

2014 – 2018 Revised

# Corporate Business Plan



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## FOREWORD

The City of Greater Geraldton's Corporate Business Plan 2014-2018 is a 4 year plan that includes the City's prioritised strategies and actions which will be implemented to achieve the City's vision as set out in the Strategic Community Plan.

Through the development of this Plan, the City has identified key resource capabilities which include workforce planning, asset management planning and long term financial planning that will be required to progress towards our strategic goals. Integrated planning provides the City with an in-depth understanding of its capacity to resource not only current activities but those planned for the future. These plans will enable current and forecasted future needs to be met, and for adequate funding to be resourced to support the City's progress towards achieving the goals of the Strategic Community Plan 2013 – 2023.

The original development of this plan was supported by the Department of Local Government and funding from the Royalties for Regions Country Local Government Fund, which is administered by the Department of Regional Development.



GOVERNMENT OF  
WESTERN AUSTRALIA

Department of **Local Government**

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Department of **Regional Development and Lands**



**ROYALTIES**  
FOR REGIONS

## OUR PRIORITY STRATEGIES

The strategies in this plan are those identified by the community through the 2029 and Beyond project consultation process, councillors and staff, as set out in the City of Greater Geraldton Strategic Community Plan 2013 - 2023.

All of the strategies included in the Strategic Community Plan are equally important; however Council has identified 25 priority strategies for the organisation to focus on over the course of its Corporate Business Plan. These priorities have been identified under each goal in this plan. These are:

### **Culture**

#### *Our Heritage*

1. Recognising and protecting our history and restoring heritage sites and buildings
2. Recognising and celebrating Yamaji people and their languages and culture

#### *Multiculturalism*

3. Integrating multicultural people through community based projects and programs

#### *The Arts*

4. Fostering and facilitating community arts and cultural events

#### *Education*

5. Increasing educational opportunities including arts and culture, secondary, tertiary and trade

### **Environment**

#### *Revegetation-Rehabilitation-Preservation*

6. Sustainably maintaining public open spaces and recreational areas
7. Preserving, rehabilitating and enhancing natural flora and fauna corridors

#### *Reduce-Reuse-Recycle*

8. Promoting, researching and implementing green practices such as improved and innovative waste management, water reuse and renewable energy production

#### *Sustainability*

9. Promoting and planning innovative design for a sustainable lifestyle that enables low impact living and sustainable urban development
10. Becoming a bicycle and pedestrian friendly city

### **Social**

#### *Recreation and Sport*

11. Supporting the strong sporting culture that has shaped Greater Geraldton's identity and lifestyle

*Youth*

12. Offering young people more opportunities for education, recreation and participation in their community
13. Creating opportunities for young people to be heard through school representatives and a youth council

*Seniors*

14. Improving services and accommodation for an aging population including Aboriginal and Torres Strait Islander aged care facilities

*Community Health and Safety*

15. Promoting healthy life style initiatives and living standards

**Economy**

*Lifestyle and Vibrancy*

16. Developing and promoting Greater Geraldton as a preferred cultural, environmental and agri/aquaculture tourism destination

*Transportation*

17. Integrating multimodal transport options into all future planning to reduce demand on light vehicles

*Employment*

18. Encouraging the development of a variety of industries that will offer diverse employment opportunities
19. Supporting economic development initiatives and promotion of the region

*Research and Technology*

20. Encouraging the development of industries and services related to advances in telecommunications technologies and the National Broadband Network

**Governance**

*Community Engagement*

21. Promoting community involvement in decision making so it is collaborative and transparent
22. Fostering a more trusting relationship between the Council, City staff and the community to build trust through the engagement process

*Planning and Policy*

23. Supporting decisions to create a long term sustainable city
24. Continuously improving business and governance frameworks to support a growing community

*Advocacy and Partnerships*

25. Active participation in regional, state and national alliances such as the Western Australian Regional Capitals Alliance and Regional Capitals Australia

## ABOUT OUR ORGANISATION

### Vision Statement

*A creative city-region with the capacity to sustain a population of 80,000 – 100,000 which has a prosperous, diverse and sustainable community within an attractive Western Australian setting.*

### Mission Statement

*To be a leading organisation that works in partnership with the community, industry and government to plan and provide quality services and infrastructure in a sustainable environment.*

### Purpose Statement

*Serving today while building tomorrow*

# ORGANISATION STRUCTURE

The City operations and administration is overseen by the Chief Executive Officer in accordance with his duties and responsibilities outlined by the Council, the Local Government Act 1995 and through other statutory legislation. Our operations are structured into four departments.



