



City of
Greater Geraldton
a vibrant future



Corporate Business Plan

2025 – 2029



Content

Message from the CEO3

How to read this Plan.....4

Our Plan for the Future.....5

Greater Geraldton at a Glance.....6

Considerations for this Plan7

Services Delivered.....8

Strategic Theme 1 - Connected.....13

Strategic Theme 2 - Liveable16

Strategic Theme 3 - Thriving.....19

Strategic Theme 4 - Leading.....22

Resourcing the Plan25

Risk Context and Key Risks.....26

Measuring Our Progress.....27



Message from the CEO

Greater Geraldton is a wonderfully unique destination, a regional city on the rise with a warm community feel. The sun shines almost every day, people greet you with a cheery “hello” and everything you need is right around the corner.

These are just some of the reasons why people choose to live in our seaside city, and what we’re looking to continue prioritising for our community as a local government authority through this plan.

With Greater Geraldton’s fantastic qualities come opportunities as well as challenges. We’re meeting them head on by advocating, collaborating and enabling as much as possible.

Greater Geraldton is brimming with activity and as such, the housing market is under significant pressure. This limits our region’s growth and attraction of key services. We will keep working with all tiers of government and industry to reduce this pressure so that we remain an economically diverse and prosperous city.

Protecting and enhancing our environment continues to be a key focus and remains top of mind in our day-to-day operations, ensuring we have a sustainable and green approach to all activities and programs. Being outdoors and enjoying the coastal lifestyle are quintessential traits of living in Greater Geraldton, and ensuring the environment is prioritised and protected for future generations is critical.

I am thankful to the community for their feedback during the creation of our new Strategic Community Plan 2025 - 2035. Our officers went through a rigorous engagement process to understand what people really love about Greater Geraldton and what needs prioritising. The result is a highly informed and applicable strategic document that we will action through this Corporate Business Plan.



Ross McKim



How to read this Plan

Our Plan for the Future

Drawn from the City's Strategic Community Plan 2025 - 2035, background context is provided in the form of the City's vision, purpose and strategic themes, drawn from engagement with the community.

Corporate Business Plan Context

This section provides localised context for the City of Greater Geraldton in 2025. This includes some relevant statistics about the City and a description of some key considerations for the future. These are all important considerations for the City in implementing the plan in a meaningful way.

Services Delivered

Much of what a local government delivers for the community consists of day-to-day services, such as maintaining facilities and infrastructure, collecting waste and providing community services directly to the community. This section helps the reader understand the breadth of services delivered by the City on a continual basis, building community capacity.

Strategic Themes 1-4

Community priorities gathered through community engagement in developing the City's Strategic Community Plan 2025 - 2035 are grouped by four strategic themes. This section outlines how the City plans to address these priorities over the next four years, including which day-to-day services contribute to the themes and projects planned to address the theme.

Risk Context and Measuring Progress

Rounding out the Plan, the final sections describe the City's approach to managing risks and how the City will track its progress in implementing the Plan, providing the best opportunity to maximise impact.



Our Plan for the Future

OUR VISION

Growing Greater Geraldton, together.

OUR PURPOSE

To create a strong, healthy and secure community through collaboration, partnership and good leadership.

OUR STRATEGIC THEMES



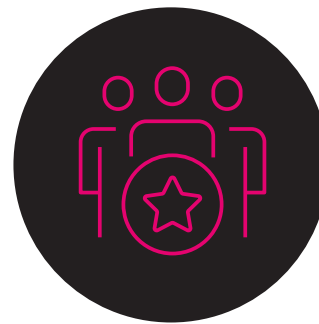
Connected

An engaged and diverse community where everyone feels included and safe.



Liveable

A protected and enhanced natural environment with facilities and services to support community health and wellbeing.



Thriving

An economically diverse and prosperous City, driving sustainable growth while preserving our local spirit.



Leading

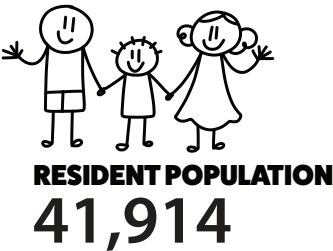
A progressive City where informed decisions, strong advocacy and a culture of innovation drives sustainable regional growth.

