



2022-2027

# Community Development Plan



# ***Where environment, lifestyle and opportunity meet!***

The Wadandi Bibulmun people are the Traditional Custodians, and have lived and breathed off this ancient land for over 40,000 years. It was and continues to be a place of plenty. The Aboriginal name for Busselton is Undalup after the warrior and leader Undal.

The Wadandi people – the salt water people, are closely linked to the ocean. They have been hunting and gathering bush foods between the coastal strip, waterways and forests for thousands of years. It is an important part of their culture as stewards of country and they have strong spiritual bonds with it.

**The City of Busselton acknowledges the Wadandi people as the traditional custodians of the land on which we live, play and work. We pay our respects to Elders, past, present and emerging.**

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***How we put  
the plan  
together***



# How we put the plan together



## The City of Busselton has utilised the survey information undertaken in the preparation of the Strategic Community Plan 2021 - 2031 as the basis for the key priorities detailed in this plan.

To avoid community survey fatigue – the City of Busselton continued to use this information to assist in the drafting of the Community Development Plan.

> Stage 1: **Explore** Community Scorecard Survey

> Stage 2: **Discuss** What Matters to You

### In addition:

- Further to referencing the community consultation results sourced for the Strategic Community Plan, the City of Busselton has also engaged and consulted with members of the Vasse Human Service Alliance (VHSA) for service provider input. There are currently 97 members of this network, who were provided with the details and given an opportunity to provide feedback and comment.
- Extensive engagement with the Youth of Busselton was also undertaken via the Youth Forum held in 2021.
- Other City Directorates identified in the establishment of this plan were also consulted both via email and internal workshops and meetings for the purpose of input and feedback.

### Community Participation

The Strategic Community Plan consultation achieved 1,711 engagements, which were used to inform the development of this Community Development Plan



Community Scorecard Survey

1,018



Community Workshops

97



Community Questionnaires

560



Ideas Forum

19



Community Councillor Appointments

17



## Life of the Community Development Plan

The Plan has a life span of 5 years, 2022 – 2027, however it is a living document that is reviewed annually and updated on a biennial basis where new trends and actions will be captured and current issues evaluated. The second review process for this plan will coincide with the review cycle of the 10 year Strategic Community Plan (2021 – 2031).

### Role of the Plan

The Plan is a key informing document under the Integrated Planning Framework. The Strategic Community Plan sets out the community vision, aspirations and objectives as well as Council's 10 year strategies. This plan is a key supporting plan and drives implantation of community development strategies.

### Other Supporting Plans and Strategies

The following documents were used to inform and/or complement the Community Development Plan:

- > Bushfire Risk Management Plan
- > Disability, Access and Inclusion Plan 2018-2022
- > Library Services Strategy
- > Local Emergency Management Arrangements
- > Public Health Plan (Draft)
- > Sport and Recreation Facilities Strategy 2020-2030
- > Safety & Security Strategy Busselton & Dunsborough Central Business District
- > Busselton Traffic Study
- > Local Cultural Planning Strategy
- > Economic Development Strategy 2016-2026
- > Youth Plan & Forum 2021
- > Reconciliation Action Plan 2020-2021
- > Early Years Network Strategy 2018
- > COVID-19 Recovery Plan



## What has changed from our 2020 Social Plan

The City's Social Plan has evolved over the years and there have been many changes within the community during this time. The priorities of 2011 are no longer the same priorities as identified in 2020 or even that of 2022.

We have seen some large shifts in the fabric of society, COVID-19 has had a significant impact and therefore it is timely to review the original Social Plan. We have clarified what is still relevant, detailed the current issues and considered what role the City needs to play in these identified priorities. We have also re-named the document from the Social Plan to the Community Development Plan.

This new plan enhances and consolidates our strategic direction and has a focus on Key Goal Areas which are aligned to the City's Vision.