## Corporate and Commercial Services

This department includes the Geraldton Regional Airport, Treasury & Finance, Governance, Occupational Safety & Health, Human Resource, ICT services and Customer Services

## Community Services

This department includes Arts, Communication & Engagement, Events & Marketing, Mullewa Community Development, Swimming Pools, Queen Elizabeth II Centre, Queens Park Theatre, Family Day Care and Library & Heritage Services

## Infrastructure Services

This department includes Waste & Energy Services, Parks Operations, Works Operations, Major Projects, and Asset Management

## Development & Regulatory Services

This department includes Urban & Regional Development, Health, Local Law Compliance, Ranger Services, Emergency Management & Fire, Economic Development, Land Development, Leasing & Maintenance and Tourism & Visitors Centre

# INTEGRATED PLANNING



The City of Greater Geraldton's Corporate Business Plan is a 4 year plan which includes the City's prioritised strategies and actions towards achieving the community's vision as set out in the Strategic Community Plan.

The Corporate Business Plan details resource capabilities such as workforce planning, asset management and long term financial planning associated with the prioritised strategies and actions included in the plan. This plan is adopted by Council and is reviewed annually.

Integrated planning provides the City with an in-depth understanding of its capacity to resource not only current projects but also those planned for the future. The City's Asset Management Plans, Workforce Plan and Long Term Financial Plan ensure the management of assets and resources. This enables current and forecasted future needs to be met and adequate funding sourced to support the City's progress towards achieving the community's vision.

How will we know that we are getting there?

We will monitor our progress towards our community vision through the measures outlined under each of our guiding principles.

The strategies and actions set out in the City's Corporate Business Plan – those identified as strategies to achieve the community's vision within the Strategic Community Plan, will be used to develop our annual operational plans and set key performance indicators for each of our departments.

The City will provide an annual report to the community on its progress towards achieving the goals set out in the Strategic Community Plan.



## KEY INFORMING STRATEGIES

### Workforce Plan

The City of Greater Geraldton's Workforce Plan has been developed to align the organisation's human capital with its strategic direction. The development of the workforce plan has been the result of the analysis of the current workforce, the prediction of future workforce needs, identifying gaps between the present and future and developing human resources initiatives to assist in meeting the City's Strategic Community Plan and Corporate Business Plan.

This plan is a 4 year plan and will be reviewed along with the Corporate Business Plan annually.

The City of Greater Geraldton revised organisational structure comprises of 310 FTE's who play critical roles in the delivery of the actions within this plan. In addition to our permanent workforce, the City employs casual staff who also contribute to the services we provide to the community.

### Asset Management Strategy, Plans and Policy

This Asset Management Strategy establishes a framework to guide the planning, design, construction, maintenance and operation of the infrastructure necessary to achieve the goals and objectives as set out in the Strategic Community Plan and the Corporate Business Plan.

Underpinning the Asset Management Policy and Asset Management Strategy are individual Asset Management Plans for the various classes of assets held by the City.

### Long Term Financial Plan

Long term financial planning is a 10-year rolling plan that informs the Corporate Business Plan to activate the Strategic Community Plan priorities. It indicates a local government's long term financial sustainability and allows early identification of financial issues and their longer term impacts.

### Risk Assessments

Each action within this plan has undergone a risk assessment in accordance with the City's comprehensive risk management processes. Mitigating action plans have been set.

# CULTURE

## Vibrant arts, culture and events

### 1.1 – Our Heritage

Strategies:

- Recognising and protecting our history and restoring heritage sites and buildings
- Recognising, protecting and integrating the use of City Region icons
- Recognising and celebrating Yamaji people and their languages and culture
- Promoting Aboriginal and Torres Strait Islander history and communities

