Strategic Community Plan

2018 – 2028
On behalf of the City of Bunbury Council and community, I am pleased to present our Strategic Community Plan 2018-2028.

The Strategic Community Plan is the City’s highest-level strategic planning document that sets out our community’s vision and aspirations, and will guide Council’s strategic priorities and direction over the next ten years. The rapid pace of change makes forward predictions challenging, however with periodic reviews of this plan the City Council is able to make adjustments to accommodate those changes.

This document is the result of extensive community consultation held throughout 2017, with more than 1500 members of our community providing input. These consultations were made in a variety of ways which enabled us to identify what is important to our community, both now and into the future.

This plan belongs to the community. Thank you to those who participated in the various surveys, workshops, community conversations and focus group sessions. By sharing your visions and aspirations, you have helped shape the vision, themes, goals and objectives for the City of Bunbury for the next decade.

Council looks forward to partnering with all members of our community, the State Government and other key stakeholders to help the City achieve our shared vision.

Best wishes

Gary Brennan
Mayor

On behalf of our community, the City of Bunbury wishes to respectfully acknowledge the traditional owners of this land, the Wardandi Noongar people, and pay our respects to elders both past and present.
The City of Bunbury Strategic Community Plan outlines the long-term vision, values, aspirations and objectives of our community over the next ten years.

The plan is part of the integrated planning and reporting framework legislated under the Local Government Act 1995. The framework requires each local government to engage with its community to understand local priorities and aspirations, and subsequently develop a plan for the future.

The Engagement our community section on page 11 describes how the City’s community engagement strategies throughout 2017 have helped us to understand the community’s aspirations and priorities, which have been mapped into four key themes and goals and 19 high-level objectives.

The City of Bunbury and the community share ownership of this plan, and the responsibility for ensuring its success. Its implementation will require a partnership approach between Council and the community, as well as a number of key agencies and stakeholders.

Council’s detailed response for progressing the community’s objectives is contained in the City’s Integrated Financial (Corporate Business) Plan, which is reviewed annually.
Bunbury is an accessible and inclusive city, where all people are valued equally.

The City of Bunbury has a resident population of 32,684 and is located in the south west of Western Australia, about 180km south of the state capital, Perth. The Bunbury-Geographe region includes the City of Bunbury and the Shires of Capel, Dardanup and Harvey, and has a population of about 90,000 residents. The South West region, to which Bunbury acts as a hub, has a total population of 175,904.

(Source: Australian Bureau of Statistics, July 2017)

Bunbury is a beautiful place to live, work and visit and has something for everyone. The quality of life is one of its biggest attractions offering residents a variety of amenities, schools, shops, beaches and nightlife, all within easy reach. It has everything a family needs including public and private schools, tertiary education, and a range of health services, not to mention an extensive and diverse events calendar.

The City of Bunbury will continue to grow, develop and improve thanks to these qualities and the massive potential for investment and growth in our region.

Community profile

Bunbury

Population: 32,684
Electors: 22,549
Private dwellings: 15,406

General snapshot
- Median weekly household income: $1,197
- Median weekly rent: $295
- Gross Regional Product (GRP): $3,338 billion

87% of dwellings within a 5km radius of the CBD
100% of dwellings within a 5km radius of the coastline and/or waterways
30% of dwellings within a 5min walk (300m) of the coastline and/or waterways

Top industry sectors (GRP contribution)
1. Manufacturing
2. Construction
3. Retail trade
4. Electricity, gas, water and waste services
5. Rental, hiring and real estate services
6. Health care and social assistance
7. Transport, postal and warehousing
8. Mining

Diversity
- Median age: 41
- Aboriginal and/or Torres Strait Islander people: 3.5%
- Born overseas: 28.8%