OUR VALUES



Service
Trust
Accountability
Respect
Solidarity

Greater Geraldton at a Glance



TOP ICONIC ATTRACTIONS



1. Abrolhos Islands
2. HMAS Sydney II Memorial
3. Museum of Geraldton
4. St Francis Xavier Cathedral
5. Point Moore Lighthouse
6. Mullewa Wildflowers

TERTIARY EDUCATION

STUDENTS ENROLLED

Geraldton University Centre
300

Vocational Education
5,052



RATEABLE PROPERTIES

GRV Residential Properties **19,493**

UV Rural, Farming and Mining Properties **1,107**

Exempt Properties **1,587**



UNEMPLOYMENT

As at Sept 2024

3.5%



CGG EMPLOYEES

Total FTE

318



TOTAL AREA

City of Greater Geraldton

9,908km²



BUILDING ASSETS

City of Greater Geraldton

190



TOP FIVE INDUSTRIES BY OUTPUT

Mining **\$1,409M**

Construction **\$1,106M**

Manufacturing **\$666M**

Rental, Hiring & Real Estate Services **\$658M**

Transport, Postal & Warehousing **\$625M**

TOP FIVE INDUSTRIES BY EXPORT

Mining **\$1,223M**

Agriculture, Forestry & Fishing **\$307M**

Manufacturing **\$293M**

Transport, Postal & Warehousing **\$285M**

Construction **\$254M**



GROSS REGIONAL PRODUCT

Greater Geraldton

\$4.4B

Midwest

\$9B

GERALDTON PORT



Total Trade Throughput **17.3MT**



Vessel visits
397

Total Trade Exports
16.4MT

Total Trade Imports
0.90MT

Considerations for this Plan

Our community has identified several challenges and priorities when planning for the future. Below highlights some of the key considerations that cut across all of the work undertaken by the City.

Advocacy

The City will continue to champion the needs and aspirations of the community by strengthening partnerships with State and Federal Governments, regional stakeholders, and industry leaders to secure investment, infrastructure, and services that support Geraldton's long-term growth and prosperity. Key areas of focus will include community safety, health and community infrastructure among others.

Financial Sustainability

Maintaining financial sustainability will be critical, with a strong focus on responsible budgeting, asset management and securing diverse funding sources to ensure that service levels are maintained and key projects are delivered without placing an undue burden on rate payers and future generations.

Population Growth

As Geraldton's population continues to grow, the City will plan for and invest in critical infrastructure, community services, and urban development initiatives that support a vibrant, connected and liveable city for both new and existing residents. Sustainability will be important in managing this growth with a focus on both financial and environmental sustainability in particular.

Climate and Waste

The City will take action to reduce its environmental footprint by promoting climate resilience, enhancing waste management practices and investing in sustainable technologies. Projects such as the facilitation of a Containers for Change Program for Mullewa and review of the City's Achieving Net-Zero Plan will be integral for these endeavours.

Protecting the Natural Environment and Greening Suburbs

The City is committed to protecting and enhancing Geraldton's unique natural environment by preserving coastal, bushland and biodiversity areas, and promoting sustainable land use practices. Greening our suburbs through increased tree planting, urban landscaping will improve liveability, reduce urban heat, support local wildlife and strengthen community pride in our natural surroundings. These efforts will ensure Geraldton remains a beautiful, resilient and environmentally responsible city for generations to come.

Housing

Access to affordable housing is a particular challenge in the region currently, with both housing shortages and limited construction having an effect. While this is a state-wide and national challenge, the City of Greater Geraldton is committed to advocating with other levels of government and supporting land supply, enabling affordable housing for future generations.