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Implement recommendations of Heritage Strategy	Library & Heritage Services	Recommendations implemented by 30 June 2016	Operational	●	●			
Review Heritage Strategy	Library & Heritage Services	Strategy reviewed and objectives implemented by 30 June 2017	Operational			●		
Update and implement Reconciliation Action Plan	Community & Cultural Development	Successful implementation of Plan by 30 September 2015	Operational	●	●			
Planning of purpose built archival storage facility	Library & Heritage Services	Planning of purpose built archival storage facility, or migration to private sector facility, subject to costs/benefits of available options	Capital	●	●			
QPT air conditioning replacement and upgrades	Infrastructure Planning & Asset Management	Replace existing Air Conditioning system and seal existing joints	Capital	●	●			

## 1.2 – Multiculturalism

Strategies:

- Recognising and celebrating cultural diversity
- Integrating multicultural people through community based projects and programs

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Partnering with the Multicultural Association to deliver multicultural events and activities	Community & Cultural Development	Successful coordination of annual multi-cultural activities & initiatives	Operational	●	●	●	●	➔

## 1.3 – The Arts

Strategies:

- Fostering and facilitating art in all its forms
- Facilitating and promoting Aboriginal and Torres Strait Islander art
- Fostering and facilitating community arts and cultural events
- Attraction of large art exhibits

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Implement Strategic Program of art exhibitions	Community & Cultural Development	Implementation of Strategic Program of art exhibitions	Operational	●	●	●	●	➔
Implement Creative Community Plan	Community & Cultural Development	Implementation of Creative Community Plan	Operational	●	●	●	●	➔
Review Creative Community Plan	Community & Cultural Development	Complete review and implementation of review recommendations by 31 December 2015	Operational		●			
Implement Event Strategy	Communications, Events & Engagement	Successful implementation of Events Strategy (Major Events Strategy) by 30 September 2015	Operational	●	●			
Review Event Strategy	Economic, Land & Property Development	Complete review and implementation of review recommendations by 30 June 2016	Operational		●			
Develop QPT Program Policy	Community & Cultural Development	Endorsement of final QPT Program Policy by 30 September 2015	Operational	●	●			
Implement QPT Program Policy	Community & Cultural Development	Implementation of QPT Program Policy	Operational	●	●	●	●	➔

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Provide arts and cultural events and programs	Community & Cultural Development	Continued successful implementation of arts and cultural events program	Operational	●	●	●	●	➔
Implement City Vibrancy Strategy	Economic, Land & Property Development	Complete implementation of Strategy by 30 June 2017	Operational	●	●	●		

## 1.4 – Education

Strategies:

- Increasing educational opportunities including arts and culture, secondary, tertiary and trade

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Develop a lifelong Learning & Literacy Strategy	Library & Heritage Services	Approval of completed lifelong Learning and Literacy Strategy by 31 October 2015	Operational	●	●			
Implement a lifelong Learning & Literacy Program schedule	Library & Heritage Services	Implementation of lifelong Learning and Literacy Program schedule by 30 June 2016	Operational	●	●			
Provide library & information services	Library & Heritage Services	Continued library and information services that meets customer needs	Operational	●	●	●	●	➔
Develop annual Regional Activity Plan	Library & Heritage Services	Continued provision of regional support services in accordance with regional framework agreement conditions	Operational	●	●	●	●	➔
Develop Virtual Library Services Strategy	Library & Heritage Services	Approval of completed Virtual Library Services Strategy by 31 October 2015	Operational	●	●			

# ENVIRONMENT

## A sustainable built form and natural environment

### 2.1 – Revegetation-Rehabilitation-Preservation

Strategies:

- Promoting Environmental groups and working with existing groups
- Sustainably maintaining public open spaces and recreational areas
- Preserving, rehabilitating and enhancing natural flora and fauna corridors
- Preserving, rehabilitating and enhancing native plants for traditional use
- Preserving and managing the coastal environment in three distinct types based on high, moderate and low degrees of human interaction

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Review works service levels: Footpaths, Weed spraying and sweeping program	Infrastructure, Maintenance & Renewals	Complete review and implementation of review recommendations by 30 June 2016	Capital & Operational	●	●			
Review Aquarena asset management plans	Aquarena	Complete review and implementation of review recommendations by 30 September 2016	Operational			●		
St Georges Beach Foreshore Stabilisation	Project Design & Delivery	Complete stabilisation works (preserve the coastal environment) by 30 June 2016	Capital	●	●			
Beresford Foreshore Upgrade	Project Design & Delivery	Complete Beresford Foreshore upgrade (protection and stabilisation coastal works) by 30 June 2017	Capital	●	●	●		
Olive St POS Development	Project Design & Delivery	Remediate and develop Olive St POS by 30 September 2017	Capital		●	●		