Significant local events
- Skyfest Australia Day Celebrations
- Christmas in the City
- Bunbury Fringe Fest
- Chef’s Long Table Lunch
- Bunbury Show
- CinefestOz
- Bunbury Cup
- Country Coastal Junior Soccer Association Carnival
- Nina’s Women’s Triathlon
- Relay for Life
- Targa Bunbury Sprint
- Surf to Surf Fun Run
- Groovin the Moo
- 3 Waters Running Festival
- Pridefest South West
- Bunbury Markets
- Bunbury Biennale
- South West Art Now
- Noongar Country
- Bunbury Summer School
- Tree Street Art Safari
- NAIDOC Week
- WA Performing Arts Eisteddfod
- Grand Families Day
- South West Junior Hockey Championships
- State Youth Games
- Bunbury City Classic Triathlon
- SWAS Fun Run
- Barrett Bunbury Swim Thru
- South West Multicultural Festival
- Shift Youth Festival
- Krikke Boys Shootout
- Chinese New Year Festival
- Why Not? Beach Party
- Stakes Day
- Artisan Faye
- Bunbury Trotting Club New Year’s Eve Fireworks
- South West Seniors Expo
- Grand Families Day
- State Youth Games
- Bunbury City Classic Triathlon
- SWAS Fun Run
- Barrett Bunbury Swim Thru
- South West Multicultural Festival
- Shift Youth Festival
- Krikke Boys Shootout
- Chinese New Year Festival
- Why Not? Beach Party
- Stakes Day
- Artisan Faye
- Bunbury Trotting Club New Year’s Eve Fireworks
- South West Seniors Expo
Our Vision

Bunbury: welcoming and full of opportunities

Your Council

The role of Council is guided by the Local Government Act 1995. The Council acts in multiple roles to meet its responsibilities under legislation, including as a:

- Leader to plan and provide direction through policy and practices;
- Provider of infrastructure and essential services;
- Supervisor of development, community health and safety, and the environment;
- Partner with community, private and government organisations;
- Supporter to advocate for the community it represents; and
- Promoter of Bunbury as a vibrant and exciting city to live, visit and invest.

Mayor Gary Brennan
Deputy Mayor Jaysen De San Miguel
Councillor Monique Warnock
Councillor James Hayward
Councillor Todd Brown
Councillor Tresslyn Smith
Councillor Michelle Steck
Councillor Brendan Kelly
Councillor Murray Cook
Councillor Betty McCleary
Councillor Sam Morris
Councillor Karen Steele

Note: Cr Joel McGuinness resigned March 2018
Engaging our community

In order to develop our Strategic Community Plan, we have sought the views of as many members of our community as possible.

Between May and December 2017, our community was invited to provide input into a major review of our Strategic Community Plan through a series of surveys and questionnaires, interactive workshops, and focus groups. Each workshop and discussion was conducted by a professional and independent facilitator.

This plan encompasses the views sought during this period and strives to be inclusive whilst balancing diverse views within our community. Maintaining equilibrium between competing community priorities and limited resources will be a focus for the City of Bunbury during the life of the plan.

Executive Leadership Team

The Executive Leadership Team oversees the daily operations of the City of Bunbury, and is tasked with delivering the agreed outcomes within the City’s Integrated Financial (Corporate Business) Plan.

Chief Executive Officer
Malcolm (Mal) Osborne

Acting Director Planning and Development Services
Felicity Anderson

Director Works and Services
Gavin Harris

Director Corporate and Community Services
Stephanie Addison-Brown

Community participation

<table>
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<tr>
<th>Engagement method</th>
<th>Participation</th>
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<tr>
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<td>Community Survey</td>
<td>349</td>
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<td>Youth Survey</td>
<td>186</td>
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<tr>
<td>Elected Member Workshop (including Executive Team)</td>
<td>14</td>
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<tr>
<td>City of Bunbury Managers Workshop</td>
<td>16</td>
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<tr>
<td>Community Conversation Workshop – Parks Centre</td>
<td>105</td>
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<tr>
<td>Community Conversation Workshop – Bunbury Centrepoint</td>
<td>78</td>
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<tr>
<td>Community Conversation Workshop – Bunbury Forum</td>
<td>108</td>
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<tr>
<td>Community Conversation Workshop – Bunbury Regional Art Galleries</td>
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<tr>
<td>Community Conversation Workshop – Bunbury Markets</td>
<td>90</td>
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<tr>
<td>Stakeholder Focus Group Workshop</td>
<td>47</td>
</tr>
<tr>
<td>Submissions on draft Strategic Community Plan</td>
<td>13</td>
</tr>
</tbody>
</table>

