

Please note: These minutes are yet to be confirmed as a true record of proceedings

## CITY OF BUSSELTON

### MINUTES OF THE COUNCIL MEETING HELD ON 11 AUGUST 2021

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## MINUTES

**MINUTES OF A MEETING OF THE BUSSELTON CITY COUNCIL HELD IN THE COUNCIL CHAMBERS, ADMINISTRATION BUILDING, SOUTHERN DRIVE, BUSSELTON, ON 11 AUGUST 2021 AT 5.30PM.**

**1. DECLARATION OF OPENING / ACKNOWLEDGEMENT OF COUNTRY / ACKNOWLEDGEMENT OF VISITORS / DISCLAIMER / NOTICE OF RECORDING OF PROCEEDINGS**

The Presiding Member opened the meeting at 5.30pm.

The Presiding Member noted this meeting is held on the lands of the Wadandi people and acknowledged them as Traditional Owners, paying respect to their Elders, past and present, and Aboriginal Elders of other communities who may be present.

**2. ATTENDANCE**

Presiding Member:

Cr Grant Henley    Mayor

Members:

Cr Kelly Hick            Deputy Mayor  
Cr Sue Riccelli  
Cr Ross Paine  
Cr Kate Cox  
Cr Paul Carter  
Cr Phill Cronin  
Cr Jo Barrett-Lennard

Officers:

Mr Mike Archer, Chief Executive Officer  
Mr Tony Nottle, Director, Finance and Corporate Services  
Mrs Maxine Palmer, Acting Director, Community and Commercial Services  
Mr Eden Shepherd, Acting Director, Engineering and Works Services  
Mr Matthew Riordan, Acting Director, Planning and Development Services  
Mrs Emma Heys, Governance Coordinator  
Ms Melissa Egan, Governance Officer

Apologies:

Mrs Naomi Searle, Director, Community and Commercial Services  
Mr Oliver Darby, Director, Engineering and Works Services  
Mr Paul Needham, Director, Planning and Development Services

Approved Leave of Absence:

Cr Lyndon Miles was an approved leave of absence, as approved by Council on 28 July 2021 (C2107/141).

Media:

0

Public:

5

**3. PRAYER**

The prayer was delivered by Pastor Nigel Wittwer of Hope Christian Church.

**4. APPLICATION FOR LEAVE OF ABSENCE**

Nil

**5. DISCLOSURE OF INTERESTS**

Nil

**6. ANNOUNCEMENTS WITHOUT DISCUSSION****Announcements by the Presiding Member**

Nil

**7. QUESTION TIME FOR PUBLIC****Response to Previous Questions Taken on Notice**

The following questions were taken on notice at the 28 July 2021 Ordinary Council meeting:

**7.1 Mrs Michelle Shackleton****Question**

A company called Stalite Service was paid \$3,480 in May for services relating to the Busselton Performing Arts and Convention Centre [BPACC]. Can you please explain what those services were?

**Response**

(Provided by officers)

The payment to Stalite Services is for professional services rendered for technical review of equipment, architectural plans and procurement/supplier advice and reporting in relation to the BPACC project.

**7.2      Mrs Michelle Shackleton****Question**

What is the usage rate of the Undalup Room since it has been completed?

**Response**

(Provided by Mrs Naomi Searle, Director, Community and Commercial Services)

Since October 2017, the Undalup Room has been booked 232 times, 68% internally and 32% by external organisations.

**Question Time for Public****7.3      Mr Keith Sims****Question**

Why do you think the community would be happy with a 380% increase in the borrowings plus an average of \$98 increase in their rates [for the BPACC project]?

**Response**

(Mayor)

That is why we have gone back out to the community [for consultation], because of the cost escalations and the absence of further funding.

**Question**

In resolution 4 of Mayor Henley's motion at the Ordinary Council Meeting 23 June 2021 [C2106/136], he spoke about further funding being obtained within a month that would maintain or not significantly increase the current financial contribution by the City. If Council decides on Option A or option B [of the BPACC survey], the City will be increasing its financial contribution, is that right?

**Response**

(Mayor)

The motion was that, if further funding is not obtained within one month, Council would review the design options and associated impacts and undertake a community survey to help inform future decisions on the project, which we have done.

**Question**

Why will you not adhere to the part of the motion [C2106/136] to review design options, disregard the significant financial contribution of the City for both option A and B [of the survey] and invoke option C, instead of waiting for your interpretation of the survey to proceed?

**Response**

(Mayor)

It is not an interpretation of a survey. It is the results of a survey conducted by an independent surveyor, which will inform the decision-making of Council. The survey is to help inform future decisions on the project, which we will consider. I cannot pre-suppose what Councillors will consider in their analysis of the survey responses.

**Question**

So, it is to help you make a decision. The survey in itself does not make the decision?

**Response**

(Mayor)

That is right, Council makes the decision.

**Question**

With the opt-in online survey, the City has included children but did not survey seniors or ratepayers who are actually paying for it. On what basis do you consider this to be fair and reasonable?

**Response**

(Mayor)

In the opt-in component of the survey, there was the opportunity for the youth in our community to participate and to put their age down, which will be reported in the results. Those figures will be transparent and will be presented in the survey. The randomised survey by Catalyse is for members of the household who are over the age of 18.

**Question**

What is the date the lowest tenders [for BPACC] can be considered?

**Response**

(Mr Tony Nottle, Director Finance and Corporate Services)

It is six months from consideration of the tender. That would take us to about to 21 December 2021.

**8. CONFIRMATION AND RECEIPT OF MINUTES****Previous Council Meetings****8.1 Minutes of the Special Council Meeting held 26 July 2021****COUNCIL DECISION****C2108/157**

Moved Councillor J Barrett-Lennard, seconded Councillor K Hick

**That the Minutes of the Special Council Meeting held 26 July 2021 be confirmed as a true and correct record.**

**CARRIED 8/0****8.2 Minutes of the Council Meeting held 28 July 2021****COUNCIL DECISION****C2108/158**

Moved Councillor P Carter, seconded Councillor P Cronin

**That the Minutes of the Council Meeting held 28 July 2021 be confirmed as a true and correct record.**

**CARRIED 8/0****Committee Meetings****8.3 Minutes of the Meelup Regional Park Committee Meeting held 26 July 2021****COUNCIL DECISION****C2108/159**

Moved Councillor K Hick, seconded Councillor J Barrett-Lennard

**That the Minutes of the Meelup Regional Park Committee Meeting held 26 July 2021 be noted.**

**CARRIED 8/0****8.4 Minutes of the Policy and Legislation Committee Meeting held 28 July 2021****COUNCIL DECISION****C2108/160**

Moved Councillor K Cox, seconded Councillor P Carter

**That the Minutes of the Policy and Legislation Committee Meeting held 28 July 2021 be noted.**

**CARRIED 8/0**

**9. RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS**

**Petitions**

Nil

**Presentations**

Nil

**Deputations**

Nil

**10. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN (WITHOUT DISCUSSION)**

Nil

**11. ITEMS BROUGHT FORWARD****ADOPTION BY EXCEPTION RESOLUTION**

At this juncture, the Mayor advised the meeting that, with the exception of the items identified to be withdrawn for discussion, the remaining reports, including the Committee and Officer Recommendations, will be adopted en bloc, i.e. all together.

**COUNCIL DECISION****C2108/161**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

**That the Committee Recommendation for item 12.1 and the Officer Recommendations for items 14.1, 15.1, 16.2 and 17.1 be carried en bloc:**

**12.1 Policy and Legislation Committee - 28/7/2021 - FINALISATION OF POLICY RECOMMENDATIONS IN THE GOVERNANCE SYSTEMS (GSR) REVIEW**

**14.1 RFT 12/21 BUSSELTON FORESHORE EAST REDEVELOPMENT**

**15.1 CEO KPI - ECONOMIC DEVELOPMENT**

**16.2 ADOPTION OF THE CITY OF BUSSELTON COMMUNITY ENGAGEMENT FRAMEWORK**

**17.1 COUNCILLORS INFORMATION BULLETIN**

**CARRIED 8/0****EN BLOC**

12.1 Policy and Legislation Committee - 28/7/2021 - FINALISATION OF POLICY RECOMMENDATIONS IN THE GOVERNANCE SYSTEMS (GSR) REVIEW

|                            |  |
|----------------------------|--|
| <b>STRATEGIC THEME</b>     | LEADERSHIP - A Council that connects with the community and is accountable in its decision making. |
| <b>STRATEGIC PRIORITY</b>  | 4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.      |
| <b>SUBJECT INDEX</b>       | Policies   |
| <b>BUSINESS UNIT</b>       | Governance Services  |
| <b>REPORTING OFFICER</b>   | Governance Coordinator - Emma Heys   |
| <b>AUTHORISING OFFICER</b> | Director Finance and Corporate Services - Tony Nottle  |
| <b>NATURE OF DECISION</b>  | Noting: The item is simply for information purposes and noting                                     |
| <b>VOTING REQUIREMENT</b>  | Simple Majority  |
| <b>ATTACHMENTS</b>         | Nil  |

This item was considered by the Policy and Legislation Committee at its meeting on 28/7/2021, the recommendations from which have been included in this report.

The committee recommendation was moved and carried.

**COUNCIL DECISION**

**C2108/162**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

That the Council notes the finalisation of the following recommendations of the Governance Systems Review, subject to the review of one remaining Council Policy – Verges and Public Open Space Improvement Subdivision – being undertaken by the end of 2021:

- Review all Council policies to meet new objectives.
- Delete inappropriate Council policies.
- Review three existing Council protocols.

**CARRIED 8/0**

**EN BLOC**

**OFFICER RECOMMENDATION**

That the Council notes the finalisation of the following recommendations of the Governance Systems Review, subject to the review of one remaining Council Policy – Verges and Public Open Space Improvement Subdivision – being undertaken by the end of 2021:

- Review all Council policies to meet new objectives.
- Delete inappropriate Council policies.
- Review three existing Council protocols.

## EXECUTIVE SUMMARY

This report presents an update in finalisation of the recommendations related to Council policies made in the Governance Services Review (GSR) undertaken in August 2017 by Mr John Woodhouse LLB B.Juris. The implementation of the recommendations has been substantially achieved, with this report seeking support for finalisation of the GSR review process.

## BACKGROUND

In August 2017, the CEO commissioned a high level independent review of the City's governance systems and processes, undertaken over a 3 month period by Mr John Woodhouse LLB B.Juris. As a result of the GSR, Mr Woodhouse identified nine broad topics or areas with opportunities for improvement. The GSR and resulting recommendations for improvement were presented to Council at a briefing in October 2017, where it was agreed that staff would, subject to resourcing, commence implementation of the recommendations.

The GSR recommended improvements in the areas of:

- Council;
- Policies and procedures;
- Procurement and tendering;
- Supporting local business;
- Contracts;
- Misconduct prevention;
- Codes of conduct;
- Gifts;
- Local laws; and
- Internal reporting.

A total of 66 recommendations were made across these nine areas. Six of these were in relation to Policies and Procedures, and relevantly included the development of a new Council policy that sets out the framework for Council policies, OPP's and other procedures, and a thorough review of all Council policies.

## OFFICER COMMENT

All three of the recommendations related directly to Council policies have been now completed:

### ***Review all Council policies to meet new objectives.***

All but one Council policy has been reviewed. In total 90 policies have been reviewed. The review process has included an update of the policy layout, and the content of policies to ensure they are relevant, fit for purpose and in line with the City's Policy Framework. The City's Policy Framework has been endorsed by this Committee and Council (as an operational document). The framework sets out the purpose of a Council policy as compared to operational practices and other operational documents.

One council policy – 'Verges and Public Open Space Improvement Subdivision' - remains to be reviewed. This particular policy is applicable to services and functions provided by several City directorates, including Finance, Planning, and Engineering and Works Services and, as such, requires a collaborative approach to its review. Completion of this policy review has been postponed due to other competing priorities in these service areas. An initial session has been scheduled to commence the review process and it is expected to be brought to the Committee for consideration by the end of the 2021 calendar year.

The City will now move into a regular policy review cycle, with policies reviewed every three years and / or as required, for instance, if there are any relevant legislative amendments necessitating a review, or changes in strategic direction.

***Delete inappropriate Council policies.***

Council policies deemed no longer appropriate, in light of the City's Policy Framework, or relevant to Council's strategic direction have been rescinded. In some cases, the information within these rescinded policies has been captured and retained by transfer to an operational practice or guideline.

***Review three protocols.***

The three protocols: Councillors Access to Offices and Employees Protocol (August 2010); Offsite Meetings Protocol (June 2015); and Provision for Items for Debate Information (March 2013); were reviewed and subsequently approved by the CEO to be rescinded. The information contained within the protocols has been included in the Elected Members Guide, to provide direction to Councillors in these areas.

The remainder of the GSR recommendations are well advanced and an update will be provided to the Audit Committee.

**Statutory Environment**

The GSR reviewed the City's performance against various governance requirements of the *Local Government Act 1995* and associated regulations and supports the general function of a local government to provide for the good government of persons in its district. Comparisons to 'best practice' local governments (generally larger metropolitan Band 1 Councils) were also made.

**Relevant Plans and Policies**

As a result of the recommendations of the GSR, the City developed a Policy Framework. This framework has guided the review of Council policies.

**Financial Implications**

There are no financial implications associated with the officer recommendation.

**Stakeholder Consultation**

External consultation with the Department of Local Government and Cultural Industries, WALGA, and other local governments has occurred throughout the policy review process, as required.

**Risk Assessment**

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk management framework, with risks assessed taking into account any controls already in place. No risks of a medium or greater level have been identified.

**Options**

As an alternative to the proposed recommendation the Council could request further (non-routine) review of Council policies be undertaken, noting however that the City will now move into a regular review cycle.

**CONCLUSION**

The GSR recommendations made in relation to Council policies have now been substantially achieved, with only one Council policy: Verges and Public Open Improvement Subdivision, remaining for a comprehensive review.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

As this report is for noting purposes, there is no applicable timeline for implementation.

14.1 RFT 12/21 BUSSELTON FORESHORE EAST REDEVELOPMENT

|                            |  |
|----------------------------|--|
| <b>STRATEGIC THEME</b>     | LIFESTYLE - A place that is relaxed, safe and friendly with services and facilities that support healthy lifestyles and wellbeing. |
| <b>STRATEGIC PRIORITY</b>  | 2.12 Provide well maintained community assets through robust asset management practices.   |
| <b>SUBJECT INDEX</b>       | Tenders  |
| <b>BUSINESS UNIT</b>       | Major Projects and Facilities  |
| <b>REPORTING OFFICER</b>   | Manager Major Projects and Facilities - Eden Shepherd  |
| <b>AUTHORISING OFFICER</b> | Director, Engineering and Works Services - Oliver Darby  |
| <b>NATURE OF DECISION</b>  | Contractual: To enter into a contract e.g. a lease or the award of a tender etc.   |
| <b>VOTING REQUIREMENT</b>  | Simple Majority  |
| <b>ATTACHMENTS</b>         | Attachment A Published Under Separate Cover Confidential RFT 12/21 Evaluation Report   |

The officer recommendation was moved and carried.

**COUNCIL DECISION****C2108/163**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

**That the Council:**

1. Endorses the outcome of the evaluation panel's assessment of RFT 12/21 Busselton Foreshore East Redevelopment that the tender from BCP Contractors Pty Ltd (tendered price \$1,432,854.10 exclusive of GST) be determined the most advantageous tender and the tender submitted by Environmental Industries Pty Ltd the second most advantageous tender.
2. Delegate power and authority to the CEO to negotiate and agree final terms and conditions including variations in accordance with Regulation 20 of the *Local Government (Functions and General) Regulations 1996* with BCP Contractors Pty Ltd, subject to final terms not exceeding the overall project budget.
3. If, in the discretion of the CEO, agreement with BCP Contractors Pty Ltd cannot be reached pursuant to recommendation 2 above, then delegates power and authority to the CEO to negotiate and agree final terms and conditions including variations in accordance with Regulation 20 of the *Local Government (Functions and General) Regulations 1996* with Environmental Industries Pty Ltd, subject to final terms not exceeding the overall project budget.

**CARRIED 8/0****EN BLOC**

**OFFICER RECOMMENDATION**

That the Council:

1. Endorses the outcome of the evaluation panel's assessment of RFT 12/21 Busselton Foreshore East Redevelopment that the tender from BCP Contractors Pty Ltd (tendered price \$1,432,854.10 exclusive of GST) be determined the most advantageous tender and the tender submitted by Environmental Industries Pty Ltd the second most advantageous tender.
2. Delegate power and authority to the CEO to negotiate and agree final terms and conditions including variations in accordance with Regulation 20 of the *Local Government (Functions and General) Regulations 1996* with BCP Contractors Pty Ltd, subject to final terms not exceeding the overall project budget.
3. If, in the discretion of the CEO agreement with BCP Contractors Pty Ltd cannot be reached pursuant to recommendation 2 above, then delegates power and authority to the CEO to negotiate and agree final terms and conditions including variations in accordance with Regulation 20 of the *Local Government (Functions and General) Regulations 1996* with Environmental Industries Pty Ltd, subject to final terms not exceeding the overall project budget.

**EXECUTIVE SUMMARY**

This report provides Council with details of tenders received for Request for Tender 12/21 Busselton Foreshore East Redevelopment (RFT 12/21). It documents the results of the tender evaluation and makes recommendations about the award of the tender.

**BACKGROUND**

The Busselton Foreshore is a popular location attracting thousands of visitors each year. The City of Busselton is now extending foreshore upgrade works to the east. Busselton Foreshore East will significantly enhance recreational amenities in East Busselton and Geographe.

The purpose of these improvements is to enhance the eastern extension of the Busselton Foreshore and specifically to achieve the following objectives:

- Formalise car parking arrangements and protect Norfolk pine trees, preventing further damage and compaction of area.
- Increase capacity of foreshore and amenity for East Busselton residents.
- Improve landscape quality and install turfed areas.
- Widen the foreshore promenade and protect the beach side edge.
- Install shelters and BBQs to support community usage of the area.
- Create a serviced position for a future kiosk (similar to King Street Park on the Western Foreshore area).

Request for Tender RFT 02/21 Busselton Foreshore East Civil and Landscaping Works was advertised on Saturday 20 February 2021 and closed on Tuesday 23 March 2021.

In accordance with regulation 18(5) of the *Local Government (Functions and General) Regulations 1996* the City declined to accept any of the tenders submitted for RFT 02/21 as all tenders received significantly exceeded the City's budget for this project.

The City undertook a review of the project requirements and redesign. A summary of changes to the scope included the following:

- Reduction in concrete footpaths
- Reduction in park infrastructure
- Removal of the vendor parking area
- Removal of future play space area and deck
- Reduction of garden beds

All of the above items could be installed in the future if additional funds and grants become available.

Request for Tender RFT 12/21 Busselton Foreshore Redevelopment with the revised project requirements was issued as a public tender on Saturday 5 June 2021 and closed at 2:00pm on Tuesday 6 July 2021.

#### **OFFICER COMMENT**

The invitation to tender was advertised in 'The West Australian', 'Busselton Dunsborough Times' and on City community noticeboards.

The City received six compliant tender submissions from the following companies:

- BCP Contractors Pty Ltd
- Environmental Industries Pty Ltd
- Pinochle Holdings Pty Ltd T/A Landscape Australia Construction
- Leeuwin Civil Pty Ltd
- Menchetti Consolidated Pty Ltd T/A MG Group WA
- Wormall Civil Pty Ltd

#### **Assessment Process**

In accordance with the City's procurement practices and procedures, tender assessments were carried out by a tender evaluation panel comprising City officers with relevant skills and experience.

The tender assessment process included:

- Tenders received were assessed against relevant compliance criteria. The compliance criteria were not point scored. Each submission was assessed on a Yes/No basis as to whether each criterion was satisfactorily met. All tenders were deemed compliant.
- The assessment of tenders against the following qualitative criteria; weighted according to the table below:

| <b><u>Criteria</u></b>       | <b><u>Weighting</u></b> |
|------------------------------|-------------------------|
| • Relevant Experience        | 25%                     |
| • Local Benefit              | 5%                      |
| • Demonstrated Understanding | 20%                     |

The qualitative criteria were scored depending on the extent of which each tenderer was able to appropriately satisfy each criteria. The tendered prices were then assessed together with the weighted qualitative criteria and the tenders scored and ranked to determine the most advantageous outcome to the City; based on principles of representing best value for money. That is, although price is a consideration, the tender containing the lowest price will not necessarily be accepted by the City and nor will the tender be ranked the highest on the qualitative criteria.

### **Summary of Assessment Outcomes**

The outcome of the evaluation panel's assessment was as that BCP Contractors Pty Ltd was determined to be the highest ranked tenderer.

BCP Contractors Pty Ltd, the preferred tenderer, offered a competitive price and demonstrated a strong understanding of the project scope and requirements. They also showed relevant experience in delivering comparable quality civil and landscape works. BCP Contractors Pty Ltd contribute to the local community through sponsorship of local community groups and they propose using local subcontractors. It was noted that the price offered by BCP Contractors was in excess of the available budget and higher than the second preferred tenderer Environmental Industries Pty Ltd.

Environmental Industries Pty Ltd, the second preferred tenderer, offered a competitive price, however were not able to demonstrate understanding of the project requirements to the extent that BCP Contractors were able to offer. If agreement with BCP Contractors cannot be reached in terms of achieving the desired scope and value for the project, it is recommended that negotiations be undertaken with Environmental Industries Pty Ltd as the second preferred tenderer.

### **Statutory Environment**

The contract value is greater than \$500,000, therefore, in accordance with section 5.43(b) of the *Local Government Act 1995* (the Act), read with Delegation DA 1 - 07, the tender is required to go before the Council.

In terms of section 3.57 of the Act, a local government is required to invite tenders before it enters into a contract of a prescribed kind under which another person is to supply goods and service. Part 4 of the *Local Government (Functions and General) Regulations 1996*:

- requires that tenders be publicly invited for such contracts where the estimated cost of providing the required goods and/or service exceeds \$150,000; and
- under Regulations 11, 14, 18, 20 and 21A provides the statutory framework for inviting and assessing tenders and awarding contracts pursuant to this process.

With regard to the RFT, City officers have complied with abovementioned legislative requirements.

### **Relevant Plans and Policies**

The City's purchasing policies, its occupational health and safety and asset management were all relevant to RFT 12/21, and have been adhered to in the process of requesting and evaluating tenders.

### **Financial Implications**

The requirements of the tender will be funded from various Capital Budgets summarised below:

| <b>Ledger</b>                   | <b>Item</b>                        | <b>Budget</b>         | <b>Commitments (YTD)</b> |
|---------------------------------|------------------------------------|-----------------------|--------------------------|
| C0054                           | Barnard East                       | \$104,950.00          | \$48,197.28              |
| C0055                           | Barnard East                       | \$292,350.00          | \$51,860.00              |
| C3207                           | Barnard East                       | \$158,300.00          | \$46,655.35              |
| C3208                           | Barnard East                       | \$150.00              |                          |
| C3227                           | Barnard East Foreshore Landscaping | \$351,100.00          |                          |
| F0089                           | Barnard East Footpaths             | \$89,050.00           |                          |
| W0246                           | Barnard East Foreshore Stage 2     | \$403,000.00          |                          |
| <b>Subtotal</b>                 |                                    | <b>\$1,398,900.00</b> | <b>\$144,676.45</b>      |
| <b>Available Project Budget</b> |                                    | <b>\$1,254,223.55</b> |                          |
|                                 | <b>Tendered Price</b>              | <b>Difference</b>     |                          |
| <b>BCP Contractors Pty Ltd</b>  | \$1,432,854.10*                    | (\$178,630.55)        |                          |

\*Regional price preference applies

The current commitments of \$144,676.45 includes:

- Western Power fees
- Procurement of lighting infrastructure

### **Stakeholder Consultation**

The invitation to tender was advertised in 'The West Australian', 'Busselton Dunsborough Times' and on City community noticeboards.