## 2.2 – Reduce-Reuse-Recycle

Strategies:

- Increasing our understanding of our carbon footprint and the options required to reduce our impact on the environment
- Promoting, researching and implementing green practices such as improved and innovative waste management, water management, water reuse and renewable energy production

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Provide regional waste management services	Waste & Energy Services	Continued provision of regional waste management services	Operational	●	●	●	●	➔
Implement recommendations of the Strategic Waste Management Options Framework Report	Waste & Energy Services	Implementation of stage one of the Strategic Waste Management Options Framework Report by 30 June 2016	Operational	●	●			
Environmental Planning Projects	Urban & Regional Development	Deliver environment, natural areas and invasive species management programs	Operational	●	●	●	●	➔
Develop cell 5 and any future landfill cells	Waste & Energy Services	Complete development of any new landfill cells	Capital	●	●	●	●	➔
Meru Integrated Resource & Recovery Centre Detailed Design & subsequent construction	Waste & Energy Services	Implement one of the Strategic Waste Management Options Report recommendations by 30 June 2018	Capital	●	●	●	●	
Organics Recycling Infrastructure Design	Waste & Energy Services	From participatory budgeting process that ties in with the State and Federal Government's Environmental Management Plans	Capital	●	●	●		

## 2.3 – Sustainability

Strategies:

- Researching, promoting and providing sustainable infrastructure, services, utilities and renewable energy schemes
- Delivering projects utilising best practice to ensure timely, cost effective and quality outcomes
- Promoting and planning innovative design for a sustainable lifestyle that enables low impact living and sustainable urban development
- Fostering cultural change leading to more environmentally sustainable consumption
- Becoming a bicycle and pedestrian friendly city

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Karoo – Wandina Project	Infrastructure Maintenance & Renewals	Successful completion of overpass connection and headworks	Capital		●	●		
Deliver (or support delivery of) projects from the Capital Works Priority List	Mullewa Community Development	In accordance with 10 Year Capital Plan	Capital	●	●	●	●	➔



# SOCIAL

## A strong healthy community which is equitable, connected & cohesive

### 3.1 – Recreation and Sport

Strategies:

- Supporting the strong sporting culture that has shaped Greater Geraldton’s identity and lifestyle
- Encouraging informal recreation through well planned and developed public open spaces, cycle/walk paths and green landscapes

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Work with sporting clubs to achieve sustainability	Community & Cultural Development	Completion of sustainability plans for sporting clubs	Operational	●	●	●	●	➔
West End Revitalisation Project	Project Design & Delivery	Multi User Facility & Youth Precinct by 30 June 2016	Capital		●			
Develop parks service levels	Infrastructure Maintenance & Renewals	Approve and implement Parks Service Level Agreements by 30 June 2016	Operational		●			
Wonthella Oval lighting (construction)	Project Design & Delivery	Installation of new floodlighting system by 28 March 2016	Capital		●			

### 3.2 – Youth

Strategies:

- Offering young people more opportunities for education, recreation and participation in their community
- Creating opportunities for young people to be heard through school representatives and a youth council
- Developing leadership and mentoring programs for young people

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Provide youth development and engagement programs	Community & Cultural Development	Approve and implement Smart Phone Youth Application project by 30 June 2014. Continue provision of Youth Development Programs that meet youth needs	Operational	●	●	●	●	➔
Provide community development programs to Mullewa community including youth, sporting associations and community groups	Mullewa Community Development	Provision of community development programs that meet evolving community needs, satisfaction survey(s)	Operational	●	●	●	●	➔
Review Youth Strategy & Policy	Community & Cultural Development	Complete review and implementation of review recommendations by 30 September 2015	Operational	●	●			

### 3.3 – Family and Children

Strategies:

- Providing accessible childcare services to accommodate the growing needs of our community
- Promoting early childhood programs
- Advocating parenting support initiatives including programs to support single parenting