Community Safety

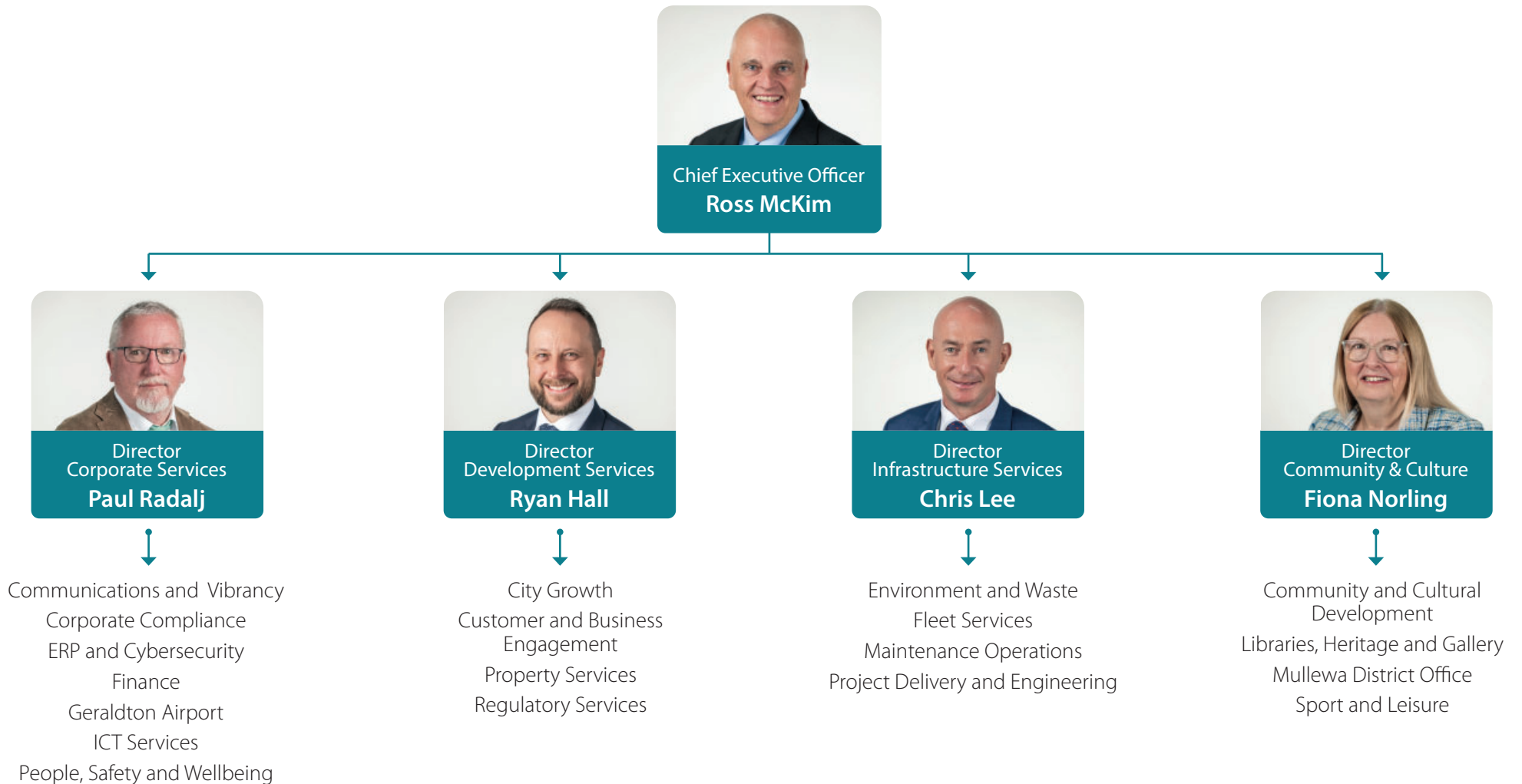
Community safety will remain a priority through collaborative initiatives that enhance public spaces and support crime prevention strategies. While community safety is primarily the responsibility of State Government, the City commits to continue advocating for stronger policing services and building strong local partnerships to help foster a sense of safety across Greater Geraldton.

Health Services

Recognising that it is essential for a thriving community to be a healthy community, the City will actively advocate for improved healthcare infrastructure and services to meet the needs of a growing and diverse population and place a health lens over the work the City undertakes to promote and support our community to be the healthiest it can be.

Services delivered

The City provides the community with many services, directly and indirectly. The City's organisational structure has been designed to align with its delivery of services to maximise the quality of services and delivery of the Strategic Community Plan outcomes.



Community and Culture

Community & Cultural Development empowers and facilitates connected, thriving communities through events, collaboration and engaging youth, family and seniors programs; enriching lives across all generations.

Libraries, Heritage and Gallery cares for and celebrates the City's rich and varied cultural identity, through Public Libraries, Heritage Services, the Geraldton Regional Art Gallery, Public Art and the Visitor Centre, supporting life-long learning and fostering a deep sense of pride and engagement for residents and tourists alike.

Mullewa District Office advocates for and provides services to the Mullewa community such as tourism, library, recreation, youth, health, cultural, bus hire, transport licencing and community events.

The **Sport and Leisure** team provides inclusive and well-maintained aquatic facilities, services and programs, champions active travel initiatives, upholds a high presentation standard of the City Precinct and fosters strong connections with the sporting community. It also supports grant applications for community facilities in an equitable manner.



Corporate Services

Communications & Vibrancy delivers information to the community, promotes the City's services, initiatives and programs, and promotes the region as a holiday destination.

Corporate Compliance ensures strong governance is in place to manage community information, funds and resources appropriately and responsibly.

The **ERP & Cybersecurity** team provides cybersecurity services to protect resident data and City infrastructure, and new system implementation to ensure residents have a responsive, effective and contemporary service in response to requests.

The **Finance** team delivers best practice, efficient and effective rating services and management of City funds, including grants management, budgeting, financial forecasting and reporting to our community and the CGG workplace.

Geraldton Airport provides a safe, secure and customer-centric airport; supporting regional connectivity, economic growth and community well-being.

ICT Services provides ongoing support to City IT systems and infrastructure, supporting ongoing service delivery and robust City records.

People, Safety & Wellbeing provide an effective, friendly and well supported City workforce to safely deliver the wide range of services and infrastructure enjoyed by the community.



Development Services

The **City Growth** team strategically plans for future population and business growth and assesses applications for new development to ensure it contributes to community safety, health, amenity, accessibility, and sustainability.

The **Customer and Business Engagement** team connects people and businesses with the information, solutions, support, and direction they need to thrive.

Property Services manage the City's land and buildings, through a community focused approach to revitalise spaces, enhance safety and promote positive long-term outcomes.

The **Regulatory Services** team supports and promotes a thriving, safe and resilient City for all, now and into the future through education, collaboration and regulation.