### **Risk Assessment**

An assessment of the potential implications of implementing the officer's recommendation has been undertaken using the City's risk management framework, with the intention being to identify risks which, following implementation of controls, are identified as medium or greater. There are no such risks identified, with the Preferred Tenderer assessed as being capable of delivering the services to a suitable service level.

### **Options**

As an alternative to the proposed recommendation, the Council could:

1. Award the tender to an alternative tenderer. In the view of the officers, this could result in the tender being awarded to a tenderer that is not most advantageous to the City.
2. To not award the tender. This would mean re-advertising the tender, resulting in further delays to both the contract award and the renewal and upgrade of Busselton Foreshore East.

For the reasons provided in this report, the abovementioned options are not recommended.

**CONCLUSION**

It is recommended that Council accept the tender from BCP Contractors Pty Ltd as the most advantageous to the City, subject to minor variations to be negotiated by the CEO, not exceeding the overall project budget.









If agreement with BCP Contractors cannot be reached in terms of achieving the desired scope and value for the project it is recommended that negotiations be undertaken with Environmental Industries Pty Ltd as the second preferred tenderer, subject to minor variations to be negotiated by the CEO, not exceeding the overall project budget.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

The selection of the successful tenderer can be made immediately after the Council has endorsed the officer recommendation, subject to successful negotiation in accordance with the officer recommendation.

Should Council adopt the officer recommendation, it is anticipated that the contract for construction will commence in August 2021 and be completed in December 2021.

15.1 CEO KPI - ECONOMIC DEVELOPMENT

|                            |   |
|----------------------------|---|
| <b>STRATEGIC THEME</b>     | OPPORTUNITY - A vibrant City with diverse opportunities and a prosperous economy.   |
| <b>STRATEGIC PRIORITY</b>  | 3.2 Facilitate an innovative and diversified economy that supports local enterprise, business, investment and employment growth.  |
| <b>SUBJECT INDEX</b>       | Economic and Business Development   |
| <b>BUSINESS UNIT</b>       | Commercial Services   |
| <b>REPORTING OFFICER</b>   | Manager Economic and Business Development Services - Jennifer May   |
| <b>AUTHORISING OFFICER</b> | Director, Community and Commercial Services - Naomi Searle  |
| <b>NATURE OF DECISION</b>  | Noting: The item is simply for information purposes and noting  |
| <b>VOTING REQUIREMENT</b>  | Simple Majority   |
| <b>ATTACHMENTS</b>         | Attachment A Economic Development Action Timeline  <br>Attachment B Investment Attraction Strategy: Key Opportunities and Action Plan  <br>Attachment C Investment Opportunity Prospectus Pages  <br>Attachment D Smart City Strategy   |

The officer recommendation was moved and carried.

**COUNCIL DECISION****C2108/164**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

**That the Council:**

- 1. Receives and notes the Economic Development update report as part of the Chief Executive Officer's 2020/21 Key Performance Indicators.**
- 2. Endorses the planned economic development activities for 2021/22 financial year as detailed in Attachment A.**
- 3. Notes the following documents as guides for future planning:**
  - (a) Investment Attraction Strategy: Key Opportunities and Action Plan**
  - (b) City of Busselton Industry Prospectus**
  - (c) Smart City Strategy**

**CARRIED 8/0****EN BLOC**

**OFFICER RECOMMENDATION**

**That the Council:**

- 1. Receives and notes the Economic Development update report as part of the Chief Executive Officer's 2020/21 Key Performance Indicators.**
- 2. Endorses the planned economic development activities for 2021/22 financial year as detailed in Attachment A.**
- 3. Notes the following documents as guides for future planning:**
  - (a) Investment Attraction Strategy: Key Opportunities and Action Plan**
  - (b) City of Busselton Industry Prospectus**
  - (c) Smart City Strategy**

**EXECUTIVE SUMMARY**

As part of the CEO's 2020/21 key performance indicators (KPIs), the CEO is required to prepare an annual report detailing economic development initiatives progressed during the year and projected economic development initiatives to be pursued in the forthcoming financial year.

This report presents a summary of the activities and deliverables undertaken by the City's Economic and Business Development team and presents planned activities for the 2021/2022 financial year.

**BACKGROUND**

Like many local governments, the City of Busselton delivers a diverse range of services to its community. Local government has moved well beyond the traditional "roads, rates and rubbish" and are increasingly challenged with changing business and community expectations. Economic development is one such area that local governments are becoming increasingly involved in.

The City has had an Economic and Business Development team in place for the last 12 years. During this time, the team has played a key role in supporting and promoting existing businesses, attracting investment and new industries, promoting and facilitating commercial activity, developing and activating town centres, and advocating for strategic infrastructure opportunities within the City boundaries.

In 2016, the Council resolved (C1611/132) to note the City's inaugural Economic Development Strategy (2016-2026) (the Strategy) as a guide for future planning. The Strategy outlined future opportunities to drive social-economic prosperity, taking into account global mega-trends and strategic planning at the local, regional and state levels of government. The Strategy included the mission statement for local economic development as *"To help position the City of Busselton district as Western Australia's most desirable non-metropolitan area to live, work, visit and invest."*

The Strategy identified the following key focus areas:

- Investment Attraction and Marketing
- Business Retention and Expansion
- Regional Workforce Development
- Industry Development
- Strategic Infrastructure
- Place Making and Activation

To enable the effective delivery of the Strategy, an Economic Development Taskforce (EDT) was established to provide a forum for stakeholder engagement and local leadership, and to provide advice to Council. EDT membership included representation from peak industry and business groups, Elected Members, staff, and four representatives with business/industry and community leadership experience. A number of sub-groups were formed to concentrate on specific areas of the Strategy including the following:

- Investment Attraction and Marketing
- Business Retention and Expansion
- Digital Economy/Smart Cities
- CBD Place Management and Activation
- Economic Development Working Group

Since the formation of the EDT and subgroups in 2017, the groups have met regularly and been tasked with actions that have resulted in specific deliverables being achieved. The onset of the COVID-19 pandemic in March 2020 had an unprecedented impact on the local, national and global economies and the City's Economic Development team has adapted and responded to support local businesses and industries, as well as continuing to progress investment attraction and development initiatives to promote local economic recovery. As such, the last 18 months has seen the EDT membership change to include government agencies and industry bodies with a specific agenda to provide updates on COVID-19 response and recovery initiatives. Further, EDT subgroup meetings have been deferred pending a review of the Economic Development Strategy and EDT terms of reference, which is outlined in the below Officer Comment section of this report.

The CEO KPI's in relation to economic development require the CEO:

- a) To capitalise on development opportunities, create an investment prospectus within three months.
- b) Prepare an annual report detailing the economic development initiatives progressed in the previous 12 months and outlining the projected economic development initiatives to be pursued in the forthcoming financial year.
- c) Update on initiatives to be provided to Council quarterly, with the first update to be provided at the end of Q2 2020/21.

#### **OFFICER COMMENT**

**CEO KPI A: To capitalise on development opportunities, create an investment prospectus within three months**

Officers produced and presented the following investment prospectuses to Council in February 2021, all of which have been uploaded to the City's Business Hub website including:

- A Busselton Overview
- Economic Opportunities
- Busselton Performing Arts and Convention Centre
- Major Projects
- Busselton Margaret River Airport
- Commercial Opportunities at Busselton Margaret River Airport
- FIFO at Busselton Margaret River – Airport
- Tourism
- Events

These documents were developed to promote the City's capacity and appetite for future investment in specific areas and act as a conduit between potential investors and relevant contacts at the City. The documents have since been the basis of further research and analysis prompting the engagement of economic consultant Pracsys to complete an in-depth industry sector analysis and development of a corresponding implementation plan.

In addition to this, officers have prepared an Investment Profile summarising the region's key economic data, indicators and trends. As well as investment capabilities, the demographic profile of the region is also regularly reviewed and remains an important platform for gauging the region's economic status and future opportunities.

#### **CEO KPI B: Economic and Business Development in 2020/21 and 2021/22**

The objective of the Economic and Business Development team is to identify, support and promote existing businesses and new industry opportunities to ensure sustainable, strategic and long term economic growth throughout the City. Throughout the past 12 months, considerable milestones have been delivered in the areas of commercial activity, investment attraction and business development, despite ongoing challenges due to the COVID-19 pandemic and staff vacancies which has seen only 1.0 FTE Economic Development team member for a large part of the year. In meeting the CEO KPI for Economic Development, this report details the economic activities for the last 12 months and those planned in the 2021/2022 financial year.

A review of the Economic Development Strategy (2016-26) in October 2020 indicated that of the six key focus areas including 87 initiatives, 33 were complete, 41 were ongoing and 13 initiatives could be deferred due to not being relevant in the current environment or not considered a priority for the City at this time. The decision was made to defer the preparation of a new economic development strategy due to a number of factors including COVID-19, 2021 ABS census results and the Industry sector analysis. However, as part of the review Officers prioritised a number of key focus areas which could be progressed while awaiting completion of a new strategy incorporating the following:

- Place making and CBD activation
- Attracting investment (including small/med/large businesses and emerging (new/young) industry sectors)
- Determining key local industries and high value industry sectors: Tourism, Agriculture/Agribusiness, exports and what needs to be done to grow them?
- Innovation and entrepreneurship
- Transport (aviation and road transport)
- Smart / Digital City
- Sustainability

#### ***Commercial Activity***

During 2020/2021, the City released expressions of interest for 13 commercial hire sites and issued permits to five commercial hire site operators. The City also advertised commercial permits for five foreshore-based kiosks, with the intent of providing low investment opportunities for market-entry small businesses, and to further activate the Busselton Foreshore. The kiosks were well received with an uptake of three kiosks (and remain to be a common enquiry for the Economic Development team) which has led to the sale of art, popcorn and candy. Other permits issued included a Marine Berthing permit for Old Dunsborough Boat ramp in conjunction with Department of Transport, a commercial activity permit for a location at Bunker Bay, the King Street Kiosk, and a mobile food van for the Goose Beach Bar and Kitchen while they rebuild the restaurant recently devastated by fire.

The Economic Development team have progressed a lease opportunity with Council approval for a carousel to be located on the Busselton Foreshore. Regular catch-ups with the Busselton Foreshore and CBD business owners have occurred to monitor how businesses are tracking and to share updates on City projects.

In continuing the development of commercial opportunities, the Economic Development team progressed the Dunsborough Foreshore Café with additional community consultation at the request of the Department of Lands, Planning and Heritage to its current state of pending land excision which is now tabled in Parliament and due for decision in August. With the expression of interest process complete and a preferred proponent selected, it is hoped that the Dunsborough Foreshore Café can progress quickly in 2021/22 bringing with it an injection into the local construction industries as well as the long term creation of jobs and significantly increased foreshore amenity and place activation.

### ***COVID-19 Response***

In response to the COVID-19 pandemic and associated interstate and regional border restrictions imposed, the City of Busselton responded with a COVID-19 financial hardship relief package which offered relief from the City of Busselton in the areas of rates, City leases, fees and charges.

The Economic Development team developed a COVID-19 Response plan which included initiatives such as regular newsletters to the business community with COVID-19 information and the waiving of licence fees and charges for marine berthing and commercial permit holders impacted by COVID-19 restrictions. A small business support program designed as a 'quick response' program to provide business grants immediately at the local level, complementing both State and Federal Government support and stimulus packages, was advertised. A total of \$160,000 was reallocated from the 2019/20 economic and business development and marketing and events budgets towards economic and community development initiatives, including \$75,000 allocated to a small business support grants and \$85,000 allocated to other economic and/or community development initiatives

The small business support grants were focused on business sustainability, as opposed to business growth, and funded projects up to a value of \$5,000 per applicant as a one-off grant. A total of 34 small business grants up to \$5,000 were approved totalling \$64,672. Five larger support grants up to \$25,000 were also issued to Margaret River Busselton Tourism Association (MRBTA), Margaret River Wine Association, and Busselton and Dunsborough Yallingup Chambers of Commerce to a value of \$95,700.

### ***Other Economic Development Initiatives***

#### **Place making and CBD Activation**

Place making and CBD activation initiatives were a key focus area for the Economic Development team during 2020/21. A number of initiatives were undertaken including place making workshops and master classes with the Town Team movement, formation of the Busselton Town Team "Building Busselton", four "Buy Local" advertising campaigns, school holidays and Christmas activation programs, as well as facilitation of public consultation for Mitchell Park and Busselton CBD revitalisation programs, and RAC grant funding applications.

### Spendmapp Analysis

In an effort to provide the City and industries with up to date and specific economic information, the City purchased a licence for Spendmapp, software allowing the City to access spend data across industries and specific time periods. Spendmapp provides transactional spend data including resident local spend, resident escape spend, resident online spend and visitor local spend which will provide the ability to delve into market gaps and future business opportunities, as well as analysis on escape spend locations and their competitive advantages. While there are some limitations around the breakdown and analysis of the data, it is hoped that Spendmapp can also provide insights into events and local spend locations.

### New Economic Development Website

The development and launch of a new website in February 2021 included the new “Business Hub” webpages which have received 1,291 total views by July 2021, not including visits to the Business Events Calendar. The redesign of the website also enabled the Economic Development team to streamline permit processes and provide information on a much more accessible and comprehensive platform as a “one-stop-shop” for economic development information and contact details.

### Designated Area Migration Agreement

The Economic Development team also engaged with surrounding Local Governments to facilitate a Designated Area Migration Agreement (DAMA) application to the Federal Government that aims to support businesses facing key staffing and labour shortages across a subset of industries including tourism and hospitality, viticulture, and agriculture. In June 2021, Council resolved (C2106/132) to support the establishment of a South West region DAMA, acknowledging the Shire of Dardanup as the Designated Area Representative (DAR) for the South West region and committing \$5,000 per annum to the Shire of Dardanup for five years to operate as the DAR for the South West region.

### Smart City Strategy

A final review of the Smart City Strategy (see Attachment D) following Council and senior management review and feedback has resulted in a small number of updates and clarifications to the Strategy.

### Industry Sector Analysis

A key deliverable in 2020/2021 was the development of an industry sector analysis report, associated action plan (see Attachment B), and accompanying one-page industry specific investment opportunity publications (see Attachment C). The City engaged Pracsys Economics to conduct an economic desktop analysis and complete the attached reports which were presented to Council in June 2021. The investment opportunity publications will play a key role in attracting potential investors to the City. In addition, the opportunities and action plan will provide valuable input into the development of a new Economic Development Strategy and act as a reference point for the EDT and future sub groups.

### Small Business Approvals Program

Finally, in aiding small business development, the Economic Development team applied to the Small Business Development Corporation to participate in the Small Business Approvals Program. The City, an accredited “Small Business Friendly Local Government” was successful in being one of twenty local governments invited to participate in the program. The program involves key City staff from across the organisation participating in an intensive 12 day workshop to achieve transformational change and improve small business interactions and experiences.

### Stakeholder Engagement / Networking

The Economic Development team continue to engage directly with all our key stakeholders in regular meetings including South West Development Commission, MRBTA, Australia Southwest, Tourism WA, Busselton and Dunsborough and Yallingup Chambers of Commerce, as well attending monthly 'Business After 5's, sundowners and member mingles.

### ***Economic and Business Development 2021/2022***

During 2021/22, "business as usual" tasks will continue to include the fostering of strategic relationships with key stakeholders such as MRBTA, South West Development Commission, Australia's South West, Tourism Western Australia, government departments and the two local Chambers of Commerce.

Other "business as usual" tasks include:

- Finalising of Dunsborough Foreshore Café head lease with Department Planning, Lands and Heritage and a sublease with the proponent for the Café, subject to parliamentary approval;
- Busselton Foreshore Carousel Lease;
- Commercial Hire Sites Expression of Interest and issuing of biannual permits;
- Issuing of annual Commercial Activity permits;
- CBD activation - school holiday programs, Christmas campaigns, 'Buy Local' campaigns;
- Busselton CBD Wayfinding project - wayfinding street signage linking the Busselton Foreshore with West Street development area;
- Spendmapp monthly reporting – including detailed analysis into trends and events;
- Economic Development Taskforce terms of reference review and reformation of related subgroups;
- Busselton and Dunsborough visitor Servicing model and funding review in conjunction with MRBTA; and
- Development of working arrangements and financial support package with Busselton and Dunsborough Yallingup Chambers of Commerce.

In addition to the business as usual tasks, a key objective will be to progress the outcomes from the Investment Attraction Strategy and Action plan (Industry Sector Analysis) through the EDT and new subgroups. New subgroups such as Education and Training, Allied Health Services, Agriculture, Food and Products could be the focus for these subgroups, of which all have the capacity to provide opportunities and facilitate economic growth in the region.

The end of the 2021/2022 financial year will also see resources deployed to investigate and develop a new Economic Development Strategy for the City of Busselton to ensure its relevancy going forward. This project will commence following the release of the 2021 ABS census data to ensure that the most relevant economic and demographic information and trends are included in guiding the development of the new strategy and focus areas.

A breakdown of the next 12 months Economic Development team priorities and timelines can be viewed in Attachment A.

### **Statutory Environment**

The officer recommendation supports the general function of a local government under the *Local Government Act 1995* to provide for the good government of persons in its district.

**Relevant Plans and Policies**

The officer recommendation, aligns closely to the integrated planning and reporting framework and the development of the City's Strategic Community Plan and Corporate Business Plan.

**Financial Implications**

All resources and activities included in this report are funded through allocations included in the Council's adopted 2021/22 Economic and Business Development operations budget.

**Stakeholder Consultation**

The Economic Development team consult regularly with a diverse range of stakeholders including State and Federal Government departments, South West Development Commission, MRBTA, Margaret River Wine Association, local Chambers of Commerce, Industry bodies, businesses and members of the community.

**Risk Assessment**

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk management framework, with risks assessed taking into account any controls already in place. No risks of a medium or greater level have been identified.

**Options**

As an alternative to the proposed recommendation the Council could:

1. Identify specific actions to be delivered by the Economic and Business Development team in the next 12 months; or
2. Choose not to accept the Economic Development Report.

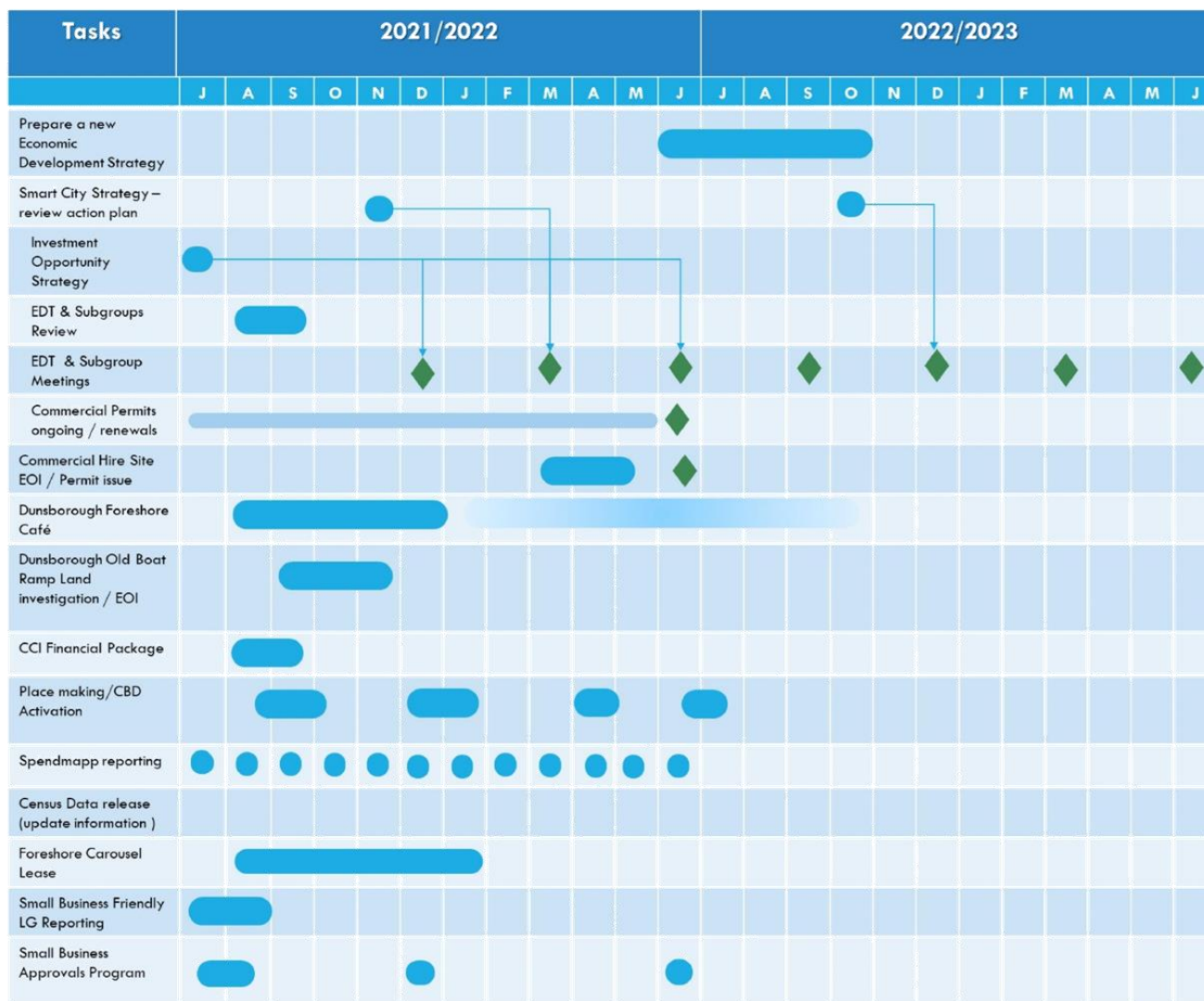
**CONCLUSION**

Economic Development has been identified by the Council and the community as a key focus area for delivery. The past 12 months have seen the Economic Development team active in the key areas of place making and CBD activation, commercial activity on City owned and managed land, supporting and growing existing businesses and facilitating new business and investment, as well as identifying and implementing key projects to guide and facilitate economic activity and growth for the City of Busselton district.

The COVID-19 pandemic has had a significant impact on the local and regional economic and business community and while this continues to affect businesses, there is also an opportunity to identify emerging and growth investment areas to promote within the City of Busselton. As such, it is recommended the next 12 months will concentrate on advancing investment opportunities identified in the Industry Sector Analysis, reforming the EDT and subgroups, continued support for local businesses and industries and commencement of a new Economic Development Strategy that will facilitate economic growth and investment in the City.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

Attachment A outlines the timeline for Economic and Business Development team activities planned for the next 12 months.





# City of Busselton

## INVESTMENT ATTRACTION STRATEGY: KEY OPPORTUNITIES AND ACTION PLAN

June 2021



Investment Attraction Strategy: Key Opportunities and Action Plan



| Document Control |                                      |                               |             |               |
|------------------|--------------------------------------|-------------------------------|-------------|---------------|
| Document Version | Description                          | Prepared By                   | Approved By | Date Approved |
| v 1.0            | Investment Attraction Strategy       | Brayden Keizer<br>Lucy Heales | Lucy Heales | 26/05/2021    |
| v 1.1            | Final Investment Attraction Strategy | Brayden Keizer<br>Lucy Heales | Lucy Heales | 14/06/2021    |

#### Disclaimer

This report has been prepared for the **City of Busselton**. The information contained in this document has been prepared with care by the authors and includes information from apparently reliable secondary data sources which the authors have relied on for completeness and accuracy. However, the authors do not guarantee the information, nor is it intended to form part of any contract. Accordingly, all interested parties should make their own inquiries to verify the information and it is the responsibility of interested parties to satisfy themselves in all respects.