Total Participation 1,546
What our community told us

What they like and value...
• Bunbury’s natural beauty with ocean front, harbour and inlets
• That it’s easy to get around
• The lifestyle and peaceful multicultural vibe
• Our amenities and services including a high level of schooling in a country area
• Our people, family and sense of community
• A welcoming country, small town feel with city services
• Our prime location
• Amazing selection of quality restaurants, cafes and bars
• Our well maintained parks and walking areas
• Everything within walking distance and the ease of getting to most places from my home
• Our green spaces that you can escape to
• Our local and vibrant art

The key issues we will face in the future...
• Managing development well including keeping residents informed and involved
• Dealing with alcohol and drug-related issues
• Supporting our growing number of visitors
• Retaining our sense of a close community
• How to make Bunbury unique, vibrant and busy without becoming commercialised
• Moving from a conservative country town to a progressive regional city
• Bringing life and people back into the CBD
• Addressing housing affordability, supply and homelessness
• Addressing negative perceptions of crime and anti-social behaviour
• Making decisions that benefit the whole community in the medium/long term
• Balancing community expectations with what can be achieved
• Dealing with the effects of global warming on climate and sea levels

Ideas to make Bunbury a better place to live or visit...
• Activities that unite different age groups and cultures to come together
• Making arts and culture our point of difference
• Improve our port facilities for cruise ship visits
• Constructing train facilities in CBD centre
• Close off the CBD streets and have events on weekends
• Organise a youth and tech cluster in the centre of town with transport links to all educational institutions
• Increase pedestrian zones within the city
• An iconic attraction is required as our point of difference
• Revitalise our waterfronts, beaches and CBD

Their vision for Bunbury...
• Becoming an environmentally friendly, sustainable, caring city
• Promote prosperity, inclusivity and excellence
• A town with well-supported community events that embraces the natural environment
• A vibrant multicultural, easily accessible and happy place
• A thriving, creative and environmentally healthy community
• A progressive city with lots to offer and do
• A city that doesn’t try to copy other cities to be successful, and forms its own attractions
• A safe community where I can raise my children
• A good balance of excitement, urban chic with a relaxed, beachy vibe
• A culturally diverse, innovative and connected city
• A high-tech regional centre which is the envy of the nation
• Friendly, community minded, family focused, welcoming

Priorities to achieve the vision...
• Have a functioning Council that works together
• Foster arts and culture as our key point of difference
• Attract tourists to the area
• Increase range of well-priced accommodation
• Promote investment and the growth of job opportunities in Bunbury
• Protect green spaces and try to increase their extent in urban areas
• Attract business to the CBD
• Increase housing options including range and affordability
• Focus on inner-city living
• Maintain and improve open spaces
• Increase opportunities for community participation
• Promote walkable and cyclable lifestyle choices
• Improve destination marketing to stop visitors bypassing our city
Theme 1: Our community and culture

Goal: A safe, healthy and cohesive community, with a rich cultural life, and supportive social environment.

Objectives:
1. A community where people are safe and feel safe
2. An active community, able to access a wide range of sporting, recreation and leisure options
3. A welcoming community, where diverse cultures are valued, and residents have a sense of belonging
4. Arts, culture, heritage and events that enrich our understanding and enjoyment of life, celebrate our identity and bring the community together
5. Establish Bunbury as the most accessible regional city in Australia
6. A community that provides for the particular needs of the young and the old

Theme 2: Our economy

Goal: A thriving and dynamic economy, that plays to its strengths, and confidently presents to the world.