Infrastructure Services

Climate, Environment & Waste supports sustainability and environmental outcomes through waste collection, recycling and reduction; maintaining and improving the natural environment and reducing the City's carbon emissions.

The **Fleet Services** team manages the City's depot stores, workshop and fleet (light and heavy vehicles), to support and maintain infrastructure and services for the community.

Maintenance Operations plans for and provides technical advice on the City's assets to a sustainable level. Provides for the short and long-term maintenance and replacement of community infrastructure, ensuring community members have the building, transport, park and other natural infrastructure they need into the future.

Project Delivery and Engineering provides design, advice and guidance to effectively protect, maintain and develop the City's assets, and undertakes major infrastructure works to deliver assets for the community.



Strategic Theme 1

Connected



An engaged and diverse community where everyone feels included and safe.

Goals:

1. Provide safe and inviting public spaces for people to enjoy.
2. Foster collaborative partnerships to improve community safety, security and social cohesion.
3. Support and celebrate the City's diverse community through programs, initiatives and events, that build social connections.
4. Be a more inclusive City by promoting and celebrating the full diversity of our community, including cultures, identities, backgrounds and abilities.

Branch	How they Contribute
Libraries, Heritage & Gallery	<p>Public Libraries: Providing universal and equitable access to diverse collections for users of all ages, backgrounds, interests and abilities to support life-long learning.</p> <p>Heritage Services: Responsible for the care, preservation and celebration of local history and heritage sites.</p> <p>Art Gallery & Public Art: Delivering high quality exhibitions, installations and arts programs which enrich people's lives and provide engaging experiences.</p>
Mullewa District Office	<p>Place-based services: Providing library, recreation, youth, cultural, transport licencing services and community events to the Mullewa community.</p>
Community & Cultural Development	<p>Events: Vibrant, inclusive events.</p> <p>Youth: Programs and opportunities for youth to thrive.</p> <p>Community Development: Support and empowerment for seniors, families, volunteers and community groups.</p> <p>Inclusion: Opportunities to enhance access and inclusion and acknowledging and celebrating reconciliation and cultural diversity.</p>
Regulatory Services	<p>Environmental Health: Ensuring public areas are safe and welcoming through routine inspections, waste and noise management, and by supporting public buildings, food premises and events with health and safety assessments.</p> <p>Ranger Services: Operation, expansion and maintenance of the City's CCTV network contributing to safer public spaces. Engagement with the Police and security contractors to support crime prevention initiatives.</p> <p>Emergency Management: Collaboration with state government departments to oversee the City's Emergency Management arrangements.</p> <p>Development Integrity: Encouraging and providing guidance for the community regarding building, planning and pool barrier applications and compliance issues ensuring public safety.</p>
Sport & Leisure	<p>Sport & Leisure Planning: Supporting local sporting clubs to thrive.</p> <p>Aquatic Facilities: The provision of safe, compliant aquatic facilities.</p> <p>City Precinct: Ensuring the City Precinct is maintained and presented in an inviting and visually appealing way.</p> <p>Active Travel: Developing and delivering local active travel strategies and initiatives including fun events.</p>

Strategic Theme 1 Connected [cont]

Branch	How they Contribute
Property Services	Building Maintenance: Maintaining safe, functional, and welcoming public buildings. Land & Leasing: Supporting safe, activated, public spaces through lease and licence arrangements.
Project Delivery & Engineering	Engage: Collaborating with the community on designs wherever appropriate to make sure their needs are understood and met where possible. Access: Incorporating access and inclusion design principles into infrastructure projects.
City Growth	Strategic Planning: Establishes a plan to shape new development so that it contributes to creating places that support community connection. Statutory Planning: Assessing development to ensure it contributes to creating places that support community connection. Building Surveying: Assessing the design of buildings and structures to ensure they are safe.
Communications & Vibrancy	Delivering critical information to the community and promoting the services, initiatives and programs available in Greater Geraldton.

Strategies and Plans

Strategies	Plans
Events Strategy 2020 - 2025	Access and Inclusion Plan 2024 - 2029
Community Safety and Crime Prevention Plan 2024 - 2029	Youth Strategy 2024 - 2029
Reconciliation Action Plan 2024 - 2026 Innovate	Bushfire Risk Management Plan 2021 - 2026
Geraldton Regional Art Gallery Strategic Plan 2023 - 2027	Public Art Masterplan 2025 - 2030
Heritage Strategy 2023 - 2028	Communications Plan 2025 - 2028



Strategic Theme 1 Connected [cont]