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## 1 INTRODUCTION

### 1.1 Scope

City of Busselton Economic Development Strategy (2016-2026) has identified investment attraction and marketing as one of the key focus areas. It aligns with the community and stakeholder feedback that has revealed “a desire for Council to foster a strong local economy that sustains existing and attracts new business, industry and employment opportunities.”<sup>1</sup>

Pracsys has been engaged by the City of Busselton to prepare a thorough analysis and identify key investment opportunities (Investment Opportunities Report) and following that prepare practical investment attraction strategy with action plan and key information about priority industries (Investment Attraction Strategy: Key Opportunities and Action Plan).

### 1.2 Investment Attraction

#### Investment Attraction Strategy

Investment attraction is an act of facilitating growth within the local community through:

- Encouraging the growth of existing businesses
- Attracting new business and the flow of capital from outside of the local area.

These are two of the key strategic economic development goals of local governments that work towards supporting the economic development in their local area.

The purpose of an investment attraction strategy is to develop a plan of deliberate and thought-out actions designed to achieve a clear set of objectives for attracting business investment.

When planning for business investment, the community must understand the type of business best suited to the location and focus efforts on attracting the investment the area wants. Actions should be developed with a clear understanding of current trends, benchmarking against current competitors and knowledge of individual strategic advantages and value propositions. A robust and systematic investment opportunities identification must be based on the thorough data analysis and research, and expertise and knowledge of local businesses. Best-practice investment strategies understand what a prospective investor needs and wants and provide information and tools that helps in their location decision.

#### Benefits of Undertaking Investment Attraction Strategy

Attracting investment is an essential part of economic development as it leads to new employment opportunities, utilisation of local resources, creates a stronger local economy, improves the quality of life of local residents that in turn strengthens the population growth.

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<sup>1</sup> City of Busselton Economic Development Strategy (2016-2026)



The process of undertaking an Investment Attraction Strategy brings benefits in its own right. The process allows the community to clearly understand its competitive advantages and existing gaps that strengthens the unique community brand. It mobilises the resources towards common objectives. And high-quality stakeholder engagement can build the skills, knowledge, networks and confidence of community members.

Being a significant population and economic growth centre, the City plays a role in shaping the economic future of South West region and the State as a hub of critical importance.

### **The City of Busselton Recent Context**

The City of Busselton is one of the fastest growing regions in WA with around 39,623 residents and is projected to grow to 50,750 by 2026.<sup>2</sup>

Located within the world-renowned South West wine growing and tourism region, the City of Busselton is recognised for being a centre for agriculture, and a significant hub for technology-based and creative industries with a number of organically emerged clusters. While strong industry specialisations position the City to benefit from major projects, opportunities do exist to build up supply chains around existing clusters.

Provision of high-quality infrastructure and land is critical to economic development, and there is approximately 400ha of existing zoned industrial/service commercial land within the Busselton-Vasse and Dunsborough Areas, including land that is yet to be subdivided and developed, creating vast expansion opportunities.

The City has also branded itself the 'Events Capital of WA' in 2015 and hosts more than 150 events on average each year that attract large number of locals and tourists throughout the year, creating opportunities for creative and population-driven industries.

Significant investment is occurring in the City, with major projects either recently completed, underway or planned. It is a great time to develop a Strategy to leverage the major public and private sector investment and continue the pattern of sustainable growth.

## **1.3 Structure of the Report**

A thorough assessment and identification of the key priority opportunities is described within Investment Opportunities Report. This report concentrates on the presentation of concise and graphical information about each of the key opportunities with an accent on the unique selling points and a rationale, and practical action plan tailored to these opportunities.

A unique feature of this report is the prospectus style pages about each opportunity that form part of this report, but also can be used on its own for marketing, information and promotion purposes.

As such the structure of the report is as follows:

- **Section 1. Introduction** covers the project scope and provides background information

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<sup>2</sup> City of Busselton – Local Planning Strategy 2019



- 
- **Section 2. Industry Opportunity Analysis** briefly describes the process that has been undertaken during the Stage One. Opportunities Identification. Full details are available within the Opportunities Report (Pracsys, 2021).
  - **Section 3. Key Priority Opportunities** is a unique section designed as prospectus pages that provides key information about the identified priority opportunities, including their interconnectedness.
  - **Section 4. Action Plan** contains practical action to attract the identified key opportunities.
  - **Section 5. Evaluation and Monitoring** sets out an approach that can be utilised to track progress towards attracting investment.





## 2 INDUSTRY OPPORTUNITIES ANALYSIS

### 2.1 Process

A thorough assessment and identification of the key priority opportunities is described within Investment Opportunities Report (Pracsys, 2020).

A robust and systematic process was undertaken to identify investment attraction opportunities, including thorough data analysis, research and local expertise. Opportunities were developed with a clear knowledge of current trends and an understanding of the City of Busselton's strengths and opportunities. Comparison against regional and national benchmarks allowed for recognition of the City's competitive advantages and aspirational opportunities. The results were summarised in SWOT analysis and based on it long-list opportunities were developed.

The research and analysis findings were augmented through a multi-faceted stakeholder consultation with local organisations, businesses and subject-matter experts to filter the longlist of identified opportunities, and assess it based on their likely feasibility and impact. This assessment also included consideration of the key enabling factors availability such as availability of raw materials / resources; access to enabling infrastructure; access to required labour and local industry expertise and appetite.



The final shortlist of opportunities has been presented with their accompanying rationale for selection and the unique selling prepositions for investing in this opportunity within the City.



## 2.2 Results

The final schedule of priority opportunities contains 17 individual opportunities across 5 opportunity groups, reflecting a mix of aspirational opportunities and existing strengths within the City.

| Opportunity Group   | Opportunity                               | Type                     |
|---------------------|---|--------------------------|
| Agriculture & Food  | Grape Growing & Wine & Beer Manufacturing | Existing Strength        |
|                     | Cattle Farming                            | Existing Strength        |
|                     | Beer Crop Agriculture                     | Aspirational Opportunity |
|                     | Aquaculture & Marine Pharmacology         | Aspirational Opportunity |
| Aviation            | Perishables Air Freight / Distribution    | Aspirational Opportunity |
|                     | Aircraft Maintenance & Pilot Training     | Aspirational Opportunity |
| Creative Industries | Multimedia Production                     | Existing Strength        |
|                     | Visual & Performing Arts                  | Aspirational Opportunity |
| Health & Aged Care  | Aged Care                                 | Existing Strength        |
|                     | Healthcare & Allied Health                | Existing Strength        |
|                     | Aged Care & Allied Health Training Campus | Aspirational Opportunity |
|                     | Telehealth Services Hub                   | Aspirational Opportunity |
| Tourism             | Tourism: Accommodation & Food             | Existing Strength        |
|                     | Hospitality Trade School                  | Aspirational Opportunity |
|                     | Nighttime Economy                         | Aspirational Opportunity |
|                     | Emerging Tourism Sub-Markets              | Aspirational Opportunity |
|                     | Tourism-Related Manufacturing             | Aspirational Opportunity |

All these opportunities align to the vision and the perception of the City of Busselton as 'the place where environment, lifestyle and opportunity meet.'<sup>3</sup> Priority opportunities strike the right balance between growth, retaining unique character, environment and lifestyle.

Identified opportunities are also largely interconnected by sharing labour or infrastructure and being inputs, outputs or enablers for one another. The connections are illustrated in the Opportunities Map below.

<sup>3</sup> Draft Strategic Community Plan, 2021



## Key Priority Opportunities

for the City of Busselton

# Opportunities Map

## Legend

- Agriculture & Food
- Aviation
- Creative Industries
- Health & Aged Care
- Tourism

- A0 Aspirational Opportunity
- ES Existing Strength





## Grape Growing & Wine & Beer Manufacturing

The City of Busselton is home to many wineries and breweries, which attract visitors and export throughout the world. A new generation of consumers are conscious of their environmental impact, preferring brands which are engaged in environmentally-conscious initiatives. These consumers are also demanding natural, organic, biodynamic and vegan alcohol product alternatives, as well as becoming increasingly interested in the story behind products.

- Busselton is Australia's **8<sup>th</sup>** largest wine economy (ABS 2016)
- **150** people work in grape growing and **400** people work in wine and beer manufacturing within the City (ABS 2016)
- **180** wine producers in the Busselton-Margaret River Region, with **90** of these within the City of Busselton (MRWA 2021)
- **60** cellar doors and **3,000** vineyard hectares in the City (MRWA 2021)

### Suitable Inputs and Supply Chains

The City has a significant land for viticulture activities and wine and beer production. Local wineries provide a downstream supply chain for growers.

### Access to Customers and Markets

There are developed wine and beer markets within the South West, Perth and Australia. The Margaret River Wine Region also exports 2.6 million litres of wine to over 60 international markets, reflecting an export value of \$33 million (Margaret River Wine 2019).

### Tourism Visitation

Intrastate visitation continues to drive post-COVID-19 demand for the City's high-quality beer and wine. Commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City.

### Case Study: Rocky Ridge Brewing Co



Busselton's Rocky Ridge Brewing Co. has diversified from humble beginnings as a simple farmhouse with a handful of cattle to a thriving vertically-integrated brewery with the latest in cutting edge technology. Rocky Ridge Brewing Co. brings the unique artisanal craft of Busselton to customers throughout the State and beyond. Based in the heart of Busselton, the Rocky Ridge Cellar Door offers tasting paddles of a wide range of beers fresh from the brewery.



## Cattle Farming

Meat processing is Australia's 6<sup>th</sup> largest export industry, representing an economic contribution of approximately \$16 billion. The City of Busselton is a leading national benchmark in the export-orientated cattle industry, with a high concentration of both dairy cattle farming and beef cattle farming activity. There is an opportunity for the City to leverage these existing strengths to develop its production of specialist premium meat and dairy products for high-end markets.

- 2<sup>nd</sup> largest dairy industry in the State (ABS 2016)
- 250 people employed locally in cattle industries (ABS 2016)
- Proximate to concentrated beef processing in Bunbury and Cowaramup

### Suitable Land and Infrastructure

The City of Busselton benefits from a significant endowment of agricultural land and a suitable climate, as well as an established stock of cattle and farming infrastructure.

### Access to Skilled Labour

The City's historical strength in cattle farming has developed a local workforce that is skilled in agricultural processing, management, logistics and distribution.

### Access to Supply Chains

The City of Busselton has well-established intrastate and interstate supply chains, with a significant portion of local beef cattle processed into final products within the South West.

### Access to Customers and Markets

There is an opportunity to capitalise on the City's existing strengths in both beef cattle and dairy cattle farming to service growing demand for food products from Asian markets, particularly among the rising Chinese consumer class. This opportunity also aligns with the global mega-trend of substitution away from refined food products towards healthy and organic produce, for which Australia and the South West has a strong brand recognition.

### Case Study: Margaret River Wagyu Beef



Meat processing is amongst the largest export industry in Australia, with increasing demand for high-quality beef products continuing to drive industry growth. Margaret River Premium Wagyu is a vertically integrated premium producer of Wagyu beef for international export in the State's South West Region. Commencing business at Cowaramup in 2003, the company now owns the largest herd of purebred Wagyu in Western Australia and employs a network of farmers throughout the Region.



## Beer Crop Agriculture

Australia's craft beer industry is growing rapidly, driven by local and international trends preferencing more unique and artisanal offerings over traditional large-batch beers. The City is home to a growing number of craft breweries that attract visitors and export throughout the world. However, Busselton's rapidly growing craft beer industry does not have access to a local supply of key product inputs, such as hops and malt. Indeed, most brewers currently source their hops and malt crop from Australia's eastern states or Europe. There is therefore an opportunity to develop the production of key beer crops locally to add further value to a strong export product.

- **12** breweries in the Busselton-Margaret River Region (Your Margaret River Region 2021)
- Australia's craft beer industry is growing at **10%** annually (Statista 2021)
- Australia makes **16.1 million** hectolitres of beer annually (Statista 2021)
- Australia currently produces just **1%** of the world's hops (HPA 2021)

### Access to Inputs and Skilled Labour

The production of beer product raw inputs such as hops and malt requires temperate conditions and reliable water access, as well as agricultural expertise related to the growing, harvesting and processing of these crops. The South West has an appropriate climate for the production of these crops and a significant endowment of local agricultural expertise.

### Access to Supply Chains

The City's local specialisation in beer product manufacturing and growing concentration of 'craft' brewers provides a well-developed downstream supply chain for beer crop farmers.

### Access to Customers and Markets

Large beer product markets in the South West, Perth and Australia will drive continued demand for beer products inputs such as hops and malt.

#### Case Study: Hops Products Australia



Hop Products Australia (HPA) is the country's largest hops producer and the regional representatives of the global BarthHaas group. HPA has been growing hops in Australia for more than 150 years across their farms in Tasmania and Victoria. HPA produces 2,400 metric tonnes of hops – 90% of Australia's total hops production – processing it into pellets for distribution throughout Australia and overseas.



## Aquaculture & Marine Pharmacology

Aquaculture is the world's fastest growing food production sector. The Department of Primary Industries and Regional Development has established an Aquaculture Research & Development team with world-class staff and facilities to support Australian aquaculture businesses.

The City of Busselton has a unique marine ecosystem that can be leveraged to develop innovative specialisations in aquacultural activities such as seaweed and sponge farming. Ocean sponges are key inputs in the cosmetic industry and are attracting attention in the pharmaceutical sector as a cancer treatment. Seaweed is used in a number of food products and has applications in bio-plastic, pharmaceuticals, animal feed and fertiliser. Both sponge and seaweed farms enjoy low start-up and operating costs.

- Australia imports **10x** more seaweed than it exports (ABARES 2020)
- Seaweed is the **fastest-growing** aquaculture sector (NOAA 2020)
- *Asparagopsis* seaweed reduces cattle methane by **99%** (Machado et al. 2016)

### Access to Inputs and Markets

The City abuts the Indian Ocean and boasts the landmark Busselton Jetty. These assets have attracted skilled marine researchers who can support aquaculture opportunities. The City can also capitalise on growing demand for seaweed and sponge products driven by sustainability and wellness trends.

### Major Projects and Strategies

The Australian Seaweed Institute advocates for delivery of a national seaweed aquaculture cluster, with one of four locations to be delivered in the South West. The City is exploring funding opportunities for seaweed farming activities and will strengthen its research capabilities with the \$30 million development of the world's largest marine discovery centre.

### Case Study: FutureFeed



FutureFeed, born out of an Intellectual Property partnership between CSIRO, Meat and Livestock Australia and James Cook University, is the global patent holder for use of native Australian *Asparagopsis* seaweed as a natural ingredient for livestock to significantly reduce their carbon emissions. FutureFeed is working with partners across the value chain to bring this product to market, looking to establish a seaweed supply chain including growing, processing, storage, distribution, quality certification and marketing.



## Perishables Air Freight

Specialisation and differentiation of locally-produced goods is becoming increasingly vital as a consequence of globalisation. The development of the Busselton Margaret River Airport is a key project in the South West, providing the opportunity to develop perishables air freight export chains that capitalise on this global mega-trend. As the City has a competitive advantage in the production of high quality perishable products, there is an opportunity to export these products to interstate and international markets via air freight from the Busselton Margaret River Airport.

- Jetstar has commenced **3** weekly flights from Melbourne
- Runway infrastructure for both domestic and international flights
- **21%** of Australia's total trade value is air freight (CoA 2018)
- Perth exports **\$566 million** of perishables (Perth Airport 2020)

### Suitable Industrial Land and Infrastructure

The Busselton Margaret River Airport and surrounding land earmarked for future industrial development provides a significant asset strategically located in proximity to the Busselton townsite.

### Access to Markets

Air freight is the preferred method for transporting goods that are high value, time sensitive and perishable. The majority of this type of freight is typically carried in the cargo hold of passenger aircraft. The recent commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City while also providing a cost-effective transport option for perishable goods.

### Case Study: Common User Facilities



A key barrier for smaller producers exporting their perishable goods is the prohibitive cost of cold storage facilities at the point of final distribution. A potential solution to this barrier is the development of Common User Facilities (CUFs). CUFs have been successfully implemented at the Australian Marine Complex in Perth and Techport Australia in Adelaide. These models share infrastructure costs based on usage, allowing smaller firms to participate in the export market alongside larger producers. A CUF model can potentially be adapted to the provision of cold storage facilities at the Busselton Margaret River Airport.



## Aircraft Maintenance & Pilot Training

The development of the Busselton Margaret River Airport will see commencement of three weekly flights to Melbourne and the potential for flights to Sydney and Brisbane. This will increase the number of aircraft movements at the Airport, catalysing the opportunity to deliver aircraft maintenance and pilot training activities to service the South West.

- Australian aviation revenue is **\$46 billion** annually (AISC 2019)
- **6,000** people enrol in Australian aviation programs annually (AISC 2019)
- A **2.5 kilometre** runway caters for aircraft sizes up to A330

### Suitable Infrastructure

The Busselton Margaret River Airport and surrounding land provides a significant industrial asset which is strategically located in proximity to the Busselton townsite.

### Major Projects

The development of aircraft maintenance and pilot training activities will complement air freight opportunities by capitalising on the Airport's aeronautical assets without relying on a high volume of aircraft movements. This will provide a cost-effective way of utilising airport infrastructure when the runway is not in use.

### Access to Customers and Markets

There is a significant market for vocational training in the fields of aeronautical engineering and maintenance within the South West and further afield. The Region can capitalise on Australia's global reputation for delivering education and training services and the City's unique amenity and lifestyle benefits to attract interstate and international students.

### Case Study:

#### South Metropolitan TAFE

South Metropolitan TAFE delivers vocational courses in various aviation skillsets at Jandakot Airport, including Mechanical Aeroskills, Avionics, Cabin Crew and Aviation Management. Courses offered by South Metropolitan TAFE include:

- MEA20418 Certificate II in Aeroskills (Aeroskills Mechanical Pre-apprenticeship)
- AVI30219 Certificate III in Aviation (Cabin Crew)
- MEA40718 Certificate IV in Aeroskills (Mechanical)
- MEA40618 Certificate IV in Aeroskills (Avionics)
- AVI50119 Diploma of Aviation (Aviation Management)



## Multimedia Production

### Film, Television, Radio & Music

Busselton, reputed as the State's Events Capital, is increasingly recognised as a hub for the arts and creative industries with a vibrant entrepreneurial start-up culture. The City has a long-standing connection to the film industry and multimedia production, hosting the CinefestOZ Film Festival for over ten years. The City has a proven track record providing support and assistance to the film industry.

- The South West has **10%** of WA's multimedia activity (SWDC 2014)
- Busselton has **44%** of South West creative workers (SWDC 2014)
- Busselton's creative sector has grown **7%** in 5 years (QUT 2020)

#### Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and natural environment. The City offers a relaxed environment that appeals to creatives. The creative sector also requires a strong brand identity to stand out in a crowded market; Busselton's emerging reputation in the creative arena is driving continued attraction of creatives.

#### Events and Processes

The City of Busselton has a strong and expanding calendar of events that provide a forum for local talent, led by the CinefestOZ film festival. The City is also certified as a Film Friendly Community and has a dedicated Film Liaison Officer (FLO), demonstrating the City's commitment to attracting and supporting creative businesses.

#### Broadband Infrastructure

The Busselton CBD is a Business Fibre Zone, providing businesses with high-speed broadband of 1 Gb/s. This connectivity facilitates creative content production, collaboration and innovation.

#### Case Study:

##### Volumetric Image Acquisition (VIA) Studio

Sony Digital presented an innovation-based VIA studio opportunity at the 2019 CinefestOZ. VIA produces a photo-realistic three-dimensional recreation of physical environments, allowing producers to maximise studio time. Due to its unique value propositions, the City has potential to establish itself as a regional hub for a VIA studio to service Australian and Asian markets.

#### Case Study:

##### CinefestOZ

The City supports Australia's premiere destination film festival CinefestOZ, which awards Australia's greatest film prize of \$100,000 and attracts leading industry professionals. Additionally, CinefestOZ delivers the Cinesnaps Schools Program for school students and teachers and pioneers the IndigifestOZ program to showcase Indigenous filmmakers and introduce Aboriginal students to careers in film.



## Visual & Performing Arts

Busselton, as the Events Capital of Western Australia, has a strength in music and performing arts and emerging design and visual arts industries. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). The City boasts a high quality 'natural stage' for creative events, with its many wineries, breweries and environmental assets complementing its built venues. Notwithstanding these endowments, the lack of a central creative hub may have tempered development of the City's creative sector, with many existing facilities not built for purpose and constrained in terms of space, size and amenities.

The forthcoming Busselton Performing Arts and Convention Centre (BPACC) will address this infrastructure gap and boost the attractiveness of Busselton as a destination for touring performers, delivering a creative hub that meets the functionality requirements of its users. Visual and performing arts expansion will drive further improvement in vibrancy, fill the gap in the nighttime economy and attract a more diverse demographic.

### Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and pristine natural environment, offering a relaxed environment that appeals to creative industry workers. Creative industry sectors also require a strong brand identity to stand out in an increasingly crowded market. Uniting the City's creatives under the BPACC brand will serve to strengthen the industry.

### Suitable Infrastructure

The highly anticipated development of the BPACC provides the opportunity to create a co-located creative industries incubator. This will allow the City to develop its visual and performing arts industries and generate significant additional economic value in the creative sector. This opportunity aligns to the strategic goals of Diversify WA and the aspirations of the City.

### Case Study:

Busselton Performing Arts and Convention Centre (BPACC)



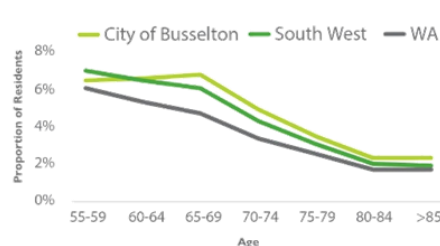
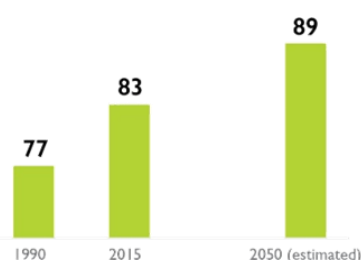
The BPACC will be an iconic landmark performance space with a minimum 625 seat capacity theatre and conference and convention facility to accommodate over 400 people. The building, set to open by 2023, will be flexible in design and utilise the latest technology.



## Aged Care

Aged care and health industries are likely to see strong growth as the local population continues to age. The City has strength in aged care services related to its high concentration of older residents, with a higher proportion of over-60s than the South West and Western Australia (ABS 2016). There are currently three aged care facilities within the City, with a fourth (Capecare Dunsborough) nearing completion. The City will continue to build upon this competitive advantage by supporting investment in aged care infrastructure and investigating implementation of new and improved service delivery models.

Average life expectancy in WA



### Access to Customers and Markets

Busselton exhibits an ageing population characterised by a high concentration of residents over 60. This demographic provides a large customer base for aged care services, particularly for residents who wish to age in place.

### Local Amenity

The City's pristine natural environment and relaxed lifestyle attract senior citizens seeking to enjoy retirement. This amenity ensures continued demand for aged care infrastructure.

### Major Projects

The Dunsborough Capecare aged care facility, which is currently nearing completion, will pioneer an innovative model of aged care that provides aging support services in an integrated independent living facility. This model can be built upon as a best practice standard and point of difference in the increasingly competitive aged care sector.

### Case Study: Intergenerational Care



Intergenerational programs promote social inclusion by creating opportunities for interaction between generations. There are currently no Australian standards for intergenerational practice, despite researchers and aged-care sector calling for it to be established as an evidence-based intervention benefiting both young and old participants. These benefits can include social stimulation, improved learning outcomes, improved physical and mental health and increased awareness and understanding between generations.