### PREVIOUS PLAN Key Goal Areas and Outcomes

#### Recreation

Quality, sustainable recreation facilities and services

#### Transport

Accessible, economic & affordable regional transport system

#### Health

High quality health system that promotes an active lifestyle

#### Seniors

Encourages 'active ageing' through good health, participation & secure living

#### Youth

A proud & inclusive community that provides youth opportunities to learn, work, grow.

#### Family

A strong supportive community with resilient capable families

#### Education

High quality education & training services

#### Safety

Where all people of all ages feel safe & live healthy active lives

#### Cultural

Valuing our local heritage, culture & environment to be enjoyed by future generations

#### Business

A strong local community that sustains & attracts new business and employment opportunities

### THIS PLAN Key Focus Areas



#### Arts and Culture

Cultural activities, spaces and opportunities to connect and stimulate ideas and skills



#### Community Safety

Enhance community's emergency situation resilience and actively engage and inform crime prevention



#### Community Wellbeing

Actively engage the community in the design and provision of diversified social infrastructure and programs



#### Seniors

Support programs and services through identifying opportunities for connecting seniors with community groups and agencies



#### Sport, Recreation & Leisure

Encourage healthy, active lifestyles through effective services and infrastructure



#### Youth & Children

Facilities, programs and events that will provide local youth to connect and engage



#### Covid-19

Ensure the diverse community groups can recover from the impacts of Covid-19



## Community Engagement

**The Plan has been informed by the ideas and feedback gathered from the community, service providers, local organisations, businesses and government agencies.**

Findings from the following community engagement opportunities were used in the development of the Community Development Plan:

- > **Strategic Community Planning – Community Engagement 2020**
- > **VHSA (Vasse Human Service Alliance) review 2022**
- > **Youth Forum 2021**
- > **Internal officer review of 2022**
- > **Strategic Community Plan 2021 – 2031**

The City of Busselton Strategic Community Plan identifies what the community envisages and aspires for their community. The intent of the plan is to outline the actions that are important to our community over the ensuing 10 years and to set out the community's visions, aspirations and objectives, as well as the strategies that Council will pursue in support of the objectives.

The Community Development Plan provides a blueprint for the City to achieve the community's aims. The achievement of the Community Development Plan Actions will directly feed into the Outcomes, Strategies and Objectives of the City of Busselton. Each action in the Plan references a relevant Objective and Strategy from the City of Busselton Strategic Community Plan.



## Emerging Issues and Opportunities

The City of Busselton continues to grow and change as our population increases. The population has grown from 31,523 in 2011 to 40,333 in 2021. With this growth, comes both opportunity and challenges.

### Opportunities

- > Disability Sector (increase in service providers and activities)
- > Expansion of Busselton Senior Citizen's Centre
- > Expansion of Youth Services into Dunsborough
- > Busselton Performing Arts Centre (BPAC)
- > Increased collaboration & partnerships through Vasse Human Service Alliance, Saltwater, Art & Culture
- > Sport and Recreation

### Emerging Trends *on both a community and State level*

- > Out of hours local support services
- > Affordable Housing
- > Domestic Violence
- > Mental Health / suicide prevention

The City has considered its role in these areas and included this in the Plan and will continue to monitor State Government strategies for future opportunities.

The City will assist community groups to develop strategic plans and build on their governance & skills to improve the prospects of gaining future funding opportunities through the Community Capacity Building project, primarily over the next 2 years during the pilot program, however, it is hoped that this will continue into the future.



## Implementing the Community Development Plan

**Meeting the social needs of the community is crucial to maintaining a vibrant, functional city. The City of Busseton has responded to identified needs and trends of the community with the development of the Community Development Plan.**

The plan identifies existing and emerging social issues and opportunities. The Community Development unit staff will coordinate, implement and review the Plan. The Plan outlines the framework for an integrated and collaborative approach that will support the community.