Ref	Action	Branch	25-26	26-27	27-28	28-29
1.1	Renew Heritage Strategy	Libraries, Heritage & Gallery			○	
1.2	Art Gallery Interior Spaces Review	Libraries, Heritage & Gallery	○			
1.3	Develop Library Outreach Plan	Libraries, Heritage & Gallery		○		
1.4	Activate Mullewa Masonic Hall and The Shed for community use	Mullewa District Office			○	○
1.5	Develop Reconciliation Action Plan 2026-2028	Community & Cultural Development	○	○		
1.6	Renew Community Safety & Crime Prevention Plan	Community & Cultural Development				○
1.7	Renew Events Strategy	Community & Cultural Development	○			
1.8	Strategic Review of CCTV provision	Regulatory Services		○		
1.9	Develop a Building Assets Activation Strategy	Property Services	○	○	○	
1.10	Heritage Review	City Growth	○			
1.11	Develop Public Health Plan	Regulatory Services	○			
1.12	Develop Positive Ageing Strategy	Community & Cultural Development	○	○		

Strategic Theme 2

Liveable



A protected and enhanced natural environment with facilities and services to support community health and wellbeing.

Goals:

1. Prioritise greening the City's streetscapes and public spaces, with a focus on pathways and open space areas.
2. Improve maintenance and connectivity of the City's transport network, including expanded active transport opportunities.
3. Manage and protect the City's natural environment, and identify strategies to mitigate climate change.
4. Improve waste management and recycling opportunities to support a sustainable future.
5. Invest in community and recreation infrastructure and community-enabling facilities, to support current and future needs.
6. Support the community by advocating to State and Federal government for better access to programs and services that support community health and wellbeing.

Branch	How they Contribute
Fleet Services	<p>Light Fleet: Providing cars for City staff to provide services to the community.</p> <p>Heavy Fleet: Providing heavy vehicles for construction and maintenance of City assets.</p> <p>Depot Stores: Storage and distribution of materials for supporting and facilitating Maintenance Operations.</p> <p>Workshop: Maintaining the City's fleet assets.</p>
Property Services	<p>Building Maintenance: Ensuring safe, accessible, and well-maintained buildings that enhance public spaces and support essential community services.</p> <p>Land and Leasing: Facilitating strategic leases that enable community services, enhance public amenities and contribute to overall wellbeing.</p>
Climate, Environment & Waste	<p>Waste: Providing waste collection services for businesses and residents; operating waste management facilities at Meru and Mullewa including a resource recovery station.</p> <p>Environment & Sustainability: Planning and managing coastal and natural areas; implementing the City's carbon net-zero plan; developing an urban greening strategy.</p>
Maintenance Operations	<p>Parks: Maintaining the City's green assets including active and passive reserves, street trees and street gardens. Planning and implementation of playground renewals, park and street furniture, irrigation infrastructure and landscapes.</p> <p>Technical Services: Maintaining the City's asset system to ensure accurate data is available on the location, age and condition of City assets.</p> <p>Roads & Drainage: Maintaining and renewing the City's transport assets including sealed and unsealed roads, carparks, kerbs and line marking. Managing, maintaining and renewing storm water infrastructure including pipes, pits, culverts, bridges and floodways.</p> <p>Mullewa team: Maintaining all City assets across the Mullewa district including parks, trees, roads, culverts and street furniture.</p>
Sport & Leisure	<p>Sport & Leisure Planning: Assisting sporting clubs to submit grants for significant upgrades to sporting infrastructure.</p> <p>Aquatic Facilities: Providing inclusive access to aquatic services and infrastructure.</p> <p>City Precinct: Ensuring the CBD open spaces are well kept and presentable.</p> <p>Active Travel: Implementing fun community cycling events that promote community awareness of local transport connectivity.</p>

Strategic Theme 2 **Liveable** [cont]

Branch	How they Contribute
City Growth	<p>Strategic Planning: Establishes a plan to shape new development so that the natural environment is protected, and that services and facilities are appropriately located.</p> <p>Statutory Planning: Assessing development to ensure it contributes to the protection of the natural environment and that services and facilities are appropriately located.</p>
Project Delivery & Engineering	Project Delivery & Engineering: Prepare, design and delivering the annual Capital Works Program.
Regulatory Services	Environmental Health: manages nuisance pest control to maintain safe and pleasant green spaces. Manages domestic wastewater and effluent to enable safe water reuse, protect natural water quality and address pollution and hazards.

Strategies and Plans

Strategies	Plans
Mountain Bike Master Plan	Geraldton Coastal Strategy and Foreshore Management Plan
Midwest Regional Projects 2024	Achieving Net Zero Corporate Climate Change Mitigation Plan
Strategic Asset Management Plan	Integrated Transport Strategy
Precinct Plan - Sunset Beach LPP	Asset Management Plan - Bridges, Major Culverts and Floodways
Precinct Plan - Rangeway Utakarra Karloo LPP	Geraldton Coastal Hazard Risk Management & Adaptation Plan
Geraldton Airport Master Plan 2012 - 2040	Geraldton 2050 Cycling Plan
Water Planning & Management Strategy	Geraldton Pedestrian Wayfinding Strategy
FRoGGs - Maitland Park Proposal - Master Plan	South Greenough to Cape Burney Coastal Planning Strategy
Public Open Space Strategy	