## Healthcare & Allied Health

Healthcare remains one of the world's fastest-growing industries as the global population continues to age. Statistics reveal that within three decades, 22% of people in Australia will be over 65 years old (AIHW 2018). As Australians live longer, the proportion of those living with co-morbidities is growing. This increases the reliance on specialist ongoing health care and allied health services for older Australians. Western Australia has a pre-eminent health research and innovation system, with a strong reputation for skilled health professionals, cutting-edge technology and world-first treatments. The Busselton Health Campus (opened in 2015) allows local residents to receive health services closer to home and provides support to smaller regional facilities. There is a high concentration of general practice medical service providers as well as a large number of specialist providers in the City. An increase in aged care facilities will also continue to drive demand for a number of specialist health care providers and general practice doctors.

### Suitable Infrastructure

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services (offices, consulting rooms etc.) also clustered around this infrastructural anchor.

### Access to Skilled Labour

The City has a pool of skilled labour servicing its healthcare and allied health sectors. The City's relaxed lifestyle and highly liveable environment can also be leveraged to attract a skilled workforce and retain young professionals.

### Access to Customers and Markets

Strong projected population growth within the City will drive continued health services expansion in the City. Busselton also has the advantage of proximity to Margaret River, Augusta and Nannup, allowing it to service these centres.

### Case Study:

#### Busselton Population Medical Research Institute



The Busselton Population Medical Research Institute is home to one of the world's longest running longitudinal health studies. The Institute discovered the first genetic association with asthma and has been responsible for mapping trends of common diseases such as asthma, diabetes and cardiovascular disease. There is a great opportunity to capitalise on this strength in health research within the City of Busselton and explore further research specialisation in fields such as gerontology.



## Aged Care & Allied Health Training Campus

The City of Busselton has a strength in aged care services related to its higher percentage of over-60s than the South West and Western Australia (ABS 2016). The demand for high-quality aged care will continue to grow regionally, nationally and internationally, driving the demand for a skilled workforce. South Metropolitan TAFE currently offers Certificate III and IV qualifications in aging support, but with growing demand for aged care professionals there will likely be a need to provide a specialised training campus within the South West in the future. The City is ideally located for such a facility due to the large and growing aged care market, which provides direct career pathways for students within the South West. The purpose-built campus can also accommodate other important training opportunities, such as high-end hospitality training.

### Access to Customers and Markets

The City of Busselton exhibits an ageing population, characterised by a high concentration of residents aged over 60. This demographic structure provides a large customer base for aged care and allied healthcare services.

### Local Amenity

The City's relaxed lifestyle and high liveability can be leveraged to attract a skilled workforce to service the proposed aged care & allied health training campus. The amenity of the City will also assist in attracting people to remain in or relocate to the area to undergo specialist training.

### Major Infrastructure and Projects

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services also clustered around this infrastructural anchor. The longitudinal Busselton Health Study can be leveraged to augment the City's competitive advantage in the delivery of aged care and related allied health services with a specialisation in gerontology.

### Case Study:

#### Aged Care Royal Commission

The Royal Commission into Aged Care report *Care, Dignity and Respect* recommended a major expansion of the aged care and disability workforce. Improved workforce conditions and capability are among the report's recommendations.

In response to the Royal Commission, the Commonwealth Government has committed an additional investment of \$92 million into the sector. This will target creation of more than 18,000 places for workers in the next two years by attracting job seekers into the sector, through assistance to employers and training for new recruits. The Report suggests that 80,000 additional workers will be needed by 2030 and an extra 180,000 by 2050 in order to properly staff the sector.



## Telehealth Services Hub

Telehealth is the practice of assessing patients remotely using videoconference, digital photography, instant messaging or other technology. It is seen as a way to address health system challenges created by the COVID-19 pandemic as well as an important support for regional and remote areas without healthcare professionals.

There is an opportunity for the City to leverage its strength in healthcare services and capitalise on global trends in telehealth to become a services hub for the South West. Building on the City's competitive advantage in health services by providing convenient virtual access to specialists for other regions will continue to grow the local labour force and capitalise on a future-looking opportunity. The City's internet bandwidth and speed will need to be monitored and improved where required to allow for the successful integration of technology with healthcare delivery.

### Access to Skilled Labour

As the City has grown, the number and degree of specialisation of healthcare practitioners has increased. This pool of highly-skilled and specialised healthcare practitioners provides local access to labour of the type required to realise the telehealth services hub opportunity.

### Access to Customers and Markets

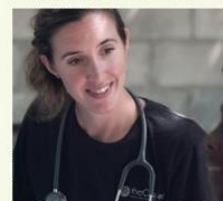
The City exhibits an ageing population characterised by a high concentration of residents over 60. This demographic structure provides a large customer base for healthcare services. Additionally, strong projected population growth will underpin continued proliferation of health services in the City, while proximity to other South West population centres will allow Busselton to become a telehealth hub that services these areas in addition to its own residents.

### Local Amenities

The City's relaxed lifestyle and high liveability can be leveraged to attract skilled healthcare practitioners to live, work and play in the City of Busselton to service the City and the broader South West.

### Case Study:

#### Western Australia Virtual Health Services Hub



A virtual service that supports front-line clinicians who care for patients in regional Western Australia has been added to the Western Australia Country Health Service centre in 2019. The centre supports doctors and nurses in country hospitals and nursing posts by providing ready access to specialist clinicians who use technology, videoconferencing and real-time data to assist in delivering quality patient care.



## Tourism: Accommodation & Food

The City of Busselton's tourism industry is strong and growing, with specialisation in the provision of accommodation and food and beverage services. Visitors to the City spend over \$175 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2020 (Spendmapp 2021). The City has recovered well from the COVID-19 pandemic due to its attraction of intrastate domestic tourists. Post-COVID-19, there is an opportunity to continue to attract intrastate and international visitors, particularly due to the improved connectivity provided by the Busselton Margaret River Airport.

- Visitors spend **\$500 million** in the City each year (Spendmapp 2021)
- Accommodation and food services employs **1,700** people (ABS 2016)
- Busselton has the **3<sup>rd</sup> highest** concentration of cafes and restaurants in regional Australia (ABS 2016)

### Access to Skilled Labour

The City's strengths in tourism has developed a local workforce that is skilled in hospitality, accommodation management and food and beverage service. This workforce is augmented by a seasonal labourforce during peak visitation periods. The City is currently exploring ways to support the seasonal labourforce that was disrupted by the COVID-19 pandemic.

### Local Amenity

The City's exemplary natural environment attracts visitors and provides a leisurely lifestyle for local and seasonal tourism workers to enjoy.

### Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, with visitor expenditure rebounding extremely robustly from the COVID-19 pandemic. Indeed, capitalisation on the growth in domestic tourism as a response to international travel restrictions has seen local visitor expenditure now exceed pre-pandemic levels.

### Case Study:

#### Shelter Brewing Co.



Completed in 2020 amidst the global COVID-19 pandemic, Shelter Brewing Co. is a 650-capacity brewery, restaurant and function centre set on the Busselton foreshore overlooking the iconic Busselton Jetty. The landmark venue is a joint venture between two fourth-generation Busselton families and has been strongly supported by locals and intrastate visitors alike. The vertically integrated micro-brewery serves a range of beers brewed on-site, alongside a thoughtfully-crafted menu comprised exclusively of Western Australian produce.



## Hospitality Trade School

The City of Busselton has a well developed hospitality sector specialising in short-stay accommodation and food and beverage services, with 12% of the City's workforce employed in tourism-related industries (ABS 2016). However, the City and wider South West currently experiences seasonal volatility in its hospitality-trained labourforce and an under-supply of long-term local hospitality workers. As such, many operators supplement local labour with seasonal and international workers.

One the other hand, there is a growing demand for high-end hospitality workers to support growing industry demands and customer expectations. As a key location for high-quality tourist experiences, the City has an opportunity to develop a hospitality trade school that provides high-end development pathways for local students to service continued tourism sector growth.

### Access to Skilled Labour

A specialised hospitality trade school delivered at a high-end standard will complement Margaret River TAFE's general hospitality training offering. This will minimise inter-regional competition and provide a development pathway from secondary education into careers within the City's many (and increasingly up-market) hospitality businesses.

### Visitation and Amenity

The City of Busselton continues to benefit from strong and growing domestic and international tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City's exemplary natural environment and relaxed lifestyle also provide a highly liveable setting for local hospitality students and workers to enjoy.

### Major Projects

Key tourism projects within the urban centre of Busselton such as the Hilton Garden Inn Hotel and Origins Market will provide important anchor employers of local hospitality school graduates.

### Case Study:

#### Swiss Education Group

The Swiss Education Group offers professional certificates in hospitality rooted in the Swiss tradition of world-class hospitality. The Swiss Model partners students with reputable hospitality leaders to provide relevant practical experience that secures future employment. The Model's point of difference is its quality, with courses accredited by the International Centre of Excellence in Tourism and Hospitality Education. This provides a signal of graduate quality to reputable hospitality market leaders. Adaptation of the Swiss Model of hospitality training within the City of Busselton will provide a clear development pathway from secondary education into careers with the City's many (and increasingly up-market) hospitality businesses, such as The Hilton Garden Inn Hotel.



## Nighttime Economy

The City of Busselton's tourism industry is very well developed, with high specialisation in the provision of accommodation and food and beverage services. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). Despite this growing demand for entertainment in the City, a gap has been identified in the City's provision of nighttime entertainment activities. An improved entertainment offering in nighttime hours will improve the City's retention of young people, attract more visitors and retain more local and visitor expenditure.

### Access to Customers and Markets

The City of Busselton enjoys favourable proximity to the major metropolitan centre of Perth, which is the source of the majority of its intrastate tourist visitation. Access to this large tourist market allows the City to attract visitors of the demographic which tends to demand nighttime entertainment activities - typically younger people without children.

### Access to Supply Chains

The City's existing concentration of local beer and wine producers and creative practitioners provides a unique opportunity to maximise supply chain efficiency, with local bars, taverns and live music venues able to source high-quality products as well as creative performers from within the City of Busselton.

### Major Projects

There are a number of major upcoming projects which will support the opportunity to develop the City's nighttime economy. The redevelopment of Busselton's Mitchell Park is likely to see an expanded commercial footprint at Busselton Central, complete with food and beverage offerings and a cinema. Additionally, the scheduled development of the Vasse main street will likely see delivery of a bar in the fast-growing urban area. These projects will provide an increased and diversified entertainment offering in the City, particularly during nighttime hours. The highly anticipated development of the BPACC will also support additional nighttime entertainment opportunities.

### Case Study:

#### Byron Bay Entertainment Economy



The regional town of Byron Bay in New South Wales has a population of approximately 36,000, making it marginally smaller than the City of Busselton at approximately 40,000 (i.d. 2021, City of Busselton 2021). Byron Bay hosts major music events such as Splendour in the Grass and Bluesfest, which contribute over \$100 million to the economy (Bluesfest 2019, ABC 2020). These events attract a large number of domestic and international visitors, who spend both at the events and throughout the Town's nighttime entertainment venues.



## Emerging Tourism Sub-Markets

Global trends in the development of niche tourism sub-markets such as eco-tourism, adventure tourism and cultural tourism present a clear opportunity for the City of Busselton. The City has significant natural endowments in the provision of eco-tourism experiences, with significant activity in conservation parks and museum operation. The South West has continued to define itself as amongst the country's eminent recreational and adventure tourism destinations, which the City can capitalise on. In addition, the City's strength and aspiration to develop as a leading regional creative hub provides an opportunity to develop unique heritage, arts and Indigenous cultural experiences.

- Busselton is the State's **2021 Top Tourism Town** (Tourism Council WA 2021)
- Conservation parks and museums employ **100** people (ABS 2016)
- Local eco-tourism is **3x** more concentrated than benchmarks (ABS 2016)
- At **1.85 kilometres**, the Busselton Jetty is the longest timber piled jetty in the southern hemisphere (Busselton Jetty Inc. 2021)

### Local Amenity and Resources

The City's exemplary natural environment is a key attractor of visitors, with its landmark beaches, forests and trails highly sought after by adventure tourists and eco-tourists.

### Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is well positioned to leverage its environmental and cultural resources to service growing tourism markets.

### Major Projects

A \$30 million upgrade to the Busselton Underwater Observatory will make it the world's largest, strengthening the emerging eco-tourism industry. The BPACC's development will also strengthen the City's cultural attraction.

### Case Study:

#### Dwellingup Trails Town



Dwellingup is the meeting point of the world-famous Bibbulmun Track and Munda Biddi Mountain Bike trails. The recently opened Dwellingup Trails and Visitor Centre offers an immersive experience for all visitors, featuring state of the art technology, virtual reality experiences, interactive touch maps and information screens with trail maps and information. A further \$8.4 million is being invested in Dwellingup to develop it as a 'Trails Town' of the future, which will cement the Town's position as an iconic destination for domestic and international mountain bikers, hikers, paddlers and equine enthusiasts.



## Tourism- Related Manufacturing

Global trends in tourism sub-markets such as eco-tourism, adventure tourism and recreation tourism have driven increased local activity in the tourism-related manufacturing industry. The City of Busselton has a high concentration of this manufacturing industry, with sporting and recreational products such as surfboards, bicycles and kayaks produced locally. This emerging manufacturing industry is amongst the City's best performing, with potential for further growth to be driven by continued development of unique eco-tourism, adventure tourism and recreation tourism offerings.

- Tourism manufacturing is **3x** as concentrated as benchmarks (ABS 2016)
- The City boasts some of the world's best surf breaks
- Good surfing conditions induce economic growth (McGregor and Wills 2017)

### Suitable Infrastructure

The City possesses an established supply of light and general industrial land, which can be leveraged to drive further clustering of population-driven light industrial uses such as tourism-related product manufacturing.

### Access to Skilled Labour

The City's strength in tourism has developed a workforce that is skilled in the provision of eco-tourism, adventure tourism and recreation tourism experiences. These activities have also driven growth in the related manufacturing of sporting and recreational products.

### Local Amenity and Visitation

The City's exemplary natural environment is a key attractor of visitors, with landmark beaches, forests and trails facilitating recreational activities that are highly sought by adventure, recreation and eco-tourists. The City also continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is therefore well positioned to leverage its endowment of environmental resources and advantage in the manufacture of tourism-related products to develop a symbiotic cluster of tourism-focused industries.

### Case Study: Yahoo Surfboards



Yahoo Surfboards is a bespoke surfboard retailer based in Dunsborough. Yahoo Surfboards manufacture custom surfboards for local and visiting surfers. The success of businesses like Yahoo Surfboards adds to the area's rich surfing culture and reflects the continued growth of adventure and recreation tourism in the City. The development of the local surfing industry induces significant direct expenditure (captured by retail manufacturers such as Yahoo Surfboards) but also creates large wider economic impacts in other industries, such as accommodation and food and beverage services.





## 4 ACTION PLAN

The City of Busselton has cultivated a brand identity that revolves around a theme of environmental beauty and sustainability, unique food, wine and beer and a lively film and performing arts culture. Identified investment opportunities are tied to this theme, building on the City's many assets and competitive advantages.

### 4.1 Investment Attraction Levers

The role of regional Local Governments within the investment attraction and economic development process is to provide enablers and incentives. It is important to recognise that Local Governments have a limited sphere of influence in shaping economic outcomes and must work within these limitations, such as available resources, to achieve targeted outcomes. The levers available to local government can be described under the following hierarchy:

#### Control

- Fiscal incentives such as cash grants, rebates, tax credits that positively impact the budget of potential investors
- Site, land and premises availability
- Infrastructure investments, such as attractive streetscapes, co-working spaces and common user infrastructure, roads and other major infrastructure
- Improved administrative and legal processes, such as fast-tracked approval and assessment and/or reduced reporting requirements

#### Influence

- Quality of life – for non-metropolitan regions such as Busselton, it is critical that prospective investors / workers can convince their families / dependents to relocate to the area
- Labour availability and quality, developed through targeted workforce training
- Facilitating the strengthening of networks that encourage the sharing of knowledge and creation of investment opportunities
- Communicating with State and Federal governments regarding the influence of wider policy, projects or funding decisions

#### Monitor

- Tracking economic performance indicators
- Collecting feedback from businesses regarding current issues or opportunities

Investment Attraction Strategy: Key Opportunities and Action Plan



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All actions identified for the City have been aligned to the applicable lever(s), including:

- Information
- Marketing
- Connection
- Infrastructure
- Labour
- Process
- Space

Actions have been developed to address the key gaps for the identified priority opportunities. Each action is also described in terms of potential partners, responsibility and timeframe.

Please see the recommended actions below.

Investment Attraction Strategy: Key Opportunities and Action Plan



## 4.2 Investment Attraction Actions

| Action   | Levers  | Opportunity       | Partners   | Responsibility  | Timeframe  |
|--|---|-------------------|--|---|------------|
| Provide useful data tools and insights and promotional materials on the City of Busselton website under Economic Development or Investment, such as Spendmapp insights, REMPLAN, demographic snapshot, sector profiles, fact sheets etc. (e.g. Film Attraction Prospectus) | <ul style="list-style-type: none"> <li>Information</li> <li>Marketing</li> </ul>  | All opportunities | <ul style="list-style-type: none"> <li>Industry representative bodies</li> <li>Spendmapp / Geographia</li> <li>REMPPLAN</li> </ul>                                   | City of Busselton (Economic & Business Development)   | Short-term |
| Identify key investors / businesses to target in key opportunity sectors through databases, association memberships and networking activities  | <ul style="list-style-type: none"> <li>Information</li> <li>Connection</li> </ul> | All opportunities | <ul style="list-style-type: none"> <li>Industry representative bodies</li> <li>SWDC</li> <li>RDA South West</li> </ul>   | <ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>SWDC</li> <li>RDA South West</li> </ul> | Short-term |
| Liaise with NBN Co. and other potential IT infrastructure providers / funders to explore the feasibility of internet connectivity infrastructure improvements  | Infrastructure  | All opportunities | <ul style="list-style-type: none"> <li>NBN Co.</li> <li>Telstra</li> <li>Private internet providers</li> <li>State government</li> <li>Federal government</li> </ul> | City of Busselton (Economic & Business Development, Information Technology)   | Short-term |
| Establish an Education and Skills Taskforce to liaise between training providers and industry employers on solution to address potential skills gaps and upskilling opportunities  | <ul style="list-style-type: none"> <li>Labour</li> <li>Connection</li> </ul>      | All opportunities | South Regional TAFE  | City of Busselton (Economic & Business Development, Education and Skills Taskforce)   | Short-term |

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action  | Levers  | Opportunity                         | Partners   | Responsibility   | Timeframe  |
|---|---|-------------------------------------|--|--|------------|
| Develop a City of Busselton water utilisation strategy (future water solution) in conjunction with the Department of Primary Industries, Busselton Water and/or the Department of Water and Environmental Regulation <sup>4</sup> | <ul style="list-style-type: none"> <li>Process</li> <li>Infrastructure</li> </ul> | Agriculture & Food                  | <ul style="list-style-type: none"> <li>DPIRD</li> <li>Busselton Water</li> <li>Department of Water and Environmental Regulation</li> <li>DPLH</li> <li>DevelopmentWA</li> </ul>      | <ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development, Environmental Services)</li> <li>Busselton Water</li> <li>Department of Water and Environmental Regulation</li> </ul> | Long-term  |
| Investigate the potential to create a unique City of Busselton food and beverage products brand, to support existing and emerging Agriculture & Food opportunities  | Marketing   | Agriculture & Food                  | <ul style="list-style-type: none"> <li>Agricultural producers</li> <li>Agriculture industry representative bodies</li> <li>SWDC</li> <li>ASW</li> <li>MRWA</li> <li>MRBTA</li> </ul> | City of Busselton (Economic & Business Development)  | Short-term |
| Establish a business assistance body to support prospective and existing firms with the distribution and branding of their food and beverage products   | Marketing   | Agriculture & Food                  | Agriculture industry representative bodies   | City of Busselton (Economic & Business Development)  | Short-term |
| Work with DPIRD to identify marine areas where aquaculture can be considered and cooperate with the Department to secure required environmental approvals   | <ul style="list-style-type: none"> <li>Process</li> <li>Information</li> </ul>    | Aquaculture and Marine Pharmacology | DPIRD  | City of Busselton (Economic & Business Development, Environmental Services, Coastal Protection)  | Short-term |

<sup>4</sup>A non-potable water supply study was recently conducted for the South West region. As the City of Busselton's water supply is predominantly non-potable, the City can leverage the findings of this study to develop its future water solution.

## Investment Attraction Strategy: Key Opportunities and Action Plan



| Action  | Levers   | Opportunity                         | Partners  | Responsibility                                      | Timeframe   |
|---|--|-------------------------------------|---|---|-------------|
| Develop a register of established and emerging aquaculture producers (especially seaweed and marine sponge producers) in the State / Australia / Asian region and liaise with them to determine their business start-up requirements and potential incentives | <ul style="list-style-type: none"> <li>Process</li> <li>Information</li> </ul>                           | Aquaculture and Marine Pharmacology | <ul style="list-style-type: none"> <li>DPIRD</li> <li>Australian Seaweed Institute</li> <li>Fisheries Research and Development Corporation (FRDC)</li> <li>Australian Department of Agriculture, Water and Environment</li> </ul> | City of Busselton (Economic & Business Development) | Short-term  |
| Work with DPIRD to establish investment-ready aquaculture development zones with low-level start-up infrastructure and market these zones to prospective aquaculture investors / producers  | <ul style="list-style-type: none"> <li>Process</li> <li>Information</li> <li>Infrastructure</li> </ul>   | Aquaculture and Marine Pharmacology | <ul style="list-style-type: none"> <li>DPIRD</li> <li>Australian Seaweed Institute</li> <li>Fisheries Research and Development Corporation (FRDC)</li> <li>Australian Department of Agriculture, Water and Environment</li> </ul> | City of Busselton (Economic & Business Development) | Medium-term |
| Work with the Australian Seaweed Institute to advocate for delivery of a seaweed production centre in the City of Busselton and lobby for funding by State and Federal departments through the RD&E plan <sup>5</sup>   | <ul style="list-style-type: none"> <li>Information</li> <li>Marketing</li> <li>Infrastructure</li> </ul> | Aquaculture and Marine Pharmacology | <ul style="list-style-type: none"> <li>DPIRD</li> <li>Australian Seaweed Institute</li> <li>Fisheries Research and Development Corporation (FRDC)</li> <li>Australian Department of Agriculture, Water and Environment</li> </ul> | City of Busselton (Economic & Business Development) | Medium-term |

<sup>5</sup> The *National Seaweed Industry Blueprint* recommends the development of a seaweed farming cluster in key regions in South Australia, Tasmania, southern NSW and southern Western Australia to drive supply chain development. The City of Busselton is well-placed to capitalise on this strategic recommendation by positioning itself as a suitable location in southern Western Australia for the establishment of seaweed aquaculture activity.