Objectives:
1. Bunbury builds on its competitive advantages, supports innovation and celebrates business success
2. Bunbury is known far and wide for its strengths as a place to live, visit and do business

Theme 3: Our places and spaces

Goal: A natural and built environment that reflects Bunbury’s core values.

Objectives:
1. A city that is easy to get around with attractive streetscapes and pathways
2. An irresistible city centre, with thriving businesses and a vibrant inner-city residential community
3. High-quality urban design, well-planned neighbourhoods with housing choice, and appropriate provision for diverse land uses to meet the community’s needs
4. Minimised risk of flooding through effective management that has regard to the impacts of climate change
5. Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal
6. The public health and amenity of the community is protected
7. Management of significant natural areas which provides for human enjoyment while protecting habitat and environmental values for generations to come

Theme 4: Our City

Goal: Civic leadership, partnerships and sound governance in delivering with and for the community.

Objectives:
1. A passionate advocate for the community, with strong partnerships to amplify the outcomes that can be achieved
2. A highly-engaged and involved community, working together on strategy development and implementation
3. Trusted leadership and robust decision-making
4. A skilled organisation, which exercises responsible asset stewardship, sound financial management, and exemplary customer service
Theme 1

Our community and culture

GOAL: A safe, healthy and cohesive community, with a rich cultural life, and supportive social environment.

Objectives:

11. A community where people are safe and feel safe
12. An active community, able to access a wide range of sporting, recreation and leisure options
13. A welcoming community, where diverse cultures are valued, and residents have a sense of belonging
14. Arts, culture, heritage and events that enrich our understanding and enjoyment of life, celebrate our identity and bring the community together
15. Establish Bunbury as the most accessible regional city in Australia
16. A community that provides for the particular needs of the young and the old

Strategies:

- Community Sport and Recreation Strategy (in development)
- Disability Access and Inclusion Plan (existing)
- City of Bunbury Events Strategy (existing)
- Bunbury Geographe Regional Tourism Development Strategy (existing)
- Greater Bunbury Age Friendly Community Strategy (existing)
- Early Years Strategy (in development)
- YAC Effect (existing)
- Reconciliation Action Plan (in development)

What does success look like to us?

Our measures of success:

Target: Improve the City of Bunbury as a place to live
Source: Community Perception Survey

Target: Improve services, facilities and events
Source: Community Perception Survey

Target: Improve access to services and facilities for people with a disability
Source: Community Perception Survey

Target: Improve safety and security
Source: Community Perception Survey

Target: Improve sport and recreation facilities
Source: Community Perception Survey

Target: Improve events and cultural activities
Source: Community Perception Survey

We will also monitor:

- Development and implementation of our strategies and plans
- Population, health and community participation statistics and trends
- Events and facilities attendance figures and trends

Community members can help by:

- Joining clubs and social groups
- Choosing respect
- Volunteering within your community
- Looking after neighbours and friends
- Attend local festivals and events
Theme 2
Our economy

GOAL: A thriving and dynamic economy, that plays to its strengths, and confidently presents to the world.

Objectives:

2.1 Bunbury builds on its competitive advantages, supports innovation and celebrates business success
2.2 Bunbury is known far and wide for its strengths as a place to live, visit and do business

Strategies:

- Economic Development Strategy (in development)
- Bunbury Geographe Regional Growth Plan (existing)
- Local Planning Scheme 8 (existing)
- Local Planning Strategy (existing)
- Buy Local Purchasing Policy (existing)
- Bunbury Geographe Regional Tourism Development Strategy (existing)

What does success look like to us?

