.</p>	<p>3.3.1 Identify, preserve and showcase significant local history and heritage.</p>	
<p>3.4 A safe, sustainable and efficient transport network.</p>	<p>3.4.1 Improve road safety, connectivity and traffic flow. 3.4.2 Provide sufficient and affordable access to parking for residents, workers, visitors and ACROD permit holders. 3.4.3 Encourage more people to use active transport (walking and cycling). 3.4.4 Increase community and visitor use of public transport. 3.4.5 Improve access to marine, rail and aviation transport to support population growth, tourism and economic development.</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. 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.





A thriving city with an abundance of opportunities.

Current situation

6 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 only 4 points behind the industry leader for tourism, and 11 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.




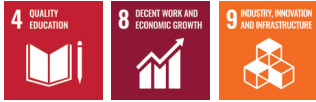

Business Support

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.



Our plan for the future

Outcomes	Objectives	
<p>4.1 A strong, diverse and resilient economy with work opportunities for everyone.</p>	<p>4.1.1 Attract, retain and support a diverse range of businesses and industries to grow the economy and create more local jobs. 4.1.2 Facilitate access to quality education, training and work opportunities.</p>	
<p>4.2 A highly sought-after tourist destination.</p>	<p>4.2.1 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. 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, with a 73% positive rating.

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



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.



Our plan for the future

Outcomes	Objectives	
5.1 Proactive, visionary leaders who are aligned with community needs and values.	5.1.1 Provide strong, accountable leadership.	
5.2 Strong workplace culture and performance.	5.2.1 Embrace innovation and best practice to improve business efficiencies and the customer experience. 5.2.2 Provide cost effective financial management and value for money. 5.2.3 Foster employee engagement and a positive workplace culture.	
5.3 A well informed and engaged community.	5.3.1 Grow awareness, understanding and engagement in City projects, activities and decisions.	

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. 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. In providing essential services, the most important of these streams is revenue from the City's own operating activities, including rates, fees and charges, and cash reserves. Rates alone typically comprise about 60% of operational revenue.

Other revenue streams sourced through State and Federal Government fund programs that support infrastructure, events, tourism, community inclusion, and mental health to enhance the liveability of the Great Southern.

Long term financial planning and annual budgeting ensures the responsible management of expenditure, and together with the dutiful administration of the City's workforce and organisational risk, operate to preserve and enhance value for ratepayers and service-users.

An effective workforce

With 346 full and part time employees, 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 6.8% aged 24 years or younger, and 39.8% aged 50 years or older. About 2% of workers are Indigenous Australians.

In addition, a large number of casual staff and volunteers contribute to making Albany amazing. We have hundreds of volunteers who support local bushfire brigades, community events, campgrounds, the Albany Heritage Park, the 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.

Directorate	Full time	Part Time	Total
Office of the CEO	12	0	12
Community Services	42	53	95
Infrastructure, Development and Environment	143	22	165
Corporate and Commercial Services	51	23	74
Total employees	248	98	346

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), which provides best-practice in the systematic identification and management of organisational risk. This approach assists the City in embedding a culture of awareness and accountability for risk such that it becomes a key factor in decision making at all levels of the organisation.

The focus for the City's Risk Management Team is currently on consolidating the City's risk management processes into an enterprise-wide system, as well as 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.

The 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 1,300 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 Trends Window

The City of Albany aims to participate in an independent study to monitor and benchmark performance every two years.