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Provide child care services to accreditation standard	Family Day Care	Continue provision of child care services that meet customer needs and comply with accreditation standards	Operational	●	●	●	●	➔
Develop Family & Child Services Policy & Strategy	Family Day Care	Approval of completed Child Services Policy and Strategy by 30 September 2015	Operational	●	●			
Develop a sustainable business model for Family & Child Services	Family Day Care	Approval and implementation of completed sustainable business model for Family and Child Services by 30 September 2015	Operational	●	●			
Geraldton Regional Library Early Childhood Programs	Library & Heritage Services	Continued delivery of Early Childhood Programs that meet customer needs	Operational	●	●	●	●	➔

### 3.4 – Seniors

Strategies:

- Creating a city that honours and ensures neighbourhood communities that are inclusive of seniors
- Improving services and accommodation for an aging population including Aboriginal and Torres strait Islander aged care facilities
- Removing barriers to ensure seniors who are isolated are included in community life

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Develop a Positive Ageing Strategy	Community & Cultural Development	Approval of completed strategy by 30 September 2015	Operational	●	●			
Review the Positive Ageing Strategy	Community & Cultural Development	Complete review and implementation of review recommendations by 31 December 2015	Operational		●			

### 3.5– Community Health and Safety

Strategies:

- Creating a city that supports family living, the Aboriginal and Torres Strait Islander communities, multicultural groups, people with disabilities, young people and seniors
- Encouraging the improvement of health services and facilities for the greater community including Aboriginal and Torres Strait Islander health facilities to support future population growth
- Promoting healthy life style initiatives and living standards
- Supporting volunteering to ensure sustainable levels of participation
- Creating safer communities
- Supporting initiatives that address and/or discourage antisocial behaviour

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Youth n Motion Program	Community & Cultural Development	Increase participation in program	Operational	●	●	●	●	➔
Deliver and improve City managed events in Mullewa	Mullewa Community Development	Increase attendance, reduced recurrent costs	Operational	●	●	●	●	➔
Food Safety and Health Service Reports (includes food safety stars program, industry conference and statutory delegated health service delivery)	Health & Ranger Services	Submission of Annual Food Safety and Health Service Report. Complete frequency of delegated surveillance as per Dept. of Health guidelines	Operational	●	●	●	●	➔
Health Promotion Programs (Includes reviewing, developing plans, policies and project implementation)	Health & Ranger Services	Delivery of budgeted programs by EOFY	Operational	●	●	●	●	➔
Ensure community compliance with acts, regulations and local laws	Health & Ranger Services	Completion of management plans for animal control, local laws and parking Implement actions of plans	Operational	●	●	●	●	➔

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Community Safety Services	Health & Ranger Services	Maintain Legislative Requirements of the Emergency Management and Bush Fires Acts Administer Community Safety Crime Prevention Committee Maintain and Expand CCTV Network as required Conduct Emergency Management and Crime Prevention Activities as required	Operational	●	●	●	●	➔
Design of the proposed Animal Management Facility and Community Resource Recovery Facility (CRRC)	Project Design & Delivery	New animal management facility to meet new guidelines and new CRRC to meet the needs for future expansion by 23 December 2015	Capital	●	●			
Construction of the proposed Animal Management Facility	Project Design & Delivery	New animal management facility to be constructed to meet new guidelines by 30 June 2016	Capital	●	●			
New beach access ramp on the foreshore to meet the needs for the restricted mobility community	Project Design & Delivery	Provision of a new beach access point opposite the Yacht Club to meet the identified needs of the community	Capital		●			

# ECONOMY

## A dynamic, diverse and sustainable economy

### 4.1 – Lifestyle and Vibrancy

Strategies:

- Providing equity and choice in affordable and alternative housing to create urban village communities that will help to sustain our lifestyle
- Acknowledging the need for smaller, denser, housing types to accommodate population growth and diverse household sizes
- Revitalising the CBD through economic, social and cultural vibrancy
- Maintaining the port as a component of the City’s history, identity and economy
- Developing and promoting Greater Geraldton as a preferred cultural, environmental and agri/aquaculture tourism destination

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Develop and implement Public Art Strategy and West End Public Art Master Plan	Community & Cultural Development	Complete implementation of Action Plan by 30 June 2016	Operational	●	●			
Land Development Program	Economic, Land & Property Development	Creation of land development opportunities to add economic stimulus to the region	Operational	●	●	●	●	➔
Land Development specifications update	Infrastructure Planning & Asset Management	Reduce subdivision approval timeframes	Operational	●	●			