### Local Government Control and Influence

In responding to community aspirations there is a limit to what can be achieved solely by the City of Busseton as a local government authority. Where aspirations and priorities cannot be achieved by the City alone, we will work collaboratively with the community and key partners to achieve the best possible result.

Some things external to and outside of the scope of Council's influence may also limit what can be achieved.

### We do this in four main ways:



#### Deliver

Lead the delivery of an action



#### Facilitate

Assist in delivery by removing barriers



#### Partner

Assist others in delivering an action



#### Advocate

Raise awareness to the responsible custodian

**Community  
Development  
Plan  
2022 - 2027**



# Community Development Plan 2022 - 2027

## Example Table:

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
The City <b>DELIVERS</b> on this issue				
The City <b>FACILITATES</b> on this issue				
The City <b>PARTNERS</b> on this issue				
The City <b>ADVOCATES</b> on this issue				
The City <b>DELIVERS</b> on the City's key Assets/interests only...				
...however, the primary position is <b>FACILITATE</b> for the wider community				
<b>Key priority issue</b> The City is <b>transitioning</b> from position A to position B) over the time of the plan.		 → 		

## How to read the tables

On the following pages are tables outlining where the City of Busselton's key focus lies.

The table example on this page (see left) is a guide to how to read the tables.

- > The associated Strategic Community Plan Priorities are represented by symbols eg (2.1) and can be found at the bottom right of each page.
- > Asterisk symbols \* \* may be found in the right hand column of a table. They will associate with detailed information on the same page.

Key Focus tables include:

- > Arts and Culture
- > Community Safety
- > Community Wellbeing
- > Seniors
- > Sport, Recreation and Leisure
- > Youth and Children
- > COVID-19

Strategic Community Plan Priorities

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## Arts and Culture

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Development of an Art, Culture &amp; Heritage Strategy, programs, activities, events and community groups</b>				
<b>Preserving our heritage</b> City owned heritage listed buildings and infrastructure *				
<b>Preserving heritage</b> Greater community				
<b>Establish a Performing Arts Facility</b>				
<b>Libraries</b>				
<b>Building a relationship with the Aboriginal community</b>				
<b>Implementation of actions in the Reconciliation Action Plan</b> *				

### Information and Engagement

Increasing the communities' access to and engagement with cultural activities and spaces, providing opportunities to connect, stimulate new ideas and develop skills and knowledge responsive to local aspirations and priorities.

### Partnership Development

The City will strengthen partnerships with internal and external stakeholders to showcase local arts, foster creativity, encourage respectful heritage values and provide cultural opportunities for the community.

### Service and Facility Provision

\* The City owns heritage listed buildings and infrastructure that are subject to conservation controls and management. The City is responsible for implementation of maintenance, interpretation and conservation works for these assets.

Fostering the diversity and sustainability of the sector by identifying opportunities for building capacity and connecting individuals with community groups and agencies. Raising the profile of the City's facilities, services, and natural environment to build distinctive places and showcase our region.

### Community Leadership and Empowerment

\* The City is responsible for implementation of its RAP and progressive updates. This is occurring on the City's projects and through contracts.

The City offers cultural and artistic experiences for our local communities so that people are empowered to learn, discover and be creative via events, programs and activities within Museum, Gallery, Libraries, Heritage sites and public spaces.

Strategic Community Plan Priorities

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- 2.2
- 2.4
- 2.5



## Community Safety

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

		DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Crime &amp; drug prevention</b>					
<b>Crime prevention</b> through environmental design (CPTED) framework for public space design	*				
<b>Crime prevention</b> Greater community					
<b>Street lighting</b> City facilities/interests only					
<b>Street lighting</b> Greater community					
<b>CCTV surveillance</b> on Council owned property	*				
<b>Fire Hazard reduction</b> Bushfire risk mitigation to be undertaken on City owned land in accordance with the BRMP and maintenance programs and to work with private property owners to mitigate the risk of fire on private land via our annual bushfire inspection program					
<b>Emergency Management</b> City facilities/interests only	*				
<b>Emergency Management</b> Greater community					
<b>Major Traffic Improvements</b>					

### Information and Engagement

To ensure the community receives information and education to enhance resilience and increase the region's ability to prevent crime and respond to (and recover from) emergency situations. The City will actively inform and engage with its partners to ensure timely, proactive information sharing particularly in response to bushfires, ensuring that the City and local private properties are better prepared for the fire season.