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action   | Levers   | Opportunity                             | Partners   | Responsibility  | Timeframe   |
|--|--|---|--|---|-------------|
| Work with DPIRD and South Metropolitan TAFE to develop aquaculture training courses / vocational training pathways to sustain the industry into the future, capitalising on the Busselton Jetty's unique ecology and existing research activities <sup>6</sup> | Labour   | Aquaculture and Marine Pharmacology     | <ul style="list-style-type: none"> <li>• South Metro / South Regional TAFE</li> <li>• City of Bunbury</li> <li>• Southern Ports Authority</li> <li>• Aquaculture industry peak bodies</li> <li>• Busselton Jetty Inc.</li> </ul> | City of Busselton (Economic & Business Development)   | Long-term   |
| Identify current import and export movements into / out of the City of Busselton to understand current patterns of product distribution  | <ul style="list-style-type: none"> <li>• Information</li> <li>• Connection</li> </ul>    | Perishables Air Freight / Distribution  | <ul style="list-style-type: none"> <li>• Agriculture industry peak bodies</li> <li>• Southern Ports Authority</li> <li>• Perth Airport</li> <li>• Austrade</li> <li>• SWDC</li> </ul>  | <ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul> | Short-term  |
| Use the results of the freight import / export review to identify any gaps in current distribution channels and identify potential infrastructural and non-infrastructure solutions  | <ul style="list-style-type: none"> <li>• Connection</li> <li>• Infrastructure</li> </ul> | Perishables Air Freight / Distribution  | <ul style="list-style-type: none"> <li>• Agriculture industry peak bodies</li> <li>• Main Roads WA</li> <li>• Southern Ports Authority</li> <li>• Perth Airport</li> <li>• Austrade</li> </ul>                                   | <ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul> | Medium-term |
| Develop partnership with South Metro and/or South Regional TAFE to investigate feasibility of delivering vocational courses in aviation <sup>7</sup>   | Labour   | Aircraft Maintenance and Pilot Training | <ul style="list-style-type: none"> <li>• TAFE (South Metro and South Regional)</li> <li>• Perth Airport</li> <li>• Jandakot Airport</li> </ul>   | <ul style="list-style-type: none"> <li>• City of Busselton (Economic &amp; Business Development, Airport Services)</li> <li>• Busselton Margaret River Airport</li> </ul> | Medium-term |

<sup>6</sup> Courses may potentially include: SFI20119 Certificate II in Aquaculture, SFI30119 Certificate III in Aquaculture, SFI50119 Diploma of Aquaculture.

<sup>7</sup> Courses may potentially include: Aeroskills Training: MEA20418 Certificate II in Aeroskills (Aeroskills Mechanical Pre-apprenticeship), MEA40718 Certificate IV in Aeroskills (Mechanical), MEA40618 Certificate IV in Aeroskills (Avionics), Aviation Training: AVI30219 Certificate III in Aviation (Cabin Crew), AVI50119 Diploma of Aviation (Aviation Management).

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action   | Levers     | Opportunity         | Partners  | Responsibility   | Timeframe  |
|--|------------|---------------------|---|--|------------|
| Advocate for the establishment of a creative and technological industries hub in the City of Busselton   | Connection | Creative Industries | <ul style="list-style-type: none"> <li>• SWDC</li> <li>• DLGSC</li> </ul>   | City of Busselton (BPACC)                                    | Short-term |
| Capitalise and promote the City's 'Events Capital of Western Australia' brand to support creative industries and tourism   | Marketing  | Creative Industries | <ul style="list-style-type: none"> <li>• CinefestOZ</li> <li>• MRBTA</li> <li>• Tourism WA</li> <li>• Australia's South West</li> </ul>   | City of Busselton (Event Services)                           | Short-term |
| Investigate the potential to create a unique City of Busselton creative industries brand (branding strategy & visual identity plans) and promote local businesses under this brand   | Marketing  | Creative Industries | <ul style="list-style-type: none"> <li>• SWDC</li> <li>• DLGSC</li> <li>• CinefestOZ</li> <li>• TourismWA</li> <li>• Australia's South West</li> </ul>                                    | City of Busselton (BPACC, Event Services)                    | Short-term |
| Reinstate discussions with key partners to establish a virtual (Volumetric Image Acquisition) production studio in the City of Busselton   | Connection | Creative Industries | <ul style="list-style-type: none"> <li>• Screenwest</li> <li>• Screen Australia</li> <li>• Sony Digital Innovation Studios</li> <li>• CinefestOZ</li> </ul>                               | City of Busselton (BPACC, Event Services)                    | Short-term |
| Liaise with the Western Australian Music Industry Association (WAM) to identify how the Association might assist in improving the recognition and touring / performing opportunities of musicians and music companies in the City of Busselton | Connection | Creative Industries | <ul style="list-style-type: none"> <li>• Western Australian Music Industry Association (WAM)</li> <li>• Western Australian Academy of Performing Arts (WAAPA)</li> <li>• DLGSC</li> </ul> | City of Busselton (BPACC, Event Services, Cultural Services) | Short-term |

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action  | Levers   | Opportunity   | Partners  | Responsibility  | Timeframe  |
|---|--|---|---|---|------------|
| Advocate and support the development of co-working spaces / flexible spaces to assist small businesses and service remote workers (e.g. Dunsborough Work Life co-working space)                                     | <ul style="list-style-type: none"> <li>Space</li> <li>Infrastructure</li> </ul>  | Creative Industries   | <ul style="list-style-type: none"> <li>Commercial property developers</li> <li>DPLH</li> <li>Development WA</li> <li>Infrastructure Australia (Federal and State)</li> </ul>                    | City of Busselton (Economic & Business Development)   | Short-term |
| Reinstate investigation of development of a permanent vocational training campus for Aged Care & Allied Health and Tourism (Hospitality) sectors within the City of Busselton                                       | <ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul> | Aged Care & Allied Health Training Campus<br>Hospitality Trade School | <ul style="list-style-type: none"> <li>TAFE</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>  | City of Busselton (Economic & Business Development, Education and Skills Taskforce)                   | Short-term |
| Work with training providers and local employers to market local career opportunities in the Aged Care & Allied Health and Tourism (Hospitality) sectors (jobs fair, online marketing campaign, brochures etc.)     | <ul style="list-style-type: none"> <li>Labour</li> <li>Marketing</li> </ul>      | Health and Aged Care<br>Tourism                                       | <ul style="list-style-type: none"> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>  | City of Busselton (Economic & Business Development, Education and Skills Taskforce, Public Relations) | Short-term |
| Work with training providers and local employers to improve the perception amongst local youth that hospitality and aged care employment are attractive, rewarding and in-demand career pathways                    | Labour   | Health and Aged Care<br>Tourism                                       | <ul style="list-style-type: none"> <li>TAFE (South Regional)</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> </ul>                                 | City of Busselton (Economic & Business Development, Education and Skills Taskforce)                   | Long-term  |
| Facilitate partnership building between training providers (TAFE) and key local employers in Aged Care (e.g. CapeCare) and Hospitality (e.g. Hilton Garden Inn Hotel, Origins Market, Shelter Brewing etc.) sectors | <ul style="list-style-type: none"> <li>Labour</li> <li>Connection</li> </ul>     | Health and Aged Care<br>Tourism                                       | <ul style="list-style-type: none"> <li>TAFE (South Regional)</li> <li>Aged care / allied health businesses</li> <li>Hospitality / tourism businesses</li> <li>Australia's South West</li> </ul> | City of Busselton (Economic & Business Development, Education and Skills Taskforce)                   | Short-term |

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action   | Levers   | Opportunity             | Partners  | Responsibility  | Timeframe  |
|--|--|-------------------------|---|---|------------|
| Work with key health sector stakeholders to investigate the viability of delivering health services remotely from the City of Busselton through a unified telehealth service hub brand | <ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul> | Telehealth Services Hub | <ul style="list-style-type: none"> <li>Health industry businesses and practitioners</li> <li>Busselton Health Campus</li> <li>Department of Health (WA)</li> <li>WA Country Health Service</li> <li>SWDC</li> <li>RDA South West</li> <li>Other South West local governments</li> </ul> | City of Busselton (Economic & Business Development)   | Short-term |
| Work with state and federal government departments to investigate opportunities to deliver increased stock of medium-term (1 to 12 months duration) accommodation for seasonal workers | <ul style="list-style-type: none"> <li>Labour</li> <li>Infrastructure</li> </ul> | Tourism                 | <ul style="list-style-type: none"> <li>DPLH</li> <li>Development WA</li> <li>State government</li> <li>Federal government</li> </ul>  | City of Busselton (Economic & Business Development, Development Services)                     | Short-term |
| Identify the felt need for additional nighttime entertainment offerings in the City through a desktop audit of current offerings and consultation with community                       | Information  | Nighttime Economy       | Hospitality / tourism businesses  | City of Busselton (Economic & Business Development, Community Development, Cultural Services) | Short-term |
| Review the City's local land use context to ensure availability of suitable entertainment venue operators and sites within the Busselton and/or Dunsborough town centres               | <ul style="list-style-type: none"> <li>Space</li> <li>Process</li> </ul>         | Nighttime Economy       | <ul style="list-style-type: none"> <li>Hospitality / tourism businesses</li> <li>DPLH</li> <li>Busselton Chamber of Commerce</li> <li>Dunsborough Yallingup Chamber of Commerce</li> </ul>  | City of Busselton (Strategic Planning, Development Services)                                  | Short-term |
| Connect food and beverage producers and creative practitioners with entertainment venue operators  | Connection   | Nighttime Economy       | <ul style="list-style-type: none"> <li>Agricultural producers</li> <li>Beverage manufacturers</li> <li>Wine and beer industry associations</li> <li>Hospitality / tourism businesses</li> </ul>   | City of Busselton (Economic & Business Development)   | Short-term |

Investment Attraction Strategy: Key Opportunities and Action Plan



| Action   | Levers  | Opportunity                   | Partners  | Responsibility   | Timeframe   |
|--|---|-------------------------------|---|--|-------------|
| Undertake an audit of existing arts / cultural / heritage assets to market to visitors as a map / infographic  | Marketing   | Emerging Tourism Sub-Markets  | <ul style="list-style-type: none"> <li>Local heritage groups / industry experts</li> <li>MRBTA</li> <li>DLGSC</li> <li>Australia's South West</li> </ul>  | City of Busselton (Economic & Business Development, Cultural Services)   | Short-term  |
| Undertake an audit of existing adventure tourism / eco-tourism assets (trails, surf spots etc.) to market to visitors as a map / infographic   | Marketing   | Emerging Tourism Sub-Markets  | <ul style="list-style-type: none"> <li>Hospitality / tourism businesses</li> <li>MRBTA</li> <li>Nature Conservation Margaret River Region</li> <li>Tourism WA</li> <li>Australia's South West</li> </ul>              | City of Busselton (Economic & Business Development, Recreation Services)   | Short-term  |
| Build partnerships / working group with local Indigenous leader(s) / elders / group(s) and relevant Indigenous cultural tourism providers to understand culturally-significant sites / assets and facilitate the design of appropriate local Indigenous cultural tourism offerings | <ul style="list-style-type: none"> <li>Information</li> <li>Connection</li> </ul> | Emerging Tourism Sub-Markets  | <ul style="list-style-type: none"> <li>Wadandi Bibbulmun Traditional Owner group(s)</li> <li>South West Aboriginal Land and Sea Council</li> <li>MRBTA</li> <li>Tourism WA</li> <li>Australia's South West</li> </ul> | <ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>MRBTA</li> </ul> | Medium-term |
| Develop a strategy for marketing the City to prospective manufacturers of outdoor adventure / recreation products (e.g. surfboards, kayaks, bicycles)  | <ul style="list-style-type: none"> <li>Marketing</li> <li>Space</li> </ul>        | Tourism-Related Manufacturing | <ul style="list-style-type: none"> <li>SWDC</li> <li>Development WA</li> <li>Light industrial / commercial property developers</li> </ul>   | <ul style="list-style-type: none"> <li>City of Busselton (Economic &amp; Business Development)</li> <li>SWDC</li> </ul>  | Medium-term |





## 5 EVALUATION AND MONITORING

### 5.1 Evaluation Framework

Earlier this year Pracsys and Economic Development Australia (EDA) created the first Australian toolkit for the evaluation of local government activities designed to attract investment and secure economic development. The EDA Performance Evaluation Toolkit was designed to provide local governments with an objective and robust method for assessing the outcomes of multiple investment projects, contributing to efficient resource allocation and driving economic development.

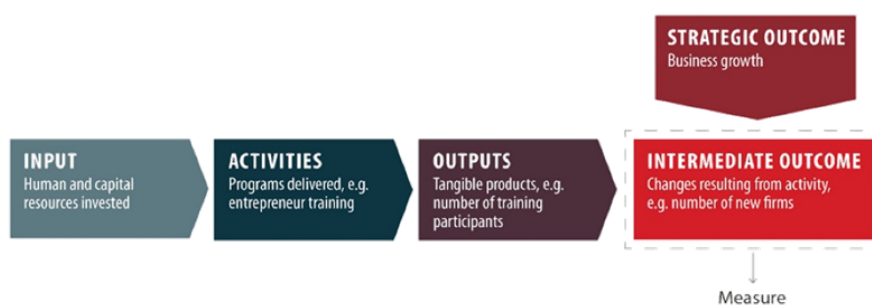
Pracsys suggest the City of Busselton utilise the developed framework to evaluate and monitor the impact of the actions devised to attract investment into the City and measure progress towards the objectives of the Investment Attraction Strategy.

Performance measurement is a systematic approach that allows to clearly demonstrate the value of economic development efforts. It allows to monitor progress toward the goal the program or project has set out and to demonstrate its value to stakeholders.

The benefits of performance measurement include:

- Allows the City to assess the effectiveness of its programs and projects
- Allows the City to show value and generate buy-in from stakeholders
- Ensures that the City spends its internal resources on high-value activities
- Supports informed and evidence-based decision-making
- Allows the City to pinpoint what it can track in order to demonstrate success and progress against objectives
- Keeps the City on target and accountable to its stakeholders

The below logic model is a visual representation of how activities contribute to ultimate outcomes.



The logic model provides a clear roadmap for the project showing the connections between what the City invests, the activities it runs and what these achieve. It allows the City to visualise the entirety of its programs



and projects from where it is currently to where it wants to go, creating a way to communicate this process to stakeholders.

## 5.2 Proposed Indicators

Indicators that are used to measure the impact of actions and progress towards the strategic goal of attracting business and investment should be aligned to the targeted opportunity industries and the levers used. It is important to acknowledge the positive and negative impact of external factors that may have influence on the outcome, for example, impact of COVID-19 or government subsidy.

Proposed indicators are provided below:

- Value of inward investment attracted per annum (overall and for the priority industries)
- Number of additional jobs created in target industries per annum
- Number of new registered businesses in target industries
- Concentration factor of supply chains (change in proportion of local businesses in targeted industries that have local supply chains e.g. breweries using locally produced hops; restaurants using local produce)
- Reduction in local expenditure leakage on entertainment
- Improved internet speed in key business locations
- Increased number of local students enrolled in priority industry subjects
- Increased number of local residents with in-demand skills for the key opportunities (high-end hospitality; health and aged care support)
- Business feedback on improvements in the process, provided information and working with the local government (through the survey)
- Number of new or strengthened business, education and government partnerships associated with key opportunity industries



## 6 APPENDIX

### 6.1 List of Acronyms

|       |   |
|-------|---|
| ASW   | Australia's South West                                    |
| BPACC | Busselton Performing Arts and Convention Centre           |
| CEO   | Chief Executive Officer                                   |
| DLGSC | Department of Local Government, Sport and Culture         |
| DPIRD | Department of Primary Industries and Regional Development |
| DPLH  | Department of Planning, Lands and Heritage                |
| ECU   | Edith Cowan University                                    |
| EDA   | Economic Development Australia                            |
| FRDC  | Fisheries Research and Development Corporation            |
| MRBTA | Margaret River Busselton Tourism Association              |
| MRWA  | Margaret River Wine Association                           |
| NBN   | National Broadband Network                                |
| RDA   | Regional Development Association                          |
| SW    | South West  |
| SWDC  | South West Development Commission                         |
| SWOT  | Strengths Weaknesses Opportunities Threats                |
| TAFE  | Technical and Further Education                           |
| WA    | Western Australia   |
| WAAPA | Western Australian Academy of Performing Arts             |
| WAM   | West Australian Music                                     |



## 6.2 Acknowledgements

Pracsys would like to acknowledge the following organisations and individuals for providing information, advice and expert insights that greatly contributed to the development of this report. In order of consultation:

### City of Busselton Economic Development Taskforce:

- Cr Grant Henley Mayor, City of Busselton
- Cr Paul Carter Councillor, City of Busselton
- Cr Kate Cox Councillor, City of Busselton
- Cr Phill Cronin Councillor, City of Busselton
- Naomi Searle Director Community & Commercial Services, City of Busselton
- Jennifer May Manager Economic & Business Development, City of Busselton
- Paul Needham Director Planning & Development Services, City of Busselton
- Wendy Clutterbuck Executive Support Officer, City of Busselton
- Sharna Kearney CEO, Margaret River Busselton Tourism Assoc.
- Cate Brooks South West Development Commission
- Fiona Fitzgerald Regional Development Australia SW
- Amanda Whiteland CEO, Margaret River Wine Assoc.
- Sana Turnock Business Advisory SW
- Glen Alexander Dunsborough Yallingup Chamber of Commerce Inc.

### City of Busselton Officers (not included above):

- Oliver Darby Engineering & Works Services
- Peta Tuck Events Coordinator
- Matthew Riordan Manager Strategic Planning
- Joanna Wilkinson Strategic Planner
- Louise Korovesi Principal Strategic Planner
- Lee Reddell Manager Development Services
- Nick Edwards Project Officer SW Regional Waste Group

### And the following individuals:

- Ray Mountney Director, Muirs WA
- Lisa Shreeve CEO, Busselton Jetty Inc.
- Sophie Teede Marine Scientist, Busselton Jetty Inc.
- Catrin Allsop CEO, Australia's South West
- Tony Fletcher Senior Regional Development Officer, SWDC
- Asher Packard-Hair Director, Shelter Brewing Company
- Allan Erceg Director, Erceg Management

Investment Attraction Strategy: Key Opportunities and Action Plan



- 
- |                     |   |
|---------------------|---|
| • Lyn Farrell       | Dean, ECU South West Campus                                     |
| • David Barton      | Physiotherapist, Rubix Health / Busselton Physiotherapy         |
| • Anthony Janssen   | Owner / Operator, White Elephant Cafe                           |
| • Mat Lewis         | Manager of Tourism and Creative Industries, SWDC                |
| • Helen Shervington | Chair of the Board of Directors and Co-founder, CinefestOZ      |
| • Michael Burgess   | Regional Campus Manager – Busselton Campus, South Regional TAFE |



## Grape Growing & Wine & Beer Manufacturing

The City of Busselton is home to many wineries and breweries, which attract visitors and export throughout the world. A new generation of consumers are conscious of their environmental impact, preferring brands which are engaged in environmentally-conscious initiatives. These consumers are also demanding natural, organic, biodynamic and vegan alcohol product alternatives, as well as becoming increasingly interested in the story behind products.

- Busselton is Australia's **8<sup>th</sup>** largest wine economy (ABS 2016)
- **150** people work in grape growing and **400** people work in wine and beer manufacturing within the City (ABS 2016)
- **180** wine producers in the Busselton-Margaret River Region, with **90** of these within the City of Busselton (MRWA 2021)
- **60** cellar doors and **3,000** vineyard hectares in the City (MRWA 2021)

### Suitable Inputs and Supply Chains

The City has a significant land for viticulture activities and wine and beer production. Local wineries provide a downstream supply chain for growers.

### Access to Customers and Markets

There are developed wine and beer markets within the South West, Perth and Australia. The Margaret River Wine Region also exports 2.6 million litres of wine to over 60 international markets, reflecting an export value of \$33 million (Margaret River Wine 2019).

### Tourism Visitation

Intrastate visitation continues to drive post-COVID-19 demand for the City's high-quality beer and wine. Commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City.

### Case Study: Rocky Ridge Brewing Co



Busselton's Rocky Ridge Brewing Co. has diversified from humble beginnings as a simple farmhouse with a handful of cattle to a thriving vertically-integrated brewery with the latest in cutting edge technology. Rocky Ridge Brewing Co. brings the unique artisanal craft of Busselton to customers throughout the State and beyond. Based in the heart of Busselton, the Rocky Ridge Cellar Door offers tasting paddles of a wide range of beers fresh from the brewery.



## Cattle Farming

Meat processing is Australia's 6<sup>th</sup> largest export industry, representing an economic contribution of approximately \$16 billion. The City of Busselton is a leading national benchmark in the export-orientated cattle industry, with a high concentration of both dairy cattle farming and beef cattle farming activity. There is an opportunity for the City to leverage these existing strengths to develop its production of specialist premium meat and dairy products for high-end markets.

- **2<sup>nd</sup>** largest dairy industry in the State (ABS 2016)
- **250** people employed locally in cattle industries (ABS 2016)
- Proximate to concentrated beef processing in Bunbury and Cowaramup

### Suitable Land and Infrastructure

The City of Busselton benefits from a significant endowment of agricultural land and a suitable climate, as well as an established stock of cattle and farming infrastructure.

### Access to Skilled Labour

The City's historical strength in cattle farming has developed a local workforce that is skilled in agricultural processing, management, logistics and distribution.

### Access to Supply Chains

The City of Busselton has well-established intrastate and interstate supply chains, with a significant portion of local beef cattle processed into final products within the South West.

### Access to Customers and Markets

There is an opportunity to capitalise on the City's existing strengths in both beef cattle and dairy cattle farming to service growing demand for food products from Asian markets, particularly among the rising Chinese consumer class. This opportunity also aligns with the global mega-trend of substitution away from refined food products towards healthy and organic produce, for which Australia and the South West has a strong brand recognition.

### Case Study: Margaret River Wagyu Beef



Meat processing is amongst the largest export industry in Australia, with increasing demand for high-quality beef products continuing to drive industry growth. Margaret River Premium Wagyu is a vertically integrated premium producer of Wagyu beef for international export in the State's South West Region. Commencing business at Cowaramup in 2003, the company now owns the largest herd of purebred Wagyu in Western Australia and employs a network of farmers throughout the Region.



## Beer Crop Agriculture

Australia's craft beer industry is growing rapidly, driven by local and international trends preferencing more unique and artisanal offerings over traditional large-batch beers. The City is home to a growing number of craft breweries that attract visitors and export throughout the world. However, Busselton's rapidly growing craft beer industry does not have access to a local supply of key product inputs, such as hops and malt. Indeed, most brewers currently source their hops and malt crop from Australia's eastern states or Europe. There is therefore an opportunity to develop the production of key beer crops locally to add further value to a strong export product.

- **12** breweries in the Busselton-Margaret River Region (Your Margaret River Region 2021)
- Australia's craft beer industry is growing at **10%** annually (Statista 2021)
- Australia makes **16.1 million** hectolitres of beer annually (Statista 2021)
- Australia currently produces just **1%** of the world's hops (HPA 2021)

### Access to Inputs and Skilled Labour

The production of beer product raw inputs such as hops and malt requires temperate conditions and reliable water access, as well as agricultural expertise related to the growing, harvesting and processing of these crops. The South West has an appropriate climate for the production of these crops and a significant endowment of local agricultural expertise.

### Access to Supply Chains

The City's local specialisation in beer product manufacturing and growing concentration of 'craft' brewers provides a well-developed downstream supply chain for beer crop farmers.

### Access to Customers and Markets

Large beer product markets in the South West, Perth and Australia will drive continued demand for beer products inputs such as hops and malt.

#### Case Study: Hops Products Australia



Hop Products Australia (HPA) is the country's largest hops producer and the regional representatives of the global BarthHaas group. HPA has been growing hops in Australia for more than 150 years across their farms in Tasmania and Victoria. HPA produces 2,400 metric tonnes of hops – 90% of Australia's total hops production – processing it into pellets for distribution throughout Australia and overseas.



## Aquaculture & Marine Pharmacology

Aquaculture is the world's fastest growing food production sector. The Department of Primary Industries and Regional Development has established an Aquaculture Research & Development team with world-class staff and facilities to support Australian aquaculture businesses.