## 4.2 – Transportation

Strategies:

- Developing more efficient transport options that are secure and safe to sustain our lifestyle
- Integrating multimodal transport options into all future planning to reduce demand on light vehicles

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Upgrade of airport screening equipment	Airport	Completion of upgrade by 30 June 2018	Capital			●	●	
Operate Airport services ensuring compliance with CASA & OTS regulations	Airport	Continue operation of airport services to meet regulatory compliance requirements and customer needs	Operational	●	●	●	●	➔
Upgrade mechanical services of Greenough Terminal	Airport	Complete upgrade of mechanical services at Greenough Airport Terminal by 30 June 2016	Capital	●	●			
Firefighting / water supply aviation precinct upgrade	Airport	Complete upgrade of airport utilities by 30 June 2016	Capital	●	●			
Runway 03/21 pavement overlay	Airport	Complete pavement overlay by 30 June 2017	Capital		●	●		
Greenough Terminal refurbishment	Airport	Complete refurbishment by 30 June 2017	Capital			●		
Taxiway and apron pavement surfacing	Airport	Ongoing yearly completion to maintain pavement integrity	Capital	●	●	●	●	➔
Review works service levels: - Pavement program - Rural roads program	Infrastructure Maintenance & Renewals	Approve and implement Service Level Agreements by 30 June 2017	Capital & Operational	●	●	●		
Develop an integrated transport strategy	Infrastructure Planning & Design	Approval of completed Integrated Transport Strategy by 31 July 2015	Operational	●	●			



## 4.3 – Employment

Strategies:

- Promoting and supporting sustainable agriculture, small scale farms and market gardens to bring people and market vitality to the area
- Encouraging the development of a variety of industries that will offer diverse employment opportunities
- Supporting new residents to join and grow our community
- Supporting economic development initiatives and promotion of the region

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Deliver the Mullewa Town Centre Revitalisation Project	Mullewa Community Development	Successful delivery of the project by 30 June 2016	Operational	●	●			
Strengthen tourism profile	Economic, Land & Property Development	Increase the number of tourists to the region through developing & promoting as a tourist destination	Operational	●	●	●	●	➔
Economic Development Program	Economic, Land & Property Development	Develop programs that encourage investment within the region	Operational	●	●	●	●	➔

## 4.4 – Research and Technology

Strategies:

- Encouraging the development of industries and services related to advances in telecommunications technologies and the National Broadband Network
- Integrating research facilities and industries in the city region related to Square Kilometre Array project
- Implementing renewable and alternative energy technologies to power and increase our energy self-reliance
- Encouraging the development of innovative entrepreneurs and new business models

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	

# GOVERNANCE

## Inclusive civic and community engagement and leadership

### 5.1 – Community Engagement

Strategies:

- Providing consistent community engagement where constructive feedback results in action
- Promoting community involvement in decision making so it is collaborative and transparent
- Fostering a more trusting relationship between the Council, City staff and the community to build trust through the engagement process
- Facilitate more Aboriginal and Torres Strait Islander participation in engagement processes
- Continuing community discussions on population targets
- Facilitating youth involvement in community engagement

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Review the Community Engagement Framework	Community Empowerment & Development	Complete review and implementation of review recommendations by 31 December 2015	Operational	●	●			
Review the Community Empowerment Framework	Community & Cultural Development	Complete review and implementation of review recommendations by 30 September 2015	Operational	●	●			
Facilitate community engagement initiatives on behalf of the organisation	Community & Cultural Development	Implement community engagement events and activities as required	Operational	●	●	●	●	➔
Access & Inclusion Audit	Infrastructure Planning & Asset Management	To satisfy State Government statutory requirements. Annual report to State on access and inclusion initiatives implemented	Operational	●	●	●		

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Media and Marketing Program	Communications, Events & Engagement	Provision of a consistent and open communication service that fosters a more trusting relationship with Council, City staff and community	Operational	●	●	●	●	➔

## 5.2 – Planning and Policy

Strategies:

- Responding to community aspirations by providing creative yet effective planning and zoning for future development
- Supporting local procurement processes
- Addressing cultural heritage issues and the preservation and enhancement of natural areas as part of the development process
- Maintaining ease of living in a small sized city, satellite communities and rural communities
- Supporting the creation of a 20 minute city where the community infrastructure is accessible by car, bike or foot
- Supporting decisions to create a long term sustainable city
- Ensuring efficient and effective delivery of service
- Continuously improving business and governance frameworks to support a growing community