Our measures of success:

Target: Improve the City’s promotion of economic development
Source: Community Perception Survey

Target: Improve the development of the CBD
Source: Community Perception Survey

We will also monitor:
- Development and implementation of our strategies and plans
- Monitor economic, demographic and employment statistics and trends
- Visitor number and trends
- Parking statistics

Community members can help by:

- Supporting local business by shopping locally
- Attend local festivals and events
- Encourage family and friends to visit our city
- Positively promote our city to all
Theme 3
Our places and spaces

GOAL: A natural and built environment that reflects Bunbury’s core values.

Objectives:
1. A city that is easy to get around with attractive streetscapes and pathways
2. An irresistible city centre, with thriving businesses and a vibrant inner-city residential community
3. High-quality urban design, well-planned neighbourhoods with housing choice, and appropriate provision for diverse land uses to meet the community’s needs
4. Minimised risk of flooding through effective management that has regard to the impacts of climate change
5. Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal
6. The public health and amenity of the community is protected
7. Management of significant natural areas which provides for human enjoyment while protecting habitat and environmental values for generations to come

Strategies:
- Big Swamp Concept Development Plan (existing)
- Koombana/Casuarina Concept Master Plan (existing)
- Public Open Space Strategy (in development)
- Local Planning Scheme 8 (existing)
- Local Planning Strategy (existing)
- Disability Access Inclusion Plan (existing)
- Regional Waste Management Strategy (existing)
- Asset Management Plan (existing)

What does success look like to us?
Our measures of success:

Target: Improve perception of our City’s character and identity
Source: Community Perception Survey

Target: Improve timeliness of development application approvals
Source: City of Bunbury

Target: Improve footpaths and cycleways
Source: Community Perception Survey

Target: Improve the City’s streetscapes
Source: Community Perception Survey

Target: Improve playgrounds, parks and reserves
Source: Community Perception Survey

We will also monitor:
- Development and implementation of our strategies and plans
- Planning and building approvals and trends
- Patronage and facility usage figures

Community members can help by:
- Reducing, reusing and recycling
- Utilising City of Bunbury facilities and infrastructure
- Looking after our infrastructure and reporting maintenance issues to the City of Bunbury
- Consider environmentally-sustainable solutions when building or renovating
- Make the most of our natural assets and outdoor spaces by getting out and about
Theme 4
Our City

GOAL: Civic leadership, partnerships and sound governance in delivering with and for the community.

Objectives:

4.1 A passionate advocate for the community, with strong partnerships to amplify the outcomes that can be achieved
4.2 A highly-engaged and involved community, working together on strategy development and implementation
4.3 Trusted leadership and robust decision-making
4.4 A skilled organisation, which exercises responsible asset stewardship, sound financial management, and exemplary customer service

Strategies:

- Strategic Community Plan (existing)
- Integrated Financial Plan (existing)
- Workforce Plan (existing)
- Asset Management Plan (existing)
- Risk Management Framework (existing)
- Record Keeping Plan (existing)
- Information Communication Technology (ICT) Strategic Plan (existing)
- Rating Strategy (existing)
- Customer Service Charter (existing)
- Communications and Engagement Strategy (in development)

What does success look like to us?

Our measures of success:

Target: Improve perception of Council leadership within the community
Source: Community Perception Survey

Target: Improve community consultation regarding local issues
Source: Community Perception Survey

Target: Improve our customer service
Source: Community Perception Survey

Target: Improve perception of value for money from rates
Source: Community Perception Survey

We will also monitor:
- Development and implementation of our strategies and plans
- Annual compliance audit return
- Customer service requests and feedback
- Social media

Community members can help by:

- Participating in community engagement activities and information sessions
- Attend Council meetings
- Keep up-to-date with City of Bunbury news
- Sign up to City of Bunbury e-news
The City’s Risk Management Framework creates the environment in which the City’s risk management processes operate enabling us to be better informed, more decisive and move with increased confidence to the achievement of our Strategic Community and Corporate Business Plans.