Strategic Theme 2 **Liveable** [cont]

Ref	Action	Branch	25-26	26-27	27-28	28-29
2.1	Facilitate a Containers for Change collection service	Mullewa District Office	○			
2.2	Renew the City's Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)	Climate, Environment & Waste		○	○	
2.3	Renew the City's Achieving Net-Zero Plan	Climate, Environment & Waste			○	
2.4	Develop Greenough River Estuary Management Plan	Climate, Environment & Waste			○	
2.5	Develop Illegal Dumping Strategy	Climate, Environment & Waste				○
2.6	Develop an Urban Greening Strategy	Climate, Environment & Waste		○		
2.7	Stow Gardens Stage Upgrade	Community & Cultural Development		○	○	
2.8	Renew Parks Hierarchy and Masterplan	Maintenance Operations		○		
2.9	Eadon Clarke lighting renewal and new changerooms	Project Delivery & Engineering		○	○	○
2.10	Develop Spalding Park Master plan	Sport & Leisure		○		
2.11	Walkaway Skate Park upgrade	Project Delivery & Engineering		○		
2.12	Foreshore Youth Precinct	Project Delivery and Engineering	○	○		
2.13	Renew Fleet Asset Management Plan	Fleet Services	○			
2.14	Renew the Geraldton 2050 Cycling Plan	Sport & Leisure Services	○	○		
2.15	Develop Property Management Strategy	Property Services	○	○		

Strategic Theme 3

Thriving



An economically diverse and prosperous City, driving sustainable growth while preserving our local spirit.

Goals:

1. Support existing businesses and attract new investment, contributing to a vibrant CBD and other key activity centres.
2. Support and champion our diverse mix of industries, encouraging innovation and local employment opportunities.
3. Plan for the sustainable growth of the City, balancing the needs of current and future populations.
4. Advocate for and support the development of diverse housing options to meet current needs and future demand.
5. Support and promote diverse tourism offerings, making the City a destination of choice.

Branch	How they Contribute
Geraldton Airport	Airport operations: Enabling efficient travel connectivity for community, business and freight. Airport Infrastructure – Enabling economic and regional development by maintaining, improving and long-term planning of airport infrastructure.
Libraries, Heritage & Gallery	Heritage Services: Creating and managing tourism assets which promote and celebrate our unique heritage. Art Gallery & Public Art: Providing economic opportunity and industry for local creatives. Visitor Centre: Enhancing the visitor experience and promotes the City by providing up to date information about local services, sites and attractions.
Customer & Business Engagement	Business engagement: Connecting businesses, community, and opportunity to support local jobs and grow a diverse, resilient economy.
Communications & Tourism	Tourism: Promoting the overall region as a holiday destination.
City Growth	Strategic Planning: Establishes a plan to identify how future demand for housing, industry, retail, commerce, services and facilities will be accommodated and delivered in a way that supports a thriving community. Statutory Planning: Assessing development to ensure it aligns with the plan for how future demand for housing, industry, retail, commerce, services and facilities will be accommodated and delivered in a way that supports a thriving community.
Property Services	Land & Leasing: Enabling economic growth through strategic land and leasing opportunities.
Regulatory Services	Rangers: Effective parking management, ensuring that visitors to the CBD have access to parking, supporting local business. Environmental Health: Promote and incentivise local businesses, such as Food Safety Programs, to recognise and reward high performers.

Strategic Theme 3 Thriving [cont]

Strategies and Plans

Strategies	Plans
Non-Self-Contained Motorised Camper Vehicle Strategy	City Centre Transport Planning & Car Parking Strategy
Caravan and Camper Trailer Support Strategy 2023	Greater Geraldton Destination Marketing Plan
Self-Contained Recreational Vehicle (RV) Support Strategy	Public Art Masterplan 2025 - 2030
Geraldton City Centre Revitalisation Plan	Geraldton Regional Art Gallery Strategic Plan 2023 - 2027
Heritage Strategy 2023 - 2028	City Centre Car Parking Management Plan 2019



Strategic Theme 3 **Thriving** [cont]

Ref	Action	Branch	25-26	26-27	27-28	28-29
3.1	Develop Economic Development Plan	Customer & Business Engagement	○	○		
3.2	Mullewa Town Centre banners renewal	Mullewa District Office	○			○
3.3	Renew Mullewa Caravan Park operating model	Mullewa District Office		○	○	
3.4	Local Planning Strategy and Scheme review and implementation	City Growth	○	○		
3.5	Industrial Land Study	City Growth	○			
3.6	Renew & Update Geraldton Airport Master Plan 2012 - 2040	Corporate Services		○		○
3.7	Olive Street Housing Project	Property Services	○	○	○	
3.8	Review of Greater Geraldton's Strategic Roads	Project Delivery & Engineering	○	○	○	



Strategic Theme 4

Leading



A progressive City where informed decisions, strong advocacy and an enabling culture drives sustainable regional growth.