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

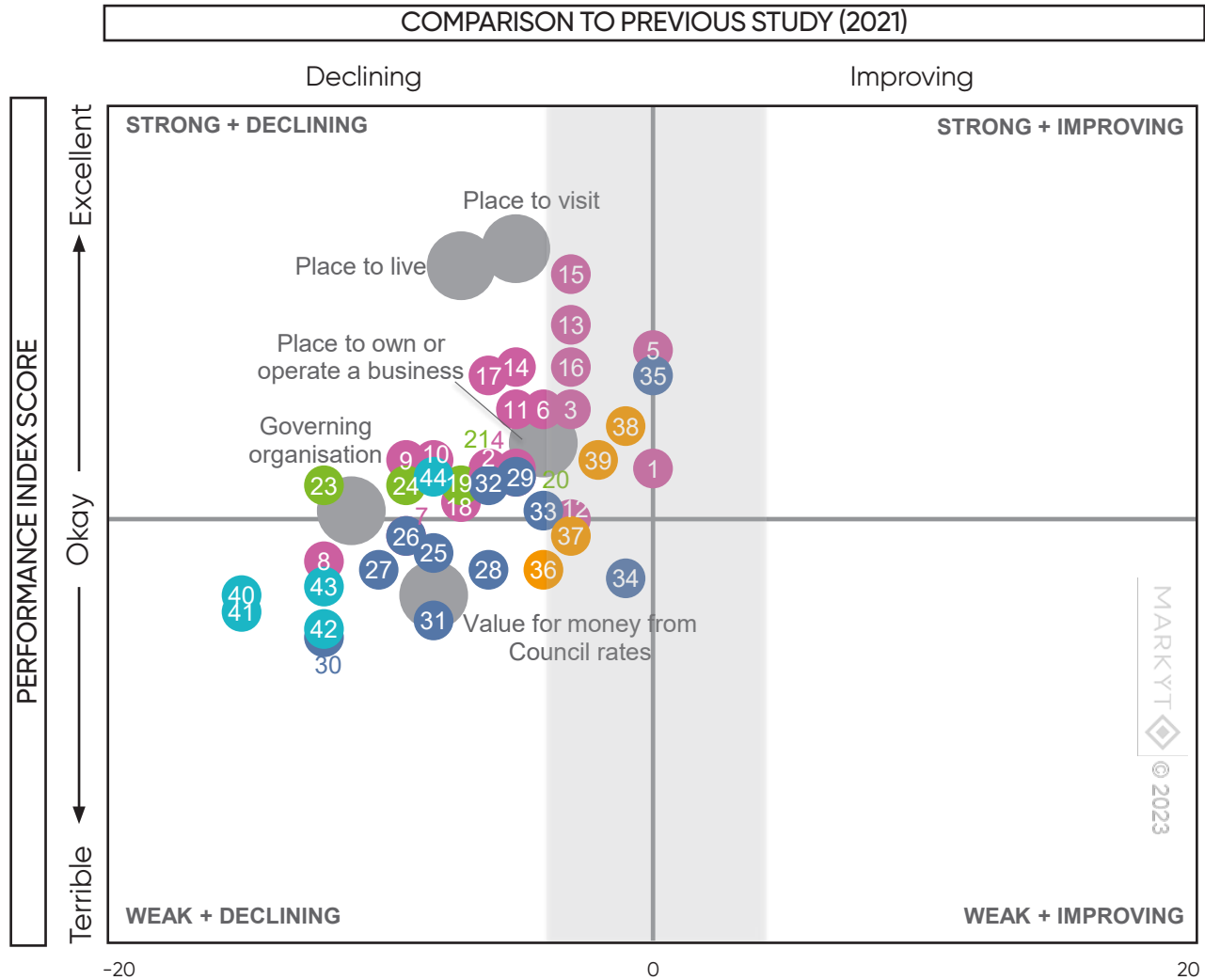
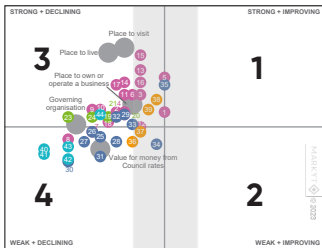
This chart shows the City's trends in perceived performance over the past two years.

Window 1 includes higher performing areas that have improved.

Window 2 includes lower performing areas that are improving.

Window 3 includes higher performing services in decline.

Window 4 includes lower performing areas in decline.



Q. How would you rate performance in the following areas? Base: All respondents, excludes unsure and no response.

- 1 Youth services and facilities
- 2 Family/children's services/facilities
- 3 Seniors' services and facilities
- 4 Disability access and inclusion
- 5 Respect for First Nations people
- 6 Volunteer recognition and support
- 7 Community safety/crime prevention
- 8 Housing
- 9 Health and community services
- 10 Public health & 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 & culture
- 17 Local history and heritage
- 18 Animal management
- 19 Sustainable practices
- 20 Conservation/environment mgt
- 21 Coastal and foreshore management
- 22 Nature trails
- 23 Waste collection services
- 24 Natural disaster management
- 25 Responsible growth & development
- 26 City centre development / activation
- 27 Traffic management
- 28 Parking management
- 29 Lighting of streets and public places
- 30 Sealed roads
- 31 Unsealed roads
- 32 Streetscapes, trees and verges
- 33 Footpaths and cycleways
- 34 Public transport
- 35 Marine facilities
- 36 Economic development/job creation
- 37 Developing agricultural industries
- 38 Tourism attractions/place marketing
- 39 Education and training opportunities
- 40 Council's leadership
- 41 Advocacy & lobbying
- 42 Consultation
- 43 Communication
- 44 Customer service



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

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Council Website: www.albany.wa.gov.au/councillors



www.albany.wa.gov.au