The City of Busselton has a unique marine ecosystem that can be leveraged to develop innovative specialisations in aquacultural activities such as seaweed and sponge farming. Ocean sponges are key inputs in the cosmetic industry and are attracting attention in the pharmaceutical sector as a cancer treatment. Seaweed is used in a number of food products and has applications in bio-plastic, pharmaceuticals, animal feed and fertiliser. Both sponge and seaweed farms enjoy low start-up and operating costs.

- Australia imports **10x** more seaweed than it exports (ABARES 2020)
- Seaweed is the **fastest-growing** aquaculture sector (NOAA 2020)
- *Asparagopsis* seaweed reduces cattle methane by **99%** (Machado et al. 2016)

### Access to Inputs and Markets

The City abuts the Indian Ocean and boasts the landmark Busselton Jetty. These assets have attracted skilled marine researchers who can support aquaculture opportunities. The City can also capitalise on growing demand for seaweed and sponge products driven by sustainability and wellness trends.

### Major Projects and Strategies

The Australian Seaweed Institute advocates for delivery of a national seaweed aquaculture cluster, with one of four locations to be delivered in the South West. The City is exploring funding opportunities for seaweed farming activities and will strengthen its research capabilities with the \$30 million development of the world's largest marine discovery centre.

### Case Study: FutureFeed



FutureFeed, born out of an Intellectual Property partnership between CSIRO, Meat and Livestock Australia and James Cook University, is the global patent holder for use of native Australian *Asparagopsis* seaweed as a natural ingredient for livestock to significantly reduce their carbon emissions. FutureFeed is working with partners across the value chain to bring this product to market, looking to establish a seaweed supply chain including growing, processing, storage, distribution, quality certification and marketing.



## Perishables Air Freight

Specialisation and differentiation of locally-produced goods is becoming increasingly vital as a consequence of globalisation. The development of the Busselton Margaret River Airport is a key project in the South West, providing the opportunity to develop perishables air freight export chains that capitalise on this global mega-trend. As the City has a competitive advantage in the production of high quality perishable products, there is an opportunity to export these products to interstate and international markets via air freight from the Busselton Margaret River Airport.

- Jetstar has commenced **3** weekly flights from Melbourne
- Runway infrastructure for both domestic and international flights
- **21%** of Australia's total trade value is air freight (CoA 2018)
- Perth exports **\$566 million** of perishables (Perth Airport 2020)

### Suitable Industrial Land and Infrastructure

The Busselton Margaret River Airport and surrounding land earmarked for future industrial development provides a significant asset strategically located in proximity to the Busselton townsite.

### Access to Markets

Air freight is the preferred method for transporting goods that are high value, time sensitive and perishable. The majority of this type of freight is typically carried in the cargo hold of passenger aircraft. The recent commencement of three weekly flights direct to Melbourne and business cases for flights to Sydney and Brisbane will bring a larger tourist market to the City while also providing a cost-effective transport option for perishable goods.

### Case Study: Common User Facilities



A key barrier for smaller producers exporting their perishable goods is the prohibitive cost of cold storage facilities at the point of final distribution. A potential solution to this barrier is the development of Common User Facilities (CUFs). CUFs have been successfully implemented at the Australian Marine Complex in Perth and Techport Australia in Adelaide. These models share infrastructure costs based on usage, allowing smaller firms to participate in the export market alongside larger producers. A CUF model can potentially be adapted to the provision of cold storage facilities at the Busselton Margaret River Airport.



## Aircraft Maintenance & Pilot Training

The development of the Busselton Margaret River Airport will see commencement of three weekly flights to Melbourne and the potential for flights to Sydney and Brisbane. This will increase the number of aircraft movements at the Airport, catalysing the opportunity to deliver aircraft maintenance and pilot training activities to service the South West.

- Australian aviation revenue is **\$46 billion** annually (AISC 2019)
- **6,000** people enrol in Australian aviation programs annually (AISC 2019)
- A **2.5 kilometre** runway caters for aircraft sizes up to A330

### Suitable Infrastructure

The Busselton Margaret River Airport and surrounding land provides a significant industrial asset which is strategically located in proximity to the Busselton townsite.

### Major Projects

The development of aircraft maintenance and pilot training activities will complement air freight opportunities by capitalising on the Airport's aeronautical assets without relying on a high volume of aircraft movements. This will provide a cost-effective way of utilising airport infrastructure when the runway is not in use.

### Access to Customers and Markets

There is a significant market for vocational training in the fields of aeronautical engineering and maintenance within the South West and further afield. The Region can capitalise on Australia's global reputation for delivering education and training services and the City's unique amenity and lifestyle benefits to attract interstate and international students.

### Case Study:

#### South Metropolitan TAFE

South Metropolitan TAFE delivers vocational courses in various aviation skillsets at Jandakot Airport, including Mechanical Aeroskills, Avionics, Cabin Crew and Aviation Management. Courses offered by South Metropolitan TAFE include:

- MEA20418 Certificate II in Aeroskills (Aeroskills Mechanical Pre-apprenticeship)
- AVI30219 Certificate III in Aviation (Cabin Crew)
- MEA40718 Certificate IV in Aeroskills (Mechanical)
- MEA40618 Certificate IV in Aeroskills (Avionics)
- AVI50119 Diploma of Aviation (Aviation Management)



## Multimedia Production

### Film, Television, Radio & Music

Busselton, reputed as the State's Events Capital, is increasingly recognised as a hub for the arts and creative industries with a vibrant entrepreneurial start-up culture. The City has a long-standing connection to the film industry and multimedia production, hosting the CinefestOZ Film Festival for over ten years. The City has a proven track record providing support and assistance to the film industry.

- The South West has **10%** of WA's multimedia activity (SWDC 2014)
- Busselton has **44%** of South West creative workers (SWDC 2014)
- Busselton's creative sector has grown **7%** in 5 years (QUT 2020)

#### Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and natural environment. The City offers a relaxed environment that appeals to creatives. The creative sector also requires a strong brand identity to stand out in a crowded market; Busselton's emerging reputation in the creative arena is driving continued attraction of creatives.

#### Events and Processes

The City of Busselton has a strong and expanding calendar of events that provide a forum for local talent, led by the CinefestOZ film festival. The City is also certified as a Film Friendly Community and has a dedicated Film Liaison Officer (FLO), demonstrating the City's commitment to attracting and supporting creative businesses.

#### Broadband Infrastructure

The Busselton CBD is a Business Fibre Zone, providing businesses with high-speed broadband of 1 Gb/s. This connectivity facilitates creative content production, collaboration and innovation.

#### Case Study:

##### Volumetric Image Acquisition (VIA) Studio

Sony Digital presented an innovation-based VIA studio opportunity at the 2019 CinefestOZ. VIA produces a photo-realistic three-dimensional recreation of physical environments, allowing producers to maximise studio time. Due to its unique value propositions, the City has potential to establish itself as a regional hub for a VIA studio to service Australian and Asian markets.

#### Case Study:

##### CinefestOZ

The City supports Australia's premiere destination film festival CinefestOZ, which awards Australia's greatest film prize of \$100,000 and attracts leading industry professionals. Additionally, CinefestOZ delivers the Cinesnaps Schools Program for school students and teachers and pioneers the IndigifestOZ program to showcase Indigenous filmmakers and introduce Aboriginal students to careers in film.



## Visual & Performing Arts

Busselton, as the Events Capital of Western Australia, has a strength in music and performing arts and emerging design and visual arts industries. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). The City boasts a high quality 'natural stage' for creative events, with its many wineries, breweries and environmental assets complementing its built venues. Notwithstanding these endowments, the lack of a central creative hub may have tempered development of the City's creative sector, with many existing facilities not built for purpose and constrained in terms of space, size and amenities.

The forthcoming Busselton Performing Arts and Convention Centre (BPACC) will address this infrastructure gap and boost the attractiveness of Busselton as a destination for touring performers, delivering a creative hub that meets the functionality requirements of its users. Visual and performing arts expansion will drive further improvement in vibrancy, fill the gap in the nighttime economy and attract a more diverse demographic.

### Local Amenity and Emerging Brand Identity

The City's primary attractors are its high quality of life and pristine natural environment, offering a relaxed environment that appeals to creative industry workers. Creative industry sectors also require a strong brand identity to stand out in an increasingly crowded market. Uniting the City's creatives under the BPACC brand will serve to strengthen the industry.

### Suitable Infrastructure

The highly anticipated development of the BPACC provides the opportunity to create a co-located creative industries incubator. This will allow the City to develop its visual and performing arts industries and generate significant additional economic value in the creative sector. This opportunity aligns to the strategic goals of Diversify WA and the aspirations of the City.

### Case Study:

**Busselton Performing Arts and Convention Centre (BPACC)**



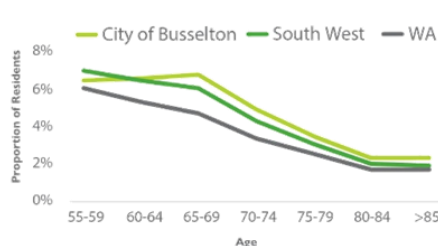
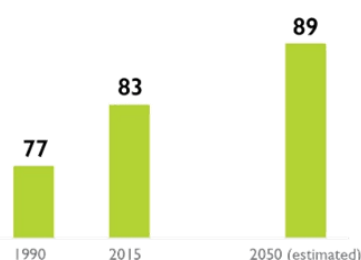
The BPACC will be an iconic landmark performance space with a minimum 625 seat capacity theatre and conference and convention facility to accommodate over 400 people. The building, set to open by 2023, will be flexible in design and utilise the latest technology.



## Aged Care

Aged care and health industries are likely to see strong growth as the local population continues to age. The City has strength in aged care services related to its high concentration of older residents, with a higher proportion of over-60s than the South West and Western Australia (ABS 2016). There are currently three aged care facilities within the City, with a fourth (Capecare Dunsborough) nearing completion. The City will continue to build upon this competitive advantage by supporting investment in aged care infrastructure and investigating implementation of new and improved service delivery models.

Average life expectancy in WA



### Access to Customers and Markets

Busselton exhibits an ageing population characterised by a high concentration of residents over 60. This demographic provides a large customer base for aged care services, particularly for residents who wish to age in place.

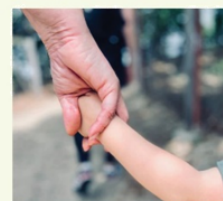
### Local Amenity

The City's pristine natural environment and relaxed lifestyle attract senior citizens seeking to enjoy retirement. This amenity ensures continued demand for aged care infrastructure.

### Major Projects

The Dunsborough Capecare aged care facility, which is currently nearing completion, will pioneer an innovative model of aged care that provides aging support services in an integrated independent living facility. This model can be built upon as a best practice standard and point of difference in the increasingly competitive aged care sector.

### Case Study: Intergenerational Care



Intergenerational programs promote social inclusion by creating opportunities for interaction between generations. There are currently no Australian standards for intergenerational practice, despite researchers and aged-care sector calling for it to be established as an evidence-based intervention benefiting both young and old participants. These benefits can include social stimulation, improved learning outcomes, improved physical and mental health and increased awareness and understanding between generations.



## Healthcare & Allied Health

Healthcare remains one of the world's fastest-growing industries as the global population continues to age. Statistics reveal that within three decades, 22% of people in Australia will be over 65 years old (AIHW 2018). As Australians live longer, the proportion of those living with co-morbidities is growing. This increases the reliance on specialist ongoing health care and allied health services for older Australians. Western Australia has a pre-eminent health research and innovation system, with a strong reputation for skilled health professionals, cutting-edge technology and world-first treatments. The Busselton Health Campus (opened in 2015) allows local residents to receive health services closer to home and provides support to smaller regional facilities. There is a high concentration of general practice medical service providers as well as a large number of specialist providers in the City. An increase in aged care facilities will also continue to drive demand for a number of specialist health care providers and general practice doctors.

### Suitable Infrastructure

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services (offices, consulting rooms etc.) also clustered around this infrastructural anchor.

### Access to Skilled Labour

The City has a pool of skilled labour servicing its healthcare and allied health sectors. The City's relaxed lifestyle and highly liveable environment can also be leveraged to attract a skilled workforce and retain young professionals.

### Access to Customers and Markets

Strong projected population growth within the City will drive continued health services expansion in the City. Busselton also has the advantage of proximity to Margaret River, Augusta and Nannup, allowing it to service these centres.

### Case Study:

#### Busselton Population Medical Research Institute



The Busselton Population Medical Research Institute is home to one of the world's longest running longitudinal health studies. The Institute discovered the first genetic association with asthma and has been responsible for mapping trends of common diseases such as asthma, diabetes and cardiovascular disease. There is a great opportunity to capitalise on this strength in health research within the City of Busselton and explore further research specialisation in fields such as gerontology.



## Aged Care & Allied Health Training Campus

The City of Busselton has a strength in aged care services related to its higher percentage of over-60s than the South West and Western Australia (ABS 2016). The demand for high-quality aged care will continue to grow regionally, nationally and internationally, driving the demand for a skilled workforce. South Metropolitan TAFE currently offers Certificate III and IV qualifications in aging support, but with growing demand for aged care professionals there will likely be a need to provide a specialised training campus within the South West in the future. The City is ideally located for such a facility due to the large and growing aged care market, which provides direct career pathways for students within the South West. The purpose-built campus can also accommodate other important training opportunities, such as high-end hospitality training.

### Access to Customers and Markets

The City of Busselton exhibits an ageing population, characterised by a high concentration of residents aged over 60. This demographic structure provides a large customer base for aged care and allied healthcare services.

### Local Amenity

The City's relaxed lifestyle and high liveability can be leveraged to attract a skilled workforce to service the proposed aged care & allied health training campus. The amenity of the City will also assist in attracting people to remain in or relocate to the area to undergo specialist training.

### Major Infrastructure and Projects

The Busselton Health Campus provides a key physical health infrastructure asset in the City and wider South West, with related allied health services also clustered around this infrastructural anchor. The longitudinal Busselton Health Study can be leveraged to augment the City's competitive advantage in the delivery of aged care and related allied health services with a specialisation in gerontology.

### Case Study:

#### Aged Care Royal Commission

The Royal Commission into Aged Care report *Care, Dignity and Respect* recommended a major expansion of the aged care and disability workforce. Improved workforce conditions and capability are among the report's recommendations.

In response to the Royal Commission, the Commonwealth Government has committed an additional investment of \$92 million into the sector. This will target creation of more than 18,000 places for workers in the next two years by attracting job seekers into the sector, through assistance to employers and training for new recruits. The Report suggests that 80,000 additional workers will be needed by 2030 and an extra 180,000 by 2050 in order to properly staff the sector.



## Telehealth Services Hub

Telehealth is the practice of assessing patients remotely using videoconference, digital photography, instant messaging or other technology. It is seen as a way to address health system challenges created by the COVID-19 pandemic as well as an important support for regional and remote areas without healthcare professionals.

There is an opportunity for the City to leverage its strength in healthcare services and capitalise on global trends in telehealth to become a services hub for the South West. Building on the City's competitive advantage in health services by providing convenient virtual access to specialists for other regions will continue to grow the local labour force and capitalise on a future-looking opportunity. The City's internet bandwidth and speed will need to be monitored and improved where required to allow for the successful integration of technology with healthcare delivery.

### Access to Skilled Labour

As the City has grown, the number and degree of specialisation of healthcare practitioners has increased. This pool of highly-skilled and specialised healthcare practitioners provides local access to labour of the type required to realise the telehealth services hub opportunity.

### Access to Customers and Markets

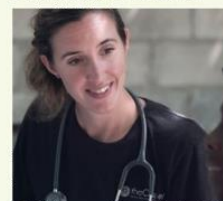
The City exhibits an ageing population characterised by a high concentration of residents over 60. This demographic structure provides a large customer base for healthcare services. Additionally, strong projected population growth will underpin continued proliferation of health services in the City, while proximity to other South West population centres will allow Busselton to become a telehealth hub that services these areas in addition to its own residents.

### Local Amenities

The City's relaxed lifestyle and high liveability can be leveraged to attract skilled healthcare practitioners to live, work and play in the City of Busselton to service the City and the broader South West.

### Case Study:

#### Western Australia Virtual Health Services Hub



A virtual service that supports front-line clinicians who care for patients in regional Western Australia has been added to the Western Australia Country Health Service centre in 2019. The centre supports doctors and nurses in country hospitals and nursing posts by providing ready access to specialist clinicians who use technology, videoconferencing and real-time data to assist in delivering quality patient care.



## Tourism: Accommodation & Food

The City of Busselton's tourism industry is strong and growing, with specialisation in the provision of accommodation and food and beverage services. Visitors to the City spend over \$175 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2020 (Spendmapp 2021). The City has recovered well from the COVID-19 pandemic due to its attraction of intrastate domestic tourists. Post-COVID-19, there is an opportunity to continue to attract intrastate and international visitors, particularly due to the improved connectivity provided by the Busselton Margaret River Airport.

- Visitors spend **\$500 million** in the City each year (Spendmapp 2021)
- Accommodation and food services employs **1,700** people (ABS 2016)
- Busselton has the **3<sup>rd</sup> highest** concentration of cafes and restaurants in regional Australia (ABS 2016)

### Access to Skilled Labour

The City's strengths in tourism has developed a local workforce that is skilled in hospitality, accommodation management and food and beverage service. This workforce is augmented by a seasonal labourforce during peak visitation periods. The City is currently exploring ways to support the seasonal labourforce that was disrupted by the COVID-19 pandemic.

### Local Amenity

The City's exemplary natural environment attracts visitors and provides a leisurely lifestyle for local and seasonal tourism workers to enjoy.

### Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, with visitor expenditure rebounding extremely robustly from the COVID-19 pandemic. Indeed, capitalisation on the growth in domestic tourism as a response to international travel restrictions has seen local visitor expenditure now exceed pre-pandemic levels.

### Case Study:

#### Shelter Brewing Co.



Completed in 2020 amidst the global COVID-19 pandemic, Shelter Brewing Co. is a 650-capacity brewery, restaurant and function centre set on the Busselton foreshore overlooking the iconic Busselton Jetty. The landmark venue is a joint venture between two fourth-generation Busselton families and has been strongly supported by locals and intrastate visitors alike. The vertically integrated micro-brewery serves a range of beers brewed on-site, alongside a thoughtfully-crafted menu comprised exclusively of Western Australian produce.



## Hospitality Trade School

The City of Busselton has a well developed hospitality sector specialising in short-stay accommodation and food and beverage services, with 12% of the City's workforce employed in tourism-related industries (ABS 2016). However, the City and wider South West currently experiences seasonal volatility in its hospitality-trained labourforce and an under-supply of long-term local hospitality workers. As such, many operators supplement local labour with seasonal and international workers.

One the other hand, there is a growing demand for high-end hospitality workers to support growing industry demands and customer expectations. As a key location for high-quality tourist experiences, the City has an opportunity to develop a hospitality trade school that provides high-end development pathways for local students to service continued tourism sector growth.

### Access to Skilled Labour

A specialised hospitality trade school delivered at a high-end standard will complement Margaret River TAFE's general hospitality training offering. This will minimise inter-regional competition and provide a development pathway from secondary education into careers within the City's many (and increasingly up-market) hospitality businesses.

### Visitation and Amenity

The City of Busselton continues to benefit from strong and growing domestic and international tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City's exemplary natural environment and relaxed lifestyle also provide a highly liveable setting for local hospitality students and workers to enjoy.

### Major Projects

Key tourism projects within the urban centre of Busselton such as the Hilton Garden Inn Hotel and Origins Market will provide important anchor employers of local hospitality school graduates.

### Case Study:

#### Swiss Education Group

The Swiss Education Group offers professional certificates in hospitality rooted in the Swiss tradition of world-class hospitality. The Swiss Model partners students with reputable hospitality leaders to provide relevant practical experience that secures future employment. The Model's point of difference is its quality, with courses accredited by the International Centre of Excellence in Tourism and Hospitality Education. This provides a signal of graduate quality to reputable hospitality market leaders. Adaptation of the Swiss Model of hospitality training within the City of Busselton will provide a clear development pathway from secondary education into careers with the City's many (and increasingly up-market) hospitality businesses, such as The Hilton Garden Inn Hotel.



## Nighttime Economy

The City of Busselton's tourism industry is very well developed, with high specialisation in the provision of accommodation and food and beverage services. City residents spend \$100 million on dining and entertainment each year, with this rate of expenditure having doubled between 2018 and 2021 (Spendmapp 2021). Despite this growing demand for entertainment in the City, a gap has been identified in the City's provision of nighttime entertainment activities. An improved entertainment offering in nighttime hours will improve the City's retention of young people, attract more visitors and retain more local and visitor expenditure.

### Access to Customers and Markets

The City of Busselton enjoys favourable proximity to the major metropolitan centre of Perth, which is the source of the majority of its intrastate tourist visitation. Access to this large tourist market allows the City to attract visitors of the demographic which tends to demand nighttime entertainment activities - typically younger people without children.

### Access to Supply Chains

The City's existing concentration of local beer and wine producers and creative practitioners provides a unique opportunity to maximise supply chain efficiency, with local bars, taverns and live music venues able to source high-quality products as well as creative performers from within the City of Busselton.

### Major Projects

There are a number of major upcoming projects which will support the opportunity to develop the City's nighttime economy. The redevelopment of Busselton's Mitchell Park is likely to see an expanded commercial footprint at Busselton Central, complete with food and beverage offerings and a cinema. Additionally, the scheduled development of the Vasse main street will likely see delivery of a bar in the fast-growing urban area. These projects will provide an increased and diversified entertainment offering in the City, particularly during nighttime hours. The highly anticipated development of the BPACC will also support additional nighttime entertainment opportunities.

### Case Study:

#### Byron Bay Entertainment Economy



The regional town of Byron Bay in New South Wales has a population of approximately 36,000, making it marginally smaller than the City of Busselton at approximately 40,000 (i.d. 2021, City of Busselton 2021). Byron Bay hosts major music events such as Splendour in the Grass and Bluesfest, which contribute over \$100 million to the economy (Bluesfest 2019, ABC 2020). These events attract a large number of domestic and international visitors, who spend both at the events and throughout the Town's nighttime entertainment venues.



## Emerging Tourism Sub-Markets

Global trends in the development of niche tourism sub-markets such as eco-tourism, adventure tourism and cultural tourism present a clear opportunity for the City of Busselton. The City has significant natural endowments in the provision of eco-tourism experiences, with significant activity in conservation parks and museum operation. The South West has continued to define itself as amongst the country's eminent recreational and adventure tourism destinations, which the City can capitalise on. In addition, the City's strength and aspiration to develop as a leading regional creative hub provides an opportunity to develop unique heritage, arts and Indigenous cultural experiences.

- Busselton is the State's **2021 Top Tourism Town** (Tourism Council WA 2021)
- Conservation parks and museums employ **100** people (ABS 2016)
- Local eco-tourism is **3x** more concentrated than benchmarks (ABS 2016)
- At **1.85 kilometres**, the Busselton Jetty is the longest timber piled jetty in the southern hemisphere (Busselton Jetty Inc. 2021)

### Local Amenity and Resources

The City's exemplary natural environment is a key attractor of visitors, with its landmark beaches, forests and trails highly sought after by adventure tourists and eco-tourists.

### Tourist Visitation

The City continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is well positioned to leverage its environmental and cultural resources to service growing tourism markets.

### Major Projects

A \$30 million upgrade to the Busselton Underwater Observatory will make it the world's largest, strengthening the emerging eco-tourism industry. The BPACC's development will also strengthen the City's cultural attraction.

### Case Study: Dwellingup Trails Town



Dwellingup is the meeting point of the world-famous Bibbulmun Track and Munda Biddi Mountain Bike trails. The recently opened Dwellingup Trails and Visitor Centre offers an immersive experience for all visitors, featuring state of the art technology, virtual reality experiences, interactive touch maps and information screens with trail maps and information. A further \$8.4 million is being invested in Dwellingup to develop it as a 'Trails Town' of the future, which will cement the Town's position as an iconic destination for domestic and international mountain bikers, hikers, paddlers and equine enthusiasts.