### Partnership Development

The City will actively inform and engage with its partners to ensure timely, proactive information sharing. The City will collaborate with a variety of stakeholders e.g. WA Police in order to provide more integrated, holistic services around risk management and safety promotion. The City will also collaborate with stakeholders and relevant authorities to ensure emergency preparedness and risk mitigation is a priority (i.e. Bush Fire Brigades and Department of Fire and Emergency Services).

### Service and Facility Provision

To provide services as appropriate and/or facilities in partnership with government, community or local business. This is delivered through the City's CCTV Plan and various events and programs which promote community safety, education, disaster relief and emergency preparedness. This will also be achieved through the partnership with the VHSA (Vasse Human Service Alliance) in assisting to identify gaps within service delivery and to promote programs and services available to the community.

\* The City has a role in providing facilities for evacuation and has direct involvement in fire management. The City is also required to implement CPTED requirements on all projects. Some custom lighting standards have been adopted in Dunsborough and Busselton town centres, which the City installs and maintains.

### Policy and Planning

Contributing to policy and planning on community safety related initiatives including Local Law development and ensuring property/public spaces are planned and built in accordance with Crime Prevention through Environmental Design (CPTED) principles.

Strategic Community Plan Priorities

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## Community Wellbeing

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Affordable Housing</b>				
<b>Family &amp; Domestic Violence – White Ribbon Committee</b>				
<b>DAIP (Disability, Access &amp; Inclusion Plan) Access, Inclusion, Diversity &amp; LGBTQIA+</b> *				
<b>Access to services, information &amp; training - My Community Directory</b>				
<b>Community Capacity Building Program</b>				
<b>Community Assistance Program (CAPs) – Funding &amp; Grants</b> *				
<b>Mental Health Awareness</b>				
<b>Vasse Human Service Alliance</b>				

### Information and Engagement

To ensure the community is well informed of City business and has the opportunity to engage and connect with the City services, facilities and each other in place. It is important for the City to also receive information from the community regarding their needs and those from within discrete areas and local places to better inform service delivery. The community will be actively engaged in the development and activation of Local Areas across the City through contributions to planning, design, infrastructure and the implementation of programs and services.

\* The DAIP currently includes programs such as the BICWA (Building Inclusive Communities WA) program along with a partnership with Advocacy WA to network support groups. A review of the Disability Access and Inclusion Plan is also to be undertaken to reflect an inclusive community (such as renaming of the Access and Inclusion Plan and reflecting the LGBTQIA+ community) and the future development of a LGBTQIA+ plan.

\* Whilst the Community Development team delivers the Community Assistance Program (CAPs) funding grants, other funding platforms such as the Minor Donation Program are administered by the Governance team.

### Service and Facility Provision

The City will identify opportunities to improve, expand or diversify the provision of social infrastructure and service/ program delivery in order to maximise social inclusion. The City's hubs aim to meet the needs of specific areas by ensuring services offered in place enhance the culture, heritage and distinctiveness of each place. Infrastructure will be planned for and built to reflect the uniqueness and local characteristics of the area. The City provides a varied community events program which is designed to align with and enhance the distinctiveness of each place.

### Policy and Planning

To access local knowledge, information and data regarding the specific needs of each Place Management Area and advocate for the needs and support of individuals, groups and businesses. Decision making is based on clear, transparent processes. A strong emphasis on planning is integral to the delivery of distinctive places and ensuring the implementation of local, accessible services for the whole of the community.