Goals:

1. Engage with the community to enhance decision-making.
2. Efficiently and effectively deliver community services and projects, through optimal use of our resources.
3. Financial sustainability, actively seeking and leveraging external funding to deliver for the community.
4. Continued focus on strong advocacy to ensure that Federal and State projects, programs and funding are aligned with our community's priorities.
5. Provide the community with clear and accessible information about the City's programs, services and decisions.
6. Ensure high quality governance activities enabling transparency and accountability.

Branch	How they Contribute
Customer & Business Engagement	Customer engagement: Delivering responsive and meaningful services guided by empathy, collaboration, and genuine connection.
Mullewa District Office	Advocacy: Advocating for the Mullewa community.
ERP & Cybersecurity	Cybersecurity: Protecting the City's information assets. New system implementation: Planning, implementation and support of new software to improve community experience.
ICT Services	Information technology: Support for technology systems. Infrastructure support: Support for technology infrastructure. Information Management: Maintaining the City's records.
People, Safety & Wellbeing	Human Resource Management: Recruitment and management of skilled and experienced workforce. Workforce development: Supporting workforce skill development to meet future needs. Safety: Providing systems for the safety of staff and visitors to City facilities and programs.
Communications & Vibrancy	Communications: Promoting the City's facilities, services and programs. Communicating opportunities for community engagement and providing feedback on decisions made by Council.
Corporate Compliance	Governance and Risk: Providing high standards of governance and leadership by ensuring legislative compliance and adoption of best practices. Procurement: Ensuring best value for money when procuring goods and services.
Finance	Rates: Managing the City's rates function with a focus on providing a high standard of customer service. Accounting Services: Delivering excellent accounting services to our community and the CGG workplace. Treasury: Ensuring responsible, sustainable, and planned use of our financial resources through prudent budgeting, fiscal oversight and long-term financial planning. Careful management of external funding and delivery of community grant programs.

Strategic Theme 4 **Leading** [cont]

Strategies and Plans

Strategies	Plans
Customer Charter	ICT Digital Strategy 2023 - 2027
ICT Disaster Recovery Plan 2024	Batavia LEMC Local Recovery Plan
Cybersecurity Strategy 2023 - 2027	City Wellness Plan 2025 - 2029
Customer Experience Strategy 2021 - 2025	Fleet Asset Management Plan 2018
Community Engagement Framework	



Strategic Theme 4 **Leading** [cont]

Ref	Action	Branch	25-26	26-27	27-28	28-29
4.1	Develop Customer Experience Plan	Customer & Business Engagement		○		
4.2	Implement new City software	ERP & Cybersecurity	○	○	○	
4.3	Renew Cybersecurity Strategy	ERP & Cybersecurity			○	
4.4	Develop Workforce Plan	People, Safety & Wellbeing	○			
4.5	Strategic Community Plan major review	Finance				○
4.6	Renew ICT Digital Strategy	ICT Services		○		



Resourcing the Plan

The City follows the Integrated Planning and Reporting Framework, as described by the Western Australian State Government. As such, a number of resourcing plans sit under this CBP, ensuring appropriate and aligned resources are in place for successful implementation.

Long Term Financial Plan and Annual Budget

The Long Term Financial Plan sets out financial forecasts for the City on a 10-year horizon. These forecasts are reviewed regularly and are integral for the effective financial management of the City, ensuring success for future generations.

The City also adopts an Annual Budget each year, alongside reviewing this plan. The annual budget is built from forecasts in the Long Term Financial Plan, refined using up to date forecasts and other inputs. Developed through an extensive and robust internal process, this results in an Annual Budget that is fiscally responsible, yet provides resources for all necessary activities.

Workforce Plan

The City reviews its Workforce Plan regularly, ensuring an appropriate and suitably qualified workforce to deliver services and infrastructure for the community. The outcomes of workforce planning can be seen throughout this plan, particularly in the services delivered section of the plan, but also under each strategic theme.