## Tourism-Related Manufacturing

Global trends in tourism sub-markets such as eco-tourism, adventure tourism and recreation tourism have driven increased local activity in the tourism-related manufacturing industry. The City of Busselton has a high concentration of this manufacturing industry, with sporting and recreational products such as surfboards, bicycles and kayaks produced locally. This emerging manufacturing industry is amongst the City's best performing, with potential for further growth to be driven by continued development of unique eco-tourism, adventure tourism and recreation tourism offerings.

- Tourism manufacturing is **3x** as concentrated as benchmarks (ABS 2016)
- The City boasts some of the world's best surf breaks
- Good surfing conditions induce economic growth (McGregor and Wills 2017)

### Suitable Infrastructure

The City possesses an established supply of light and general industrial land, which can be leveraged to drive further clustering of population-driven light industrial uses such as tourism-related product manufacturing.

### Access to Skilled Labour

The City's strength in tourism has developed a workforce that is skilled in the provision of eco-tourism, adventure tourism and recreation tourism experiences. These activities have also driven growth in the related manufacturing of sporting and recreational products.

### Local Amenity and Visitation

The City's exemplary natural environment is a key attractor of visitors, with landmark beaches, forests and trails facilitating recreational activities that are highly sought by adventure, recreation and eco-tourists. The City also continues to benefit from strong and growing tourist visitation, insulated from the sector downturn attributable to the COVID-19 pandemic. The City is therefore well positioned to leverage its endowment of environmental resources and advantage in the manufacture of tourism-related products to develop a symbiotic cluster of tourism-focused industries.

### Case Study: Yahoo Surfboards



Yahoo Surfboards is a bespoke surfboard retailer based in Dunsborough. Yahoo Surfboards manufacture custom surfboards for local and visiting surfers. The success of businesses like Yahoo Surfboards adds to the area's rich surfing culture and reflects the continued growth of adventure and recreation tourism in the City. The development of the local surfing industry induces significant direct expenditure (captured by retail manufacturers such as Yahoo Surfboards) but also creates large wider economic impacts in other industries, such as accommodation and food and beverage services.

# Smart City Strategy

City of Busselton



NOVEMBER 2020

  
City of Busselton  
*Geographie Bay*



Front cover photos by Russell Barton & Sko Media



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## Introduction

Digital connectivity and smart technology are creating opportunities for cities to become more dynamic, liveable and sustainable. The benefits of smart cities are numerous, with a multi-directional focus on people, policy, the economy, the environment and everything in between.

### Profile

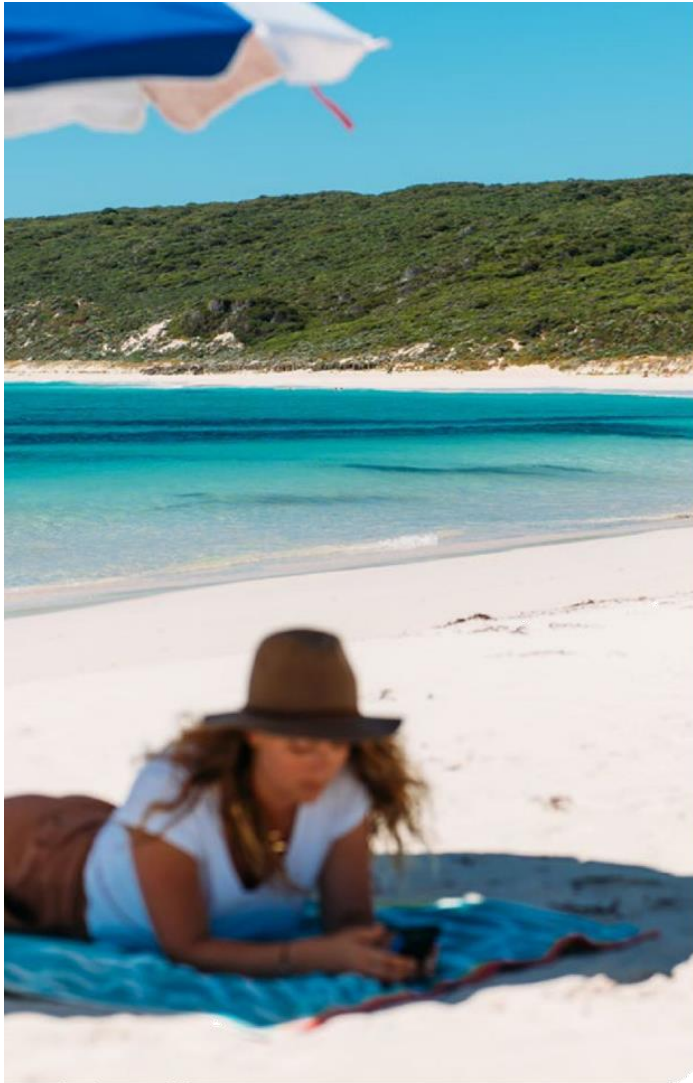
The City of Busselton is a thriving community with a strong identity. Located 223 kilometres south-west of Perth, the City of Busselton (the City) is one of Western Australia's favourite tourism hotspots.

The City has sustained above average population growth, and now has the capacity to leverage the benefits of smart cities to stimulate economic and social growth.

Smart city technology and innovative thinking will enable the City to become a major commercial centre supported by tourism, wine production, creative industries and professional services.

The City will also leverage existing transformational projects, such as the development of the Busselton Foreshore, the Busselton Margaret River Airport, the Busselton Performing Arts and Convention Centre (BPACC) and the Dunsborough Town streetscape enhancement, to continue to lead and explore community benefits of smart city opportunities





### About this Strategy

The City of Busselton's Smart City Strategy 2020 – 2024 will position Busselton to support a productive, accessible, liveable city that attracts talent, encourages innovation and promotes jobs and growth. This Strategy will assist the City of Busselton in adapting to a new technology-driven economy, expand innovative thinking and support social and economic growth.

The City will implement this Smart City Strategy as an enabler to support existing and attract new knowledge, creativity and investment. This Strategy provides a new framework that extends across the City of Busselton directorates and business units that enables the City to identify and deliver innovative outcomes for the community from a smart city perspective.

An Implementation Plan supports the Strategy by outlining a range of achievable and aspirational initiatives to ensure that the vision and objectives of the strategy are adhered to, as well as identifying smart city progress and achievement.



## Benefits of a Smart City



### Smart cities attract people and investment

The implementation of smart technology facilitates and fosters an environment where ideas and innovation can thrive, with a culture that promotes creative thinking and risk taking.



### Smart cities enhance mobility and transport

Smart and connected transport systems, that utilise systems such as intelligent traffic signals, smart parking management and electric/autonomous vehicle capabilities, allow cities to relieve congestion, capitalise on revenue streams and efficiently utilise public land.



### Smart cities support economic development

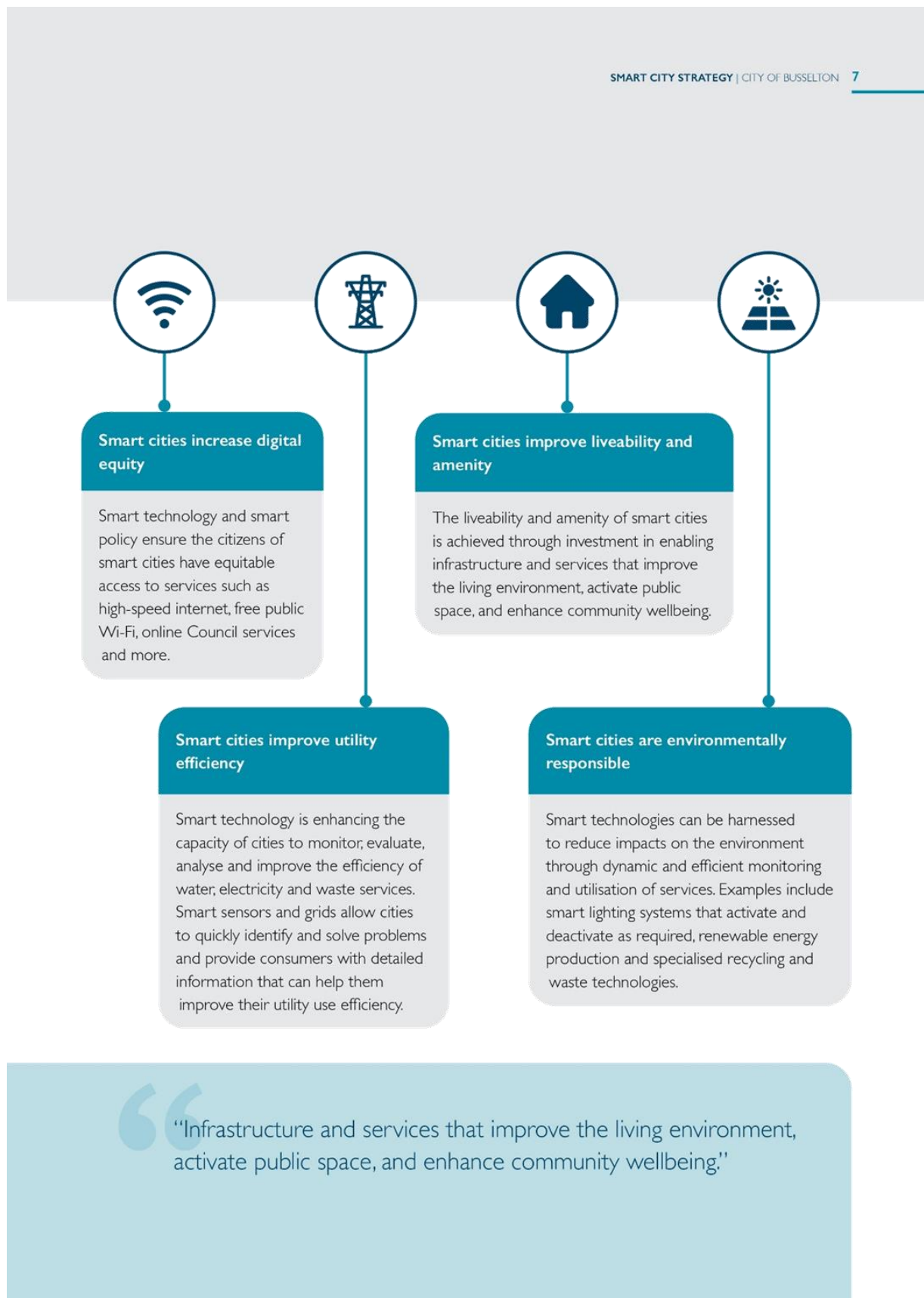
Investment in smart city programs, such as business support initiatives, innovative technology and smart infrastructure, creates a multiplier effect that results in significant economic, business and community growth.



### Smart cities utilise data for effective decision making

Advancements in big/open data, real-time access and connectivity have allowed cities to access, analyse and leverage new information to make effective decisions and create efficient services for their citizens.





## Smart City Strategy Overview

### Vision

To enable the City of Busselton to innovatively connect people and data to improve our lifestyle, encourage economic growth and safeguard the environment.

### Objectives and KPIs

A city that:

- invests in people
- makes life easier for everyone
- applies technology for sustainability
- invests in innovation and business
- supports connected, technology-enabled infrastructure
- leads, coordinates and collaborates

### Planning

- Federal
- State
- Local

### Engagement

- Economic Development Taskforce
- Digital Economies/Smart Cities Economic Sub-Group
- Smart Cities Exploration Workshop
- 2018 Hackathon



### Current Projects

- Wayfinding Signage
- Smart technology at BPACC
- eSmart accreditation in the City of Busselton Libraries
- Queen St City Centre revitalisation
- Revitalisation of Mitchell Park

### Strategic Themes and Actions

- |   |  |
|---|--|
|  Community       |  Economy    |
|  Places & Spaces |  Transport  |
|  Environment     |  Leadership |

### Implementation and Next Steps

Implementation & action plan – updated annually as a separate document. Details include:

- Internal best practice
- Smart regulation
- Commitment to consistent change and adaptability
- Community outcomes



## Vision & Principles

“To enable the City of Busselton to innovatively connect people and data to maintain and improve our lifestyle, encourage economic growth and safeguard the environment.”

– **Smart City Vision**





Successful implementation of this vision will require the joint efforts of government, business and individuals to improve the liveability and sustainability of the Busselton region.

## Smart City Principles

The City of Busselton Smart City Principles support the 'Smart City Vision'. The principles are:

### Connectivity



Ensure the capacity for interconnection of people, platforms, systems and applications

### Efficiency



Ensure orderly, capable, competent and valuable outcomes

### People



Embrace and engage community, humanity and citizens

### Openness



Ensure access to data and a subsequent increase in transparency, acceptance, tolerance, receptiveness and understanding

### Collaboration



Ensure organisations are working together to realise or achieve positive change and success

## Planning Context

The mission of local economic and smart city development is to position Busselton as a desirable place to live, work, visit and invest. This mission is supported by all three levels of Government, as outlined below.

| FEDERAL                              | STATE  | LOCAL                                       |
|--------------------------------------|--|---|
| National Innovation & Science Agenda | Digital inclusion in WA- Draft                             | Strategic Community Plan 2017 (Review 2019) |
| Smart Cities Plan                    | Regional Centres Development Plan Framework                | Corporate Business Plan                     |
|                                      | Regional Development Strategy 2016-25                      | Economic Development Strategy (2016-2026)   |
|                                      | Science & Innovation Division                              | Long Term Financial Plan                    |
|                                      | South West Development Commission Strategic Plan 2021-2023 | Asset Management Plan                       |
|                                      |  | Annual Budget                               |
|                                      |  | Local Planning Strategy                     |

### Federal Government

The National Innovation and Science Agenda is a program that contains \$1.1 billion worth of initiatives that drive smart ideas for business growth in Australia. The Agenda has four key themes that are outlined below.

#### Taking the Leap

Supporting Australian entrepreneurs by opening up new sources of finance, embracing risk, developing innovative ideas and increasing the utilisation of public research.

#### Working Together

Increasing the collaboration between industry and researchers to find solutions to real world problems and create jobs and growth.

#### Best and Brightest

Promoting the development of key skills that are essential to supporting the future economy and attracting internationally renowned talent for the jobs of the future.

#### Leading by Example

The Australian Government will lead by example; embracing innovation and agility in the way we deliver services and do business.





#### Smart City Objectives

- An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice
- A community where local business is supported

#### Smart City Strategies

- Develop and implement strategies that attract business investment, diversify the economy and provide a balance between large and small business
- Work with key partners to develop initiatives that support new local business, including the activation of key business nodes
- Work with key partners to improve digital and internet connectivity across the District

## State Government

There are multiple overarching State Government divisions and documents that guide our city planning including the City's smart city focus and development.

### State Government Science and Innovation Division

Supports and facilitates investment attraction, economic sustainability and diversification and the creation of new jobs and industries.

### South West Development Commission Regional Strategic Plan

Prioritises high capacity digital communications, sustainable energy supply and sustaining environmental qualities, creative industries and community enterprise.

## Local Government

The City's overall vision and objectives are outlined throughout its strategic planning framework. The Smart City Strategy aligns with this framework.

### Strategic Community Plan 2017 (Review 2019)

Long-term plan that guides the City's activities.

### Economic Development Strategy (2016–2026)

Sets out the vision, strategies and mission for economic development, with investment in smart technology and infrastructure.

## Engagement & Collaboration

The City of Busselton conducted a range of dynamic, interactive and hands-on engagement sessions with community leaders, industry members, Council staff, Government officials and other key stakeholders. The ideas explored during these sessions were central to the development of this Strategy.

### Smart City Development

The design and implementation of the Smart City Strategy is empowered through partnerships and collaboration. The smart city agenda in the City of Busselton has been led by the Economic Development Taskforce (EDT), and in particular the Digital Economies/ Smart Cities Economic Development Sub-Group (Smart Cities Subgroup).

#### Economic Development Taskforce

The EDT is a diverse team, tasked with implementing the City's Economic Development Strategy. Their role in the Smart city space is to provide strategic and policy leadership, recommendations and updates to Council.

The EDT includes representation from:

- Community leaders
- Key local industry members
- Elected officials and Council Staff
- Margaret River Busselton Tourism Association
- South West Development Commission
- Regional Development Australia South West
- The Busselton and Dunsborough Yallingup Chambers of Commerce and Industry

The City's Economic Development Strategy identifies six key focus areas for action:

- Investment Attraction and Marketing
- Business Retention and Expansion
- Regional Workforce Development
- Industry Development
- Strategic Infrastructure
- Place Making and Activation

#### Digital Economies/Smart Cities Economic Development Sub-Group

The Smart Cities Subgroup is at the forefront of Busselton's smart city agenda and one of two sub-groups set up by the EDT to progress the Economic Development Strategy.

The Smart Cities Subgroup is made up of a multidimensional team that has a variety of areas of expertise and interest. Notably, it has worked with the community in the development of this Strategy to explore smart city concepts and priorities through the delivery of a smart cities Exploration Workshop and Hackathon.

The Smart Cities Subgroup includes representation from:

- Community leaders and local industry groups
- Local entrepreneurial and digital focused business representatives
- Council
- Margaret River Busselton Tourism Association
- South West Development Commission
- Central Queensland University
- Busselton and Dunsborough Yallingup Chambers of Commerce and Industry
- City of Busselton Economic Development and Information Services directorates





## Smart Cities Exploration Workshop

In November 2017, the City hosted a workshop where 40 invited participants explored smart city concepts and identified opportunities and challenges that could be addressed within a Smart City Strategy. The workshop was designed to:

- Improve participant understanding of the core concepts associated with a smart city initiatives
- Create a positive buzz about the opportunities presented by smart city initiatives
- Seek agreement on the top five issues affecting the City of Busselton community

As part of the workshop, participants brainstormed and prioritised local issues that could be addressed through a Smart City Strategy with the following key issues to be further developed at the 'hackathon' event:



### Community

Connecting people to innovate



### Places and Spaces

Creating diversity and a variety of experiences in one place, a 'sticky place'



### Environment

Simplify available data to inform and educate the community for sustainable living



### Economy

Have smart airport infrastructure to meet technology needs, use as a greenfields project



### Transport

Other viable transport options to get back and forward from Perth that are quick, efficient and capable





## 2018 Hackathon

In March 2018, the City hosted a hackathon to further develop the priority issues identified at the exploration workshop and to inform this Smart City Strategy. The day was sponsored by TPG, Department of Primary Industries and Regional Development, and South West Development Commission.

Approximately 30 people attended, representing a range of community and business interests throughout the City, and created small groups tasked with developing and pitching a range of ideas which have been used to inform this Strategy.

## Current Projects

The City of Busselton have begun their smart city journey, implementing a number of smart, innovative and digital projects to help drive real community solutions in mobility, connectivity and sustainability. A selection of projects already underway include:

|  |  |  |
|--|--|--|
| <p><b>Wi-Fi</b></p> <p>Free Wi-Fi has been installed at the Busselton Foreshore to make the busy public spaces more accessible and visitor friendly.</p>    |    | <p><b>Strategic Community Plan: Transport – Smart, connective and accessible</b></p> <p>Charging stations for electric and hybrid vehicles have been installed on the Busselton Foreshore and Dunsborough Town Site.</p>   |
| <p><b>Strategic Community Plan: Economy – Diverse, resilient and prosperous</b></p> <p>The proposal for a Business Incubator and Co-Working space is progressing, and public Wi-Fi has been provided to a number of City managed facilities: Libraries, Youth and Community Activities Building (YCAB) and Undalup Room.</p> | <p><b>Strategic Community Plan: Leadership – Visionary, collaborative and accountable</b></p> <p>Community engagement has been conducted through the City's website and social media platforms and the newly launched Your Say survey platform.</p>  |    |
|   | <p><b>Busselton Performing Arts &amp; Convention Centre</b></p> <p>The Busselton Performing Arts &amp; Convention Centre, a 660-seat convention, entertainment and performing arts centre, is set to be a central hub for the region's significant creative industry, as well as a prime destination for conferences, trade shows and conventions.</p> | <p><b>eSmart Accreditation in the City of Busselton Libraries</b></p> <p>The City of Busselton Libraries have received an eSmart accreditation, meaning that the libraries, the staff and the community have the skills to use digital technology in a safe and responsible way.</p> |

## Best Practice Digital Planning & Delivery

The City of Busselton understands that best practice involves appreciation of standards and close consideration of community outlook and attitudes.

The City of Busselton is committed to becoming a smart city that works towards and promotes best practice principles as summarised below.

### Openness & Transparency

Abiding by relevant freedom-of-information laws and allowing the community to stay up-to-date with the happenings within Council.

### Security & Privacy

Apply international best practice standards in security and privacy, with a focus on data utilisation, storage and user privacy standards.

### Interoperability

Creating systems and implementing innovative technologies that can be seamlessly integrated into current and future infrastructure without restriction.

### Accessibility

Improve the quality of access to Council and City information for residents and the overall accessibility and liveability of the city.

### Sovereignty & Ethics

Establish and communicate ethical standards for action across the City – providing a framework to assist with decision making processes within the City and keeps the community informed.

### Standards

Identify appropriate smart city standards and models that prescribe best practice for action in the City of Busselton.



### Data Utilisation

Abide by modernised data utilisation standards that outline issues such as only collecting data when it is used for a purpose, and clearly communicating that with the community.



## Objectives & KPIs

|            | <br><b>COMMUNITY</b>  | <br><b>PLACES &amp; SPACES</b>   | <br><b>ENVIRONMENT</b>   | <br><b>ECONOMY</b>  |
|------------|--|---|---|--|
| OBJECTIVES | A City that invests in people and attracts talent to the area, which creates opportunities through emerging smart technologies and enables everyone to participate   | A City that makes life easier for everyone, which uses smart technology in its public places, and that develops new ways of connecting people and improving City amenity  | A City that applies technology and innovation to ensure a cleaner and more sustainable future   | A City that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors   |
| KPIs       | <ul style="list-style-type: none"> <li>• Population growth</li> <li>• Population demographics - age distribution</li> <li>• Participation in the labour force</li> <li>• Immigration numbers</li> <li>• Rates of volunteering</li> <li>• Socio-economic indexes for areas</li> <li>• Digital Technology access and literacy</li> <li>• Number and attendance of smart city programs/events</li> <li>• Participation in community engagement</li> <li>• Perceptions of inclusion and opportunity</li> </ul> | <ul style="list-style-type: none"> <li>• Utilisation of public spaces and amenities</li> <li>• Access to urban green space</li> <li>• Safety perceptions and outcomes</li> <li>• Number of city events</li> <li>• Community connection and participation</li> </ul> | <ul style="list-style-type: none"> <li>• Renewable energy consumption/production</li> <li>• Greenhouse gas emissions per capita</li> <li>• Air and water quality</li> <li>• Water and energy usage</li> </ul> | <ul style="list-style-type: none"> <li>• Productivity of local business and industry</li> <li>• Innovation- Export ready</li> <li>• Innovation capacity of community</li> <li>• Participation in local and regional economy</li> <li>• Number of partnerships and collaborations with local businesses and innovators</li> <li>• Tourism numbers and feedback</li> </ul> |

| <br>TRANSPORT   | <br>LEADERSHIP  |
|--|--|
| <p>A City with connected technology-enabled infrastructure for multiple modes of mobility, then innovates towards future transport modes and prioritises walking and cycling</p>   | <p>A global smart city with coordinated leadership and collaboration across government, industry and business, which leads the way and connects with its citizens</p>  |
| <ul style="list-style-type: none"><li>• Enabling disabled access and inclusion</li><li>• Community satisfaction</li><li>• Rate of flexible working</li><li>• Congestion rates</li><li>• Commute times</li><li>• Public transport satisfaction</li><li>• Coverage and use of public transport</li><li>• Number of cyclers/ walkers</li><li>• Multiple transport options</li></ul> | <ul style="list-style-type: none"><li>• Community satisfaction with services</li><li>• Innovation capability and capacity within Council</li><li>• Efficiency of Council service delivery</li><li>• Services covered by smart city and innovation reform</li></ul> |



## Strategic Themes & Actions

In consultation with the community, key stakeholders, elected officials and staff, six strategic themes, supported by priority actions, have been recognised to help guide and achieve the City's Smart City Vision.





### Community

**Welcoming, friendly and healthy**

City of Busselton is committed to ensuring an ongoing **community** focus. We will invest in people and services to support the community. Utilisation of emerging smart technologies and ideas will help transform Busselton, give the most value to the community and enhance the accessibility and opportunities available in the city.

Our priorities include:

**Data**  
Enable access and utilisation of City data to improve planning, stimulate economic development, attract people to the District and make people's lives easier

**Inclusion**  
Provide access to digital technology to reduce the digital divide, improve digital literacy and ensure equitable community access

**Creative**  
Provide access to City digital platforms to support creative industries and broaden audiences for supporting local cultural production

**Community**  
Build capacity in understanding, engagement and interaction with emerging technologies to enable communities to participate meaningfully



### Places and Spaces

**Vibrant, attractive and affordable**

By utilising smart technology in its public places, a creative city will be achieved that makes life easier for everyone. The City is committed to designing, planning and developing new and effective ways of connecting people and improving city convenience and liveability.

Our priorities include:

**Infrastructure**  
Develop and deploy City scale technology infrastructure to improve the amenity of the City and the lives of its residents and visitors

**Interactive**  
Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education and discovery

**Virtual**  
Invest in digital application to improve planning processes, infrastructure delivery and maintenance and citizen engagement

“We will invest in people and services to support the community.”



## Strategic Themes & Actions (continued)



### Transport

Smart, connective and accessible

Transport and mobility fundamentally impact the lives of residents. The City will invest in connected and technology-enabled infrastructure to improve mobility outcomes and innovatively support accessible, affordable and sustainable transport options for our citizens.

Our priorities include:

**Planning**  
Deploy information communication technology initiatives that collect and leverage data supporting integrated transport

---

**Active**  
Deploy and leverage city technology and digital platforms to enhance the delivery of cycleway and walkable city infrastructure

---

**Future**  
Develop and deliver strategies and infrastructure to enable the adoption and integration of future modes of transport and mobility



### Leadership

Visionary, collaborative and accountable

The City of Busseton is committed to leading the way and aim to be a global smart city. The City's focus will be citizen-centric, with outcomes driven by community input and coordinated leadership and collaboration across government, industry and business.

Our priorities include:

**E-services**  
Adopt digital technologies and service platforms across the City to improve Council planning, asset management and service delivery

---

**Open data**  
Create and adopt policy frameworks, standards and open information technology platforms to make appropriate City datasets accessible and available to increase productivity and growth

---

**Collaboration**  
Develop partnering frameworks that create opportunities for business and industry stakeholders to partner effectively and efficiently with Council across a range of initiatives

---

**Digital Citizenship**  
Use digital platforms to improve communication and engagement between community and Council, including facilitating the community to influence decision-making

---

**Start Up Led Innovation**  
Enable interaction with start-ups, entrepreneurs and innovators and be open to new ideas

---

**Policy and Procurement**  
Enhance frameworks to maximise the local economy and benefits of Council's strategic procurement policies



## Implementation & Next Steps

Smart city success is only possible through a practical and collaborative approach.

Implementation is where the rubber meets the road – and Local Governments across Australia are moving towards creating real, tangible outcomes for their citizens based on prioritised action. Council will employ a sophisticated, multidimensional framework taking a strategic approach to implementation.

The four key pillars of the implementation process are summarised below:

### Implementation & Action Plan

To enact this approach City of Busselton has developed a dedicated Implementation and Action Plan. This Plan will be guided by the themes and actions identified throughout this Strategy and will be subject to annual review to provide iterative improvement utilising lessons learnt and adapting to new technology. This provides agility for Council in its future actions, whilst maintaining a consistent direction for smart city development.

### Internal Reform

Council will cast a critical eye to its own internal operations. It will aim to take a holistic approach to reforming its processes, planning regulations, staff and community training and the modernisation and digitisation of key Council services.

### Governance – Council Leadership

Defining, modernising and improving both the internal and external smart city governance frameworks is an essential element of implementation. Consideration must be given to who will lead, partner, fund and champion each of the priority initiatives of the Strategy – and how each stakeholder will be involved in the process.

### Communications & Collaboration

The City of Busselton will conduct ongoing engagement with local talent, organisations and business to drive smart city developments and ensure the community is informed, engaged and active in smart city dialogue. Collaboration and co-design will be an ongoing priority.

Innovation is complex and ever changing. As such, the City of Busselton will ensure that the process for implementing the key initiatives set-out in this Strategy remains an agile and adaptive process.





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16.2 ADOPTION OF THE CITY OF BUSSELTON COMMUNITY ENGAGEMENT FRAMEWORK

|                            |   |
|----------------------------|---|
| <b>STRATEGIC THEME</b>     | LEADERSHIP - A Council that connects with the community and is accountable in its decision making.  |
| <b>STRATEGIC PRIORITY</b>  | 4.1 Provide opportunities for the community to engage with Council and contribute to decision making.   |
| <b>SUBJECT INDEX</b>       | Community Engagement  |
| <b>BUSINESS UNIT</b>       | Corporate Services  |
| <b>REPORTING OFFICER</b>   | Manager Governance and Corporate Services - Sarah Pierson   |
| <b>AUTHORISING OFFICER</b> | Director Finance and Corporate Services - Tony Nottle   |
| <b>NATURE OF DECISION</b>  | Executive: Substantial direction setting, including adopting budgets, strategies, plans and policies (excluding local planning policies); funding, donations and sponsorships; reviewing committee recommendations  |
| <b>VOTING REQUIREMENT</b>  | Simple Majority   |
| <b>ATTACHMENTS</b>         | Attachment A Community Engagement Framework   |

The officer recommendation was moved and carried.

**COUNCIL DECISION****C2108/165**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

**That the Council adopts the City of Busselton Community Engagement Framework as per Attachment A.**

**CARRIED 8/0****EN BLOC****OFFICER RECOMMENDATION**

**That the Council adopts the City of Busselton Community Engagement Framework as per Attachment A.**

**EXECUTIVE SUMMARY**

As part of determining the CEO's Key Performance Indicators for the 2020/2021 period, the Council and CEO set Key Performance Indicator (KPI) N°4 – *'Develop a draft Stakeholder Engagement Framework to guide the City when assessing the level of planned and proactive engagement required to be undertaken on a matter beyond that set by legislation'*.

In response, the City of Busselton Community Engagement Framework (the Framework) (Attachment A) has been developed. Having been advertised for public comment, the Framework is now presented to Council for final adoption, with minor amendments.

**BACKGROUND**

As part of the CEO's 2020/21 key performance indicators (KPIs), the following KPI was established: *'Develop a draft Stakeholder Engagement Framework to guide the City when assessing the level of planned and proactive engagement required to be undertaken on a matter beyond that set by legislation.'*

A Draft Community Engagement Framework has been developed and in accordance with Council's resolution on 23 June 2021 (C1206/137), advertised for public comment for a period of 21 days. This report provides an overview of the submissions received and seeks final adoption of the Framework, with some minor amendments.

## OFFICER COMMENT

The City of Busselton has significantly increased its engagement focus over the past five to seven years. During this time, the City has implemented and successfully embedded new engagement strategies. These include the use of social media platforms, the introduction of a digital engagement portal called 'Your Say Busselton', and a review of corporate websites to improve information quality and accessibility. The City has also made a concerted effort to take engagement into public places and spaces with pop-up initiatives, display installations and 'open-house' events, with these proving popular with the community. While engagement activity has increased significantly, it has not been underpinned by a consistent organisational understanding about what engagement is, how it is undertaken and in what instances.

The Framework provides high-level guidance to Councillors and Officers on the planning and implementation of engagement initiatives at the City of Busselton. The Framework has been informed by public consultation in the form of three public workshops, and a public advertising period. Previous consultation initiatives undertaken in 2019 have also informed the development of the Framework.

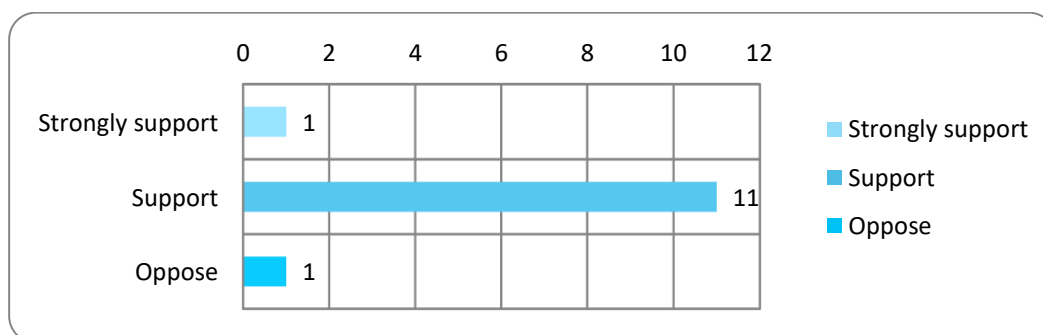
The Framework applies the principles of engagement advocated by the International Association of Public Participation (IAP2), including the five levels of engagement contained in the Spectrum of Public Participation:

- Inform
- Consult
- Involve
- Collaborate
- Empower

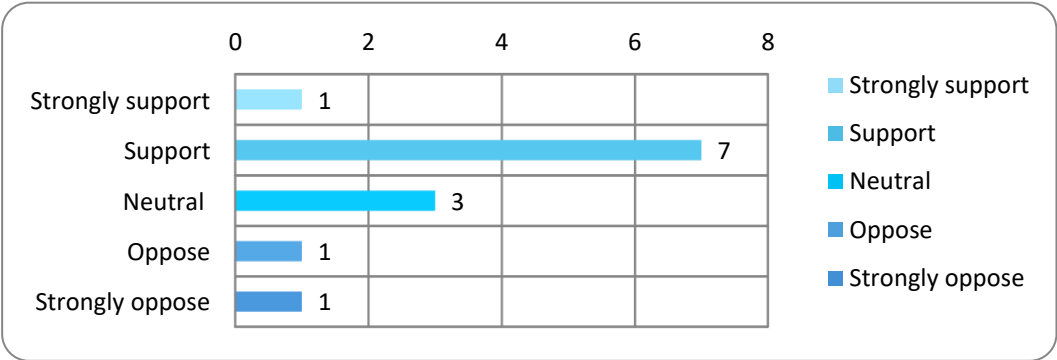
The IAP2 principles and spectrum of engagement is widely referenced across the Australian Local Government sector and is also referenced in the Integrated Planning and Reporting Framework and Guidelines produced by the Department of Local Government, Sport and Cultural Industries (DLGSC).

In accordance with Council's resolution, the Framework was advertised from 1 July 2021 to 22 July 2021 on the City's Your Say website. 14 submissions were received, with responses provided to the following questions:

- Do you support the overall direction and principles outlined in the Community Engagement Framework:



- Do you feel the Community Engagement will contribute to meaningful and quality engagement?



- Do you think there is anything missing from the Framework?

In response to this last question the following feedback was raised, grouped by theme. Where the matter was raised by multiple submitters, it is noted in brackets.

- Framework is clear in its goals and intent but will it be followed, will Council listen and adjust their views, will feedback be given due consideration (6).
- Performing Arts Centre being an example of where consultation and engagement has been poor (3).
- Use of reference to contextual factors and engagement being undertaken on a case by case basis being opportunities for Council to ignore those who don't hold the same views.
- Feedback relating to the application of the framework to development planning and the need to keep stakeholder such as adjoining land owners informed and / or involved.
- How and will the framework be resourced so that it can be implemented confidently.
- How will representative input be sought / verified to avoid bias.
- Additional guidelines on closing the loop / acknowledging submissions would be useful (2).
- The document being too long to be engaging.
- Additional groups being added to hard to reach groups.

Overall, the submissions supported the goals and objectives of the Framework and were generally supportive of its content. In response, particularly in relation to feedback around the length of the document, officers have reviewed the Framework to determine where content could be revised or removed. While some minor non-substantive edits have been made to shorten a number of paragraphs, officers feel all of the content is important and relevant, particularly noting it is the City's first engagement framework.

To assist with the flow of the document, Figure 1 has also been moved to the beginning of the *How We Engage* section. In response to hard to reach group feedback, two additional groups have been added – FIFO workers and people of diverse gender identity and sexuality (noting also the list is not exhaustive). An additional guidance prompt with respect and to feedback and closing the loop has been added to the *Engagement Reporting* section. Outside of those changes and some minor editing, no substantive changes have been made, with a lot of the feedback focused on the Framework's application as opposed to the Framework itself.

In response to feedback around contextual factors being an opportunity to, in effect, not engage with or ignore groups of people, the need to contextualise engagement levels and approaches was a key issue discussed at the May workshops, which informed the Framework. There was a recognition that meaningful engagement was not going to be achieved through a one size fits all approach. There was also a recognition that different stakeholders need to be involved at different levels and at different times, and that the level of engagement should be balanced with contextual factors, such as the level of impact and influence, timing of required decision making, legislative requirements and the overall cost of a project or proposal versus the cost of engagement. The application and assessment of context is a key underlying principle of IAP2 and the Spectrum of Public Participation.

Feedback with respect to closing the loop, ensuring representative input and more broadly resourcing engagement are acknowledged. This is the City's first Community Engagement Framework, and it is expected to drive a more coordinated and focused approach to engagement, which will evolve over time as the organisation increases its understanding and maturity. As the City matures in its engagement approach it will be able to address some of these matters more completely. It is also likely that there will be a need for additional resourcing.

### **Statutory Environment**

The officer recommendation supports the general function of a local government under the *Local Government Act 1995* to provide for the good government of persons in its district.

### **Relevant Plans and Policies**

The Framework assists Council to meet strategic priority 4.1 of the Strategic Community Plan 2021 – 2031 – 'Provide opportunities for the community to engage with Council and contribute to decision making'.

The officer recommendation aligns to the City of Busselton Community Engagement Policy, providing guidance to Councillors and City Officers on how to meet the principles and objectives of the policy.

The Framework is underpinned by an operational toolkit which will be expanded and refined over time.

### **Financial Implications**

There are no financial implications associated with the officer recommendation. It should be noted however, that for Council to continue to strengthen and develop engagement as a key organisational objective, the Framework and the resources that underpin its successful implementation and maturation will need to be reviewed and increased over time. Feedback in relation to resourcing and how it will be resourced was received by one person.

### **Stakeholder Consultation**

As outlined in the previous report to Council (23 June 2021), the development of the Framework was informed by a survey undertaken in November 2019, the results of the 2020 Community Satisfaction Survey and, most specifically, three community engagement workshops run in May. These workshops (attended by 78 people) were independently facilitated by Joel Levin from Aha Consulting and explored four key questions:

- What outcomes would make engagement meaningful for the City and the Community?
- What are the attributes of 'quality' engagement?
- What needs to be considered to assess the level of impact (a project / decision has) on the community?
- What needs to be considered to assess the level of influence the community has on a project / decision?

As outlined in the Officer Comment section of this report, the Framework was advertised from 1 July 2021 to 22 July 2021, with 14 submissions received.

### **Risk Assessment**

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk management framework, with risks assessed taking into account any controls already in place. No risks or a medium or greater level have been identified.

### **Options**

As an alternative to the proposed recommendation the Council could:

1. Choose not to adopt the Framework;
2. Require further amendments to the Framework.

### **CONCLUSION**

The Framework provides overarching guidance as to the level or levels of engagement that will be used, depending on the nature of the project or proposal, the impact on stakeholders and the extent to which stakeholders have opportunity to influence the final decision.

The Framework, along with the engagement toolkit, will need to be reviewed and adjusted over time as our level of organisational maturity in this space develops and community and stakeholder needs change over time.

Overall public submissions supported the Framework in its intent and objectives and it is now recommended for adoption as per Attachment A.

### **TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

The Framework will be published on the City's website within two weeks of adoption.



2021

## Community Engagement Framework

DRAFT June 2021



**ACKNOWLEDGEMENT OF COUNTRY**

The City of Busselton acknowledges the Traditional Custodians, the Wadandi Bilbulmun People, on whose land we are living and pay our respects to their Elders, past, present and emerging.

Photo Credit: Kinfolk Photography

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## Council's Commitment

We are passionate about the future of our City and meeting the needs of our growing and diverse population. This requires community and stakeholder input. It also requires a commitment from Council to actively seek, listen to and, where appropriate, act on that input.

Council has endorsed the City of Busselton Community Engagement Framework to facilitate a robust, transparent and strategic approach to engagement. The Framework is centred on the objectives and principles of the City of Busselton Community Engagement Policy.

The Community Engagement Framework is intended to be a living document. It will be reviewed and adjusted over time to suit the needs of our community and stakeholders and changes to the way we communicate and engage.

Council thanks community groups and individuals who helped develop the City's Community Engagement Framework. We hope that it helps people understand how Council engages with the community and other key stakeholders.



## Introduction

Council's goal is to work in partnership with community members and other key stakeholders to jointly determine and direct the future of the City of Busselton.

The City of Busselton Community Engagement Framework (the Framework) acknowledges Council's desire to engage in a way which:

- Is transparent and based on a clear and logical process.
- Is undertaken on a case-by-case basis with reference to the contextual factors that may affect the project or decision.
- Meets community expectations for honest and respectful interaction.
- Informs the decision making process to achieve outcomes that are financially, socially and environmentally sound.
- Encourages a diversity of voices in order to gain a better understanding of different viewpoints.
- Establishes and maintains constructive working relationships with the community and all stakeholder groups.

## Engagement Snapshot

This Framework provides high-level direction on meeting the objectives of the City of Busselton Community Engagement Policy.

These objectives are:

- Stakeholders are informed of matters that affect them.
- Stakeholders are provided with sufficient information to make informed comment on matters affecting them.
- Stakeholders can easily comment on and access information at project milestones.
- Comments received are given due consideration by decision makers.
- Stakeholders who provide comment are informed of the outcome.



A reference to stakeholders in this Framework encompasses:

- Community members, group of individuals that have an interest in the business of the City of Busselton; and / or
- Any individual, group of individuals, organisations, or political entities with a stake in the outcome of the decision.

The levels of engagement included in the Framework are based on established approaches outlined in the International Association of Public Participation (IAP<sup>2</sup>) and used broadly across the Australian Local Government Sector. Using these approaches the City is seeking to engage with stakeholders in a meaningful way, so that decisions contribute to the building of a place where environment, lifestyle and opportunity thrive.

Informed by community feedback received during the development process, the City of Busselton Community Engagement Framework outlines:

- What engagement means at the City of Busselton
- Why the City engages.
- Who the City engages with.
- When the City engages.
- How the City engages.

Noting the importance for participants to understand how their input has been considered, the Framework also provides guidance on how the feedback loop will be closed.

This Framework applies to the City of Busselton Council, Officers and consultants engaged by the City. It should be read in conjunction with the City's Community Engagement Policy.

## Framework Formulation

## You Told Us

The Framework has been developed with input from the community. Most specifically:

- The results of consecutive biennial Community Satisfaction Surveys which look, in part, at engagement and the relationship between community members and the Council.
- The outcomes of a City of Busselton survey undertaken in 2019 seeking feedback on a range of communication and engagement issues.
- Three community engagement workshops held in May 2021.

These community engagement workshops provided valuable insights into the community's engagement aspirations.

For engagement to be considered 'meaningful' the community's expectations were that it should:

- Improve the City's relationship with the community and its understanding of the community.
- Improve understanding among the community and increase informed discussion.
- Lead to better decision making.
- Add to community acceptance / respect for decision making processes and decisions.
- Build a sense of place, connection and ownership.

The community also told us that ‘quality’ engagement needs to:

- Be authentic, transparent and built on two-way respect.
- Not rely on a one-size-fits-all model but be responsive to context.
- Be undertaken early in the project life and during the life of the project – particularly if the project spans many months or years.
- Use a range of platforms to encourage diverse participation.
- Be underpinned by clearly defined processes.
- Use engagement methods that suit the issue and the stakeholders.
- Be based on plain speaking language.
- Be adequately resourced.
- Close the feedback loop.

To develop a greater understanding of engagement levels (as per the International Association of Public Participation (IAP<sup>2</sup>) and their most appropriate use, participants' workshoped a series of typical City of Busselton engagement projects. They discussed the various levels of impact on stakeholders and the extent to which stakeholders could or should influence the outcomes.

Key insights from this discussion were:

- Impact and influence will be assessed people differently based on understandings, priorities and values.
- Different stakeholders need to be involved at different levels and at different times. Those impacted more, need to have greater involvement but others should also be given opportunity to contribute.
- The level of engagement should be balanced with the overall cost of the total project i.e. don't spend more on engagement than the project costs.
- Early involvement will increase stakeholder buy-in.



## How Your Feedback Has Shaped the Framework

Community feedback has shaped the content of the Framework in the following ways:

- The principles outlined in this Framework reflect the community's views around quality engagement and meaningful engagement. They also align with the objectives of the City of Busselton Community Engagement Policy.
- The section of the Framework entitled *Who We Engage With* has been informed by community discussion around the diversity of groups and individuals interested in and/or impacted by Council decision making and the importance of hearing a diversity of voices.
- The section of the Framework entitled *When we Engage* reflects community acknowledgement that the decision to engage and to what level, will be contextual and therefore undertaken on a case-by-case basis. It also reflects the understanding that in some instances engagement will be statutorily driven or not needed at all
- The section entitled *How We Engage*, addresses community expectations for transparent engagement which is backed by thorough planning and delivered using appropriate methodology. This section also highlights the importance of providing feedback to engagement participants and reviewing engagement initiatives to ensure continuous improvement.



## What Engagement Means at the City of Busselton

**Engagement at the City means connecting with community groups, organisations and individuals for the purpose of exchanging information, building shared understanding and making informed decisions.**

Engagement is a process, not a result. Engagement is not about meeting community expectations all of the time, but about achieving broad stakeholder acceptance of the engagement process followed and the resulting outcome. To this end, engagement at the City of Busselton will endeavour to be underpinned by clear process, shaped by context, transparent, respectful, and timely.

Depending on the nature of the project or proposal, the impact on stakeholders and the extent to which stakeholders have opportunity to influence the final decision, engagement may be undertaken for the purpose(s) of:

- Informing stakeholders.
- Consulting with stakeholders.
- Involving stakeholders in decision making.
- Collaborating with stakeholders about a particular decision.
- Empowering stakeholders to make a final decision.

## Why We Engage

**The City undertakes engagement so our community and stakeholders are aware of and can participate in the development of policies, plans and services that shape or contribute to their lives, at an appropriate level.**

Engagement encourages greater stakeholder satisfaction with the City and helps to ensure Council's decision making, is open and accountable and that Councillors and officers understand local issues and needs.

It should be noted that in fulfilling their responsibilities under the Local Government Act 1995, City of Busselton Councillors are not bound to act in accordance with the wishes of a particular group or groups. The role of the Councillor is to represent the best interests of all electors, ratepayers and residents. This requires Councillors to form their own views based on all the information and issues put to them including professional advice, undertaking independent research and being informed through Council debate.



## Who We Engage With

Identifying the people who need to be involved in an engagement initiative is a critical step in the engagement planning process. It is important to include those people who are impacted by the proposal as well as those who are capable of influencing the outcomes of the proposal.