Strategic Community Plan Priorities

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## Seniors

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Reduce social isolation for seniors – Busselton Senior Citizen Centre, Library, GLC</b>				
<b>Increase transport options</b>				
<b>Carer Support – VHSA (Vasse Human Service Alliance)</b>				
<b>Digital Literacy Education – Library</b>				

### Information and Engagement

The City works closely with the Senior Citizen’s Centre to distribute information and source feedback in relation to specific issues affecting seniors.

### Partnership Development

The City will work in partnerships with internal and external stakeholders to support the programs and services made available to seniors within the community. State Government and Community Organisations providing services within the sector.

### Service and Facility Provision

Fostering the diversity and sustainability of the sector by identifying opportunities for building capacity and connecting individuals with community groups and agencies. Raising the profile of the Senior Citizen’s Centre, services and programs and ensuring community events are inclusive.

### Community Leadership and Empowerment

The City offers many opportunities and experiences for our seniors so that people are empowered to learn, connect and be creative via events, programs and activities within Libraries, GLC, community and public spaces.

Strategic Community Plan Priorities

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## Sport, Recreation and Leisure

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Implement Sport &amp; Recreation Strategy</b>				
<b>Ongoing education and training of volunteers – BBC (Building Better Clubs Program)</b>				
<b>Increase in sport &amp; recreational options</b>	*			

### Information and Engagement

The City has a key role in ensuring the community is well informed of programs, services and events which encourage healthy, active lifestyles and promote positive physical and mental wellbeing. It is important that the City engages and connects with its community in order to deliver programs and services aligned to community needs.

### Partnership Development

To develop and maintain relationships with key stakeholders to ensure that service provision is maximised within the City. The City will partner and collaborate with relevant stakeholders to increase physical and mental wellbeing, through leisure and recreation services/initiatives and a variety of high-quality facilities, open spaces and parks which promote healthy lifestyles and connection within the community. This includes strong relationships with sporting and community clubs and partners who assist the City to deliver vital services such as Surf Lifesaving Patrols.

### Service and Facility Provision

The City will provide access to facilities, services, programs and events which encourage community members to participate in activities which promote healthy, active lifestyles and community connections. The City will explore opportunities to use and leverage social infrastructure to build community wellbeing in partnership with government, community and/or business.

\* Provision of Leisure Centres and parks and gardens are managed and facilitated by the City for these purposes.

### Policy and Planning

The City will plan for and provide innovative models for quality community facilities and programs to enable opportunities for healthy and active lifestyles as detailed in the Sport and Recreation Facilities Strategy 2020 -2030.

Strategic Community Plan Priorities

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## Youth and Children

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Youth presenting as homeless</b>				
<b>Lack of transport</b>				
<b>Events &amp; Indoor activity options</b>				
<b>Youth Services for Dunsborough</b>				
<b>CEYN (Capes Early Years Network)</b>	*			

### Information and Engagement

Meaningful community engagement is essential in order to guide and shape ongoing service delivery and ensure residents feel connected with the City and one another. The City uses varied approaches to connect, inform, build awareness and engage in a format which is inclusive and accessible for all members of the community.

The City offers many opportunities and experiences for our children and families so that people are empowered to learn, connect and be creative via events, programs and activities within Libraries, GLC, community and public spaces.

### Partnership Development

The City will develop and maintain relationships with key stakeholders to ensure that service provision is maximised within the City. Working with the community, industry, businesses and all level of government towards common outcomes will expand the City's capacity to improve social inclusion and create connected communities.

### Service and Facility Provision

The City will focus on the development and activation of youth hubs, facilities and open spaces. Facilitation of programs, events and activities will allow local youth to connect with one another and access relevant, beneficial information and/or support. The City provides several levels of connection, including the opportunity to engage through the SHIFT Youth Crew (Busselton and Dunsborough), the Busselton Foreshore Youth Precinct, Busselton Skate Park, Youth Space at the Youth and Community Activities Building (YCAB), and most recently 'The Break' which is a youth space located in Dunsborough.