Asset Management Planning

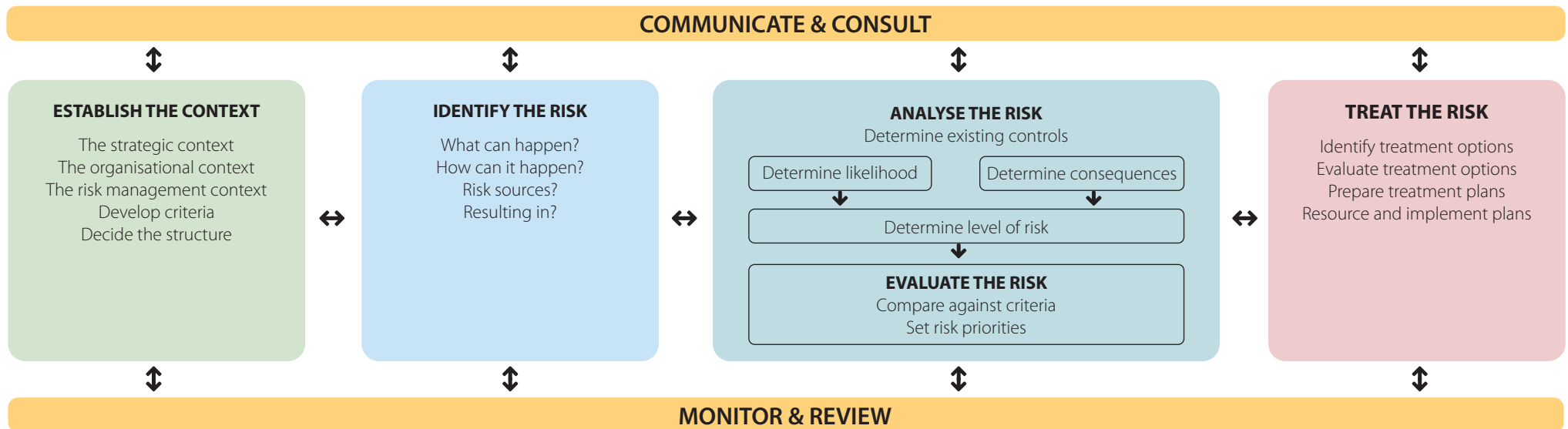
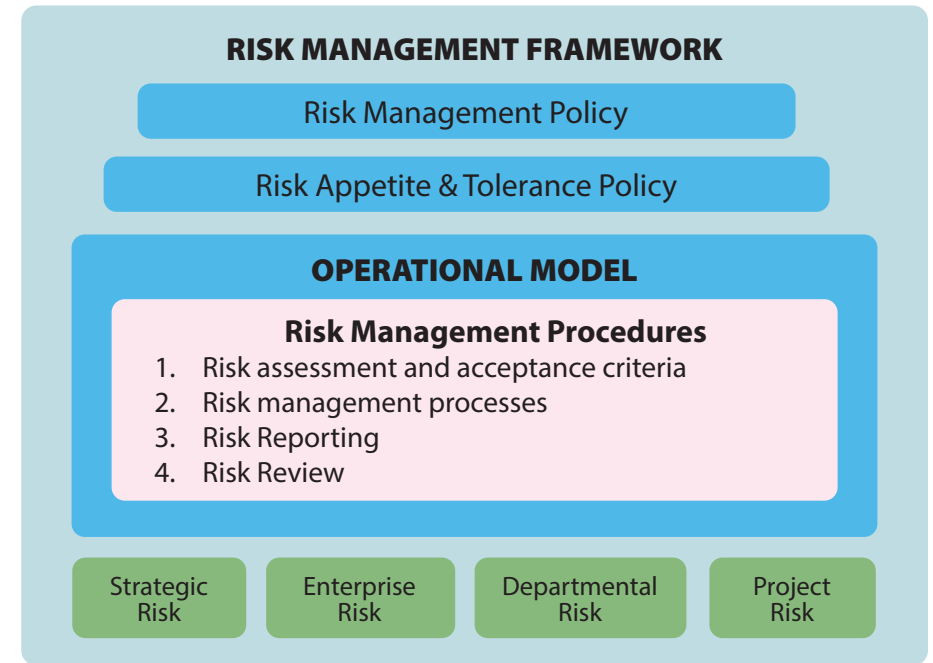
Ensuring that City assets are preserved for future generations is one of the primary responsibilities for Council and City staff. Accordingly, the City has robust strategies and plans for appropriate maintenance of City roads and other assets; but also detailed plans for the development of assets and creation of new infrastructure for the growing, changing population. Projects resulting from this asset management planning are seen throughout the strategic themes within this plan.



Risk Context and Framework

Risk management is an integral part of business planning and an essential element of sound corporate governance. Effective risk management helps to ensure the City minimises the impact of the risks it faces, thereby improving the City's ability to deliver on its Strategic Community Plan and improve outcomes for its community.

These diagrams show the alignment between the City's risk management approach and the Integrated Planning and Reporting Framework. This approach provides opportunities to undertake analysis of potential and emerging risks that may impact on the delivery of the Strategic Community Plan 2025 - 2035, Corporate Business Plan or operational plans, whilst implementing a continuous review of this risk information to help inform the City's decision-making process at operational and strategic levels.



Measuring our Progress

Progress towards delivering this plan and in turn making progress towards the City of Greater Geraldton Strategic Community Plan 2025 - 2035 will occur through a number of methods.

Reporting delivery of the Corporate Business Plan

Assurance reporting will occur for projects contained in this plan on a quarterly basis. Reports will be delivered to Council, through the Risk Management Committee.

City's website

Appropriate measures of success for the various City teams will be developed to measure the City's progress towards delivering the City's Strategic Community Plan. Selected performance measures will be provided with targets and progress updates on the City's website and will be updated periodically.





www.cgg.wa.gov.au