The framework, as shown below, sets out how we assess our exposure to risk, as well as the administrative, human and financial resources required to manage our risks while meeting our objectives.

Risk Management Standards
- Risk management principles and guidelines
- Audit Regulation 17
  - Appropriateness and effectiveness
  - Risk management
  - Internal controls
  - Legislative compliance

City of Bunbury Risk Management Framework
- Risk Management Policy
- Risk Management Strategy
- Risk Management Plan

Organisational programs
- Asset management
- Business continuity planning
- Contract management
- Emergency management
- Governance
- Internal control
- Legislative compliance
- Occupational safety and health
- Performance management
- Policy Framework
- Project management
- Strategic and business planning

Risk profiles
- Risk management
- Internal controls
- Legislative compliance

Risk reporting
- Quarterly internal risk reporting
- Biennial Report
  - Risk management
  - Internal controls
  - Legislative compliance

Audit Committee

To support the Strategic Community Plan, the City of Bunbury administers a resourcing strategy that includes an Integrated Financial Plan, Asset Management Plan, and a Workforce Plan.

Together these plans seek to ensure the requisite level of resourcing is available to provide ongoing service delivery, maintain our assets, as well as fund the strategies, activities and projects to deliver the community objectives.

<table>
<thead>
<tr>
<th>Resource Type</th>
<th>Current Capacity</th>
<th>Future Capacity</th>
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<tbody>
<tr>
<td>Human resources</td>
<td>294.92 FTE</td>
<td>Consolidating</td>
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<tr>
<td>Infrastructure assets</td>
<td>$313,129,791</td>
<td>Increasing</td>
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<tr>
<td>Property, plant and equipment</td>
<td>$252,458,830</td>
<td>Consolidating</td>
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<tr>
<td>Cash backed reserves</td>
<td>$21,247,715</td>
<td>Consolidating</td>
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<tr>
<td>Borrowings</td>
<td>$13,172,095</td>
<td>Decreasing</td>
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<tr>
<td>Annual rates revenue</td>
<td>$35,659,229</td>
<td>Increasing</td>
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<tr>
<td>Annual operating revenue</td>
<td>$56,515,216</td>
<td>Increasing</td>
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<tr>
<td>Annual operating expenditure</td>
<td>$54,957,592</td>
<td>Increasing</td>
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As at June 2017
ALIGNING OUR SERVICES

To provide for our community, the City’s Executive Leadership Team is responsible for managing a range of projects, services and activities to meet community needs and enhance our reputation as the second capital city of Western Australia.

A detailed list of projects and activities can be found within the City’s Integrated Financial (Corporate Business) Plan, which is reviewed annually.

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<tr>
<th>Our community and culture</th>
<th>Our economy</th>
<th>Our places and spaces</th>
<th>Our city</th>
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</thead>
<tbody>
<tr>
<td>Goal: A safe, healthy and cohesive community, with a rich cultural life, and supportive social environment.</td>
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<td>Arts and Culture</td>
<td>Asset Management</td>
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<td>Building Certification</td>
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<td>Audit and Risk Assessment</td>
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<td>Business Systems</td>
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<td>Civil Operations</td>
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<td>Contracts and Procurement</td>
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<td>Environment and Sustainability</td>
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<td>Tourism</td>
<td>Ranger Services</td>
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<td>Organisational Development</td>
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<td>Waste Services</td>
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REVIEW SCHEDULE

Although the Strategic Community Plan is a ten year plan, it is not fixed for ten years – it would be long out of date by then. Rather, it is a rolling plan which is reviewed every two years.

The two yearly reviews alternate between a minor review (updating as needed) and a major review (seeking community input and retesting the vision). In order to come into alignment with the electoral cycle, the major reviews will be completed following each mayoral election, the next being in late 2021.

The plan is continuously looking ahead, so each review keeps a ten-year horizon. This is to ensure that the best decisions are made in the short to medium term.

Next desktop review  2019/2020
Next full review   2021/2022