\* The Capes Early Years Network is currently being facilitated by the City, however, it is anticipated that the City will move from Facilitate to Advocate within the next 2-3 years.

### Policy and Planning

The City enables robust planning, policy and service delivery designed to support social and economic participation for all. The City's Plans aim to identify and support hard to reach communities, build capacity, engage individuals and families and develop responses and options to increase their participation in community life.

Strategic Community Plan Priorities

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## COVID-19

Whilst it is recognised that there are many areas of interest, the following issues have been identified as priorities.

	DELIVER	FACILITATE	PARTNER	ADVOCATE
<b>Support for vulnerable members of the community and businesses</b>				
<b>Sustainable and Stronger economy and business</b>				
<b>Support for community groups, clubs, organisations to emerge sustainable and stronger</b>				
<b>Promoting community connection using positive messaging and support</b>				

The City's business unit uses a risk based approach to identify and contact identified vulnerable individuals, organisations and industry bodies to ensure that they have adequate support services in place during the recovery phase of the pandemic.

The impacts of the COVID-19 pandemic on the local economy have been significant and are expected to continue for some time. Some key impacts which are likely to continue, include;

- **Unstable employment** – uncertainty in employment levels resulting from isolation requirements (Job losses for casuals and permanent staff)
- **Local businesses** (small and medium) likely to have ongoing financial concerns, with some temporary or permanent closures
- **Mortgage/rental pressures** leading to increased debt levels
- **Restricted cash flow for businesses** and sole traders during the escalation of cases

A key focus will be to ensure the diverse range of community groups within the City Busselton can recover from the impact of COVID-19 restrictions on their activities. The City will support the State Government in the distribution of information and provide guidance throughout the recovery phase, as required.

The City will also consider providing the broader community, who may not be considered 'vulnerable' at present, with access to a range of strengths based positive messaging, reminders of what they can do to look after their mental health, relationships and behaviours as well as those in their extended family and networks and, provide access to a range of resources that will assist in the community's recovery.

Strategic Community Plan Priorities

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*Delivering the  
Community  
Development  
Plan*





## How we measure the Plan

### Community Satisfaction Survey

The success of this Plan will be measured every two years through a community satisfaction survey which will be undertaken as part of the review pertaining to the Strategic Community Plan. Trends in the feedback received from the community will help us to determine how well the Strategic Community Plan is performing and how this translates to and reflects upon the Community Development Plan.

### Economic Data

We will refer to Australian Bureau of Statistics data to map trends in our demographic and economic movements.

### Key Performance Indicators

Our Corporate Business Plan sets out a range of key performance indicators that are reported to Council twice a year. These include a measure of how we are tracking on key actions and projects, as well as reviewing our operational efficiencies and achievements. Additionally the City is committed to developing, before the next Plan review, a set of strategic performance indicators to assist in tracking the performance of the Strategic Community Plan which will then feed into the Community Development Plan.