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Review Long Term Financial Plan (annually as part of budget process, minor review bi-annually following half Council elections, and major review 4 yearly aligned with major review of the Community Strategic Plan following Mayoral elections)	Finance & Treasury	Continued review and implementation of review recommendations	Operational	●	●	●	●	➔
Review Corporate Business Plan (annually as part of budget process, minor review bi-annually following half Council elections, and major review 4 yearly aligned with major review of the Community Strategic Plan following Mayoral elections)	Finance & Treasury	Continued review and implementation of review recommendations	Operational	●	●	●	●	➔

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Review Strategic Community Plan (minor review bi-annually following half Council elections, major review with full community consultation every 4 years following Mayoral elections)	Finance & Treasury	Continued review and implementation of review recommendations	Operational		●		●	➔
Develop ICT Strategy	ICT Services	Completion of an approved ICT Strategy by 30 December 2015	Operational	●	●			
Develop Disaster Recovery and Business Continuity Plan	ICT Services	Completion of an approved Disaster Recovery Plan by 30 December 2015	Operational	●	●			
Review ICT Strategy	ICT Services	Complete review and implementation of review recommendations by 30 June 2017	Operational			●		
Review Disaster Recovery Plan	ICT Services	Complete review and implementation of review recommendations by 30 June 2017	Operational			●		
Review of ICT delivery models	ICT Services	Complete review and provide recommendations by 31 July 2015	Operational	●	●			
Provide ICT Services to CGG	ICT Services	Continue provision of ICT Services to meet customer needs	Operational	●	●	●	●	➔
Provide Information Management Services to CGG	ICT Services	Continue provision of Information Management Services to meet customer needs	Operational	●	●	●	●	➔
Review CGG Record Keeping Plan	ICT Services	Complete review and implementation of review recommendations by 30 June 2017	Operational	●	●	●		
Implement phase 2 of TRIM integration	ICT Services	Complete implementation of phase 2 of TRIM integration by 31 July 2015	Operational	●	●			
Develop Business Continuity Plan	Corporate Services	Completion of approved CGG Business Continuity Plan by 1 November 2015	Operational	●	●			

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Review Business Continuity Plan	Corporate Services	Complete review and implementation of review recommendations by 1 November 2016	Operational		●	●		
Develop Workplace Safety Risk Management System	Corporate Services	Implementation of approved OSH/Risk Management System by 1 February 2016	Operational	●	●			
Review Tendering & Contracting standards	Corporate Services	Approval of completed Tendering and Contracting standards by 14 December 2015	Operational	●	●			
Review Risk Management Plan and Risk Mitigation Action Plans	Corporate Services	Complete review and implementation of review recommendations by 30 October 2015	Operational	●	●			
Develop Workforce Plan Action Plans	Corporate Services	Completion of an approved action plan for the CGG Workforce Plan by 30 December 2015	Operational	●	●			
Conduct 2015 Organisation Effectiveness Profile (OEP) Survey and Action Planning	Corporate Services	Completion of the 2015 OEP Survey and Action Plans by 31 December 2015	Operational	●	●			
Develop & implement new Marketing Strategy	Communications, Events & Engagement	Completion and implementation of approved CGG Marketing Strategy by 30 June 2016	Operational	●	●			
Implement Asset Management Improvement Program	Infrastructure Planning & Asset Management	Complete review and implementation of review recommendations by 30 June 2017	Operational	●	●	●		
Alignment of Mullewa & Geraldton-Greenough rating structures	Finance & Treasury	Alignment completed as per Governor's Order in relation to the Amalgamation of the City of Geraldton-Greenough and Shire of Mullewa	Operational	●	●			
Prepare a new Local Planning Strategy and Scheme	Urban & Regional Development	Gazettal of Scheme	Operational	●	●			

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Enhance services to the Mullewa community including: caravan park, airfield, cemetery, CGG shopfront and Department of Transport services	Mullewa Community Development	Reduce to less than 5% service unavailability and increase to a 2.5% efficiency dividend	Operational	●	●	●	●	➔
Review CGG existing Grant Funding	Finance & Treasury	Implement new policy for CGG Grant Funding (including Community Grants and Service Agreements)	Operational		●			
Process planning and building applications	Urban & Regional Development	Applications process within statutory timeframe	Operational	●	●	●	●	➔
Conduct Mayoral & Council Elections	Corporate Services	Conduct Mayoral & Council Elections every two years	Operational		●		●	➔
Requirements definition and acquisition for Asset Management, OSH and Online Grounds Facilities Bookings Systems	ICT Services	Complete investigations and provide recommendations by 30 June 2016	Operational		●			

### 5.3 – Advocacy and Partnership

Strategies:

- Active participation in regional, state and national alliances such as the Western Australian Regional Capitals Alliance and Regional Capitals Australia
- Partnering with key international communities through Sister City partnerships and strategic alliances

Action	Service Team	Measures	Budget	Timeframe				Ongoing
				Year 1 (14/15)	Year 2 (15/16)	Year 3 (16/17)	Year 4 (17/18)	
Continue participation in WARCA & RCA	Chief Executive Officer	Continued participation in WARCA and RCA to represent the Greater Geraldton community	Operational	●	●	●	●	➔



## About this Document

Expires on:	30 June 2018
Next review:	2016
Adopted by Council:	02 July 2015
Public Notice provided:	10 July 2015

This plan is reviewed annually in accordance with the Western Australian Local Government Act 1995.

Modifications to the *City of Greater Geraldton Corporate Business Plan 2014-2018* will be done in accordance with s. 19CA of the Local Government (Administration) Regulations 1996 of the Western Australian Local Government Act 1995.

Council adoption is required in order for any modifications to take affect and public notice of modifications will be provided.

The *City of Greater Geraldton Corporate Business Plan 2014-2018* is available on our website: [www.cgg.wa.gov.au](http://www.cgg.wa.gov.au) and at each of our customer service centres and libraries:

City of Greater Geraldton Administration Centre  
 63 Cathedral Avenue  
 Geraldton WA 6530 Australia  
 Phone: 08 9956 6600  
 Fax: 08 9956 6674  
[council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au)  
[www.cgg.wa.gov.au](http://www.cgg.wa.gov.au)

Fax: 08 9961 1206  
[council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au)  
[www.cgg.wa.gov.au](http://www.cgg.wa.gov.au)

City of Greater Geraldton Mullewa District Office  
 Corner of Thomas and Padbury Streets  
 Mullewa WA 6630 Australia  
 Phone: 08 9961 1007

## TELL US WHAT YOU THINK

The *City of Greater Geraldton Corporate Business Plan 2014 – 2018* has been developed drawing upon extensive community consultation which was undertaken as part of the 2029 and Beyond project and consultation with Council and staff. This plan also considers various state, regional and local plans relevant to the City of Greater Geraldton.

Your feedback is appreciated and will assist in ensuring that this plan remains relevant and continues to contribute to the Greater Geraldton community's vision for our future.

*How well does this plan meet your expectations for the future of this community?*

*(please rate the plan using the scale below)*

**1**

*It does not meet my expectations*

**2**

*Only meets a few of my expectations*

**3**

*Meets some of my expectations*

**4**

*Meets most of my expectations*

**5**

*Meets my expectations*

*Are there any other opportunities which should be included in this plan?*

*(please provide details here)*

*Is there something in the plan you do not agree with?*

(please provide details here)

*Is there something you feel we have missed?*

(please provide details here)

*Is there something in the plan that you would like more information on?*

(please provide details here)

*Do you have any other comments?*

(please provide details here)

*Would you like to discuss your views with a City representative?*

(please provide your details and the City will contact you)

Name: \_\_\_\_\_  
Contact phone number: \_\_\_\_\_  
Contact email address (if preferred): \_\_\_\_\_

Please check our website for details of current community engagement opportunities related to this plan.

Please return this form to the City of Greater Geraldton.

In person: Cathedral Ave Civic Centre, 63 Cathedral Avenue, Geraldton  
Mullewa District Office, Corner of Thomas and Padbury Streets, Mullewa

By email: [council@cgg.wa.gov.au](mailto:council@cgg.wa.gov.au)

By fax: 08 9956 6674

By post: PO Box 101, Geraldton 6531



City of  
Greater Geraldton  
a vibrant future