### Annual Report

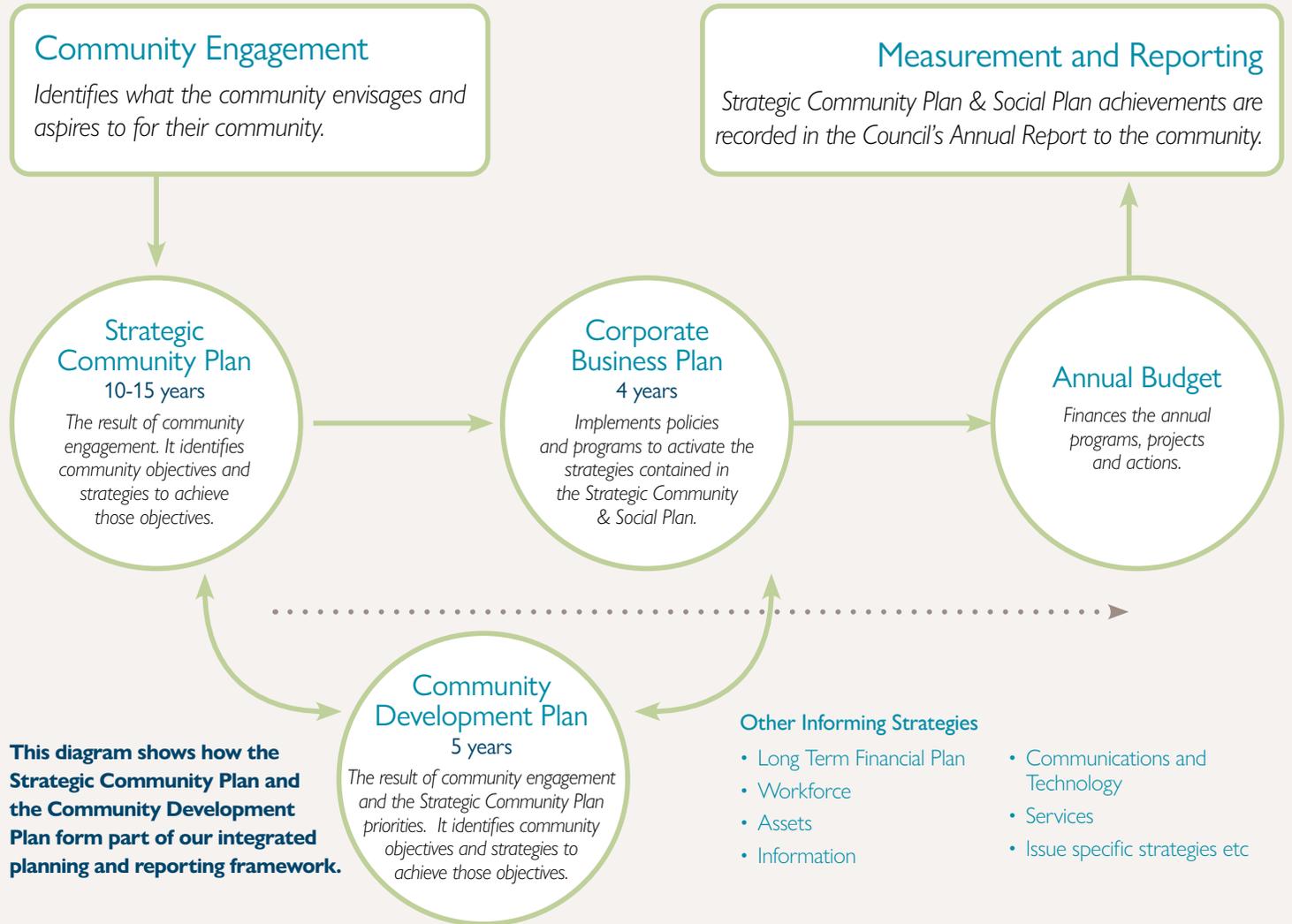
The Annual Report produced at the end of every financial year records our strategic and corporate achievements during the previous 12 month period beginning 1 July and ending on 30 June. It also describes the major initiatives scheduled to continue or commence in the next financial year. Significant changes that may have been made to the Strategic Community Plan, Corporate Business Plan and the Community Development Plan, during the financial year are also discussed.

<b>Community Development Plan Review Schedule</b>	Desktop Review	2024
	Full Review	2027

**Ongoing feedback about any aspect of the Social Plan is always welcome.**



## Elements of the Integrated Planning Framework



*Where environment, lifestyle  
and opportunity meet!*



*Where environment, lifestyle  
and opportunity meet!*



Join Our Community



Community Development Plan 2022 - 2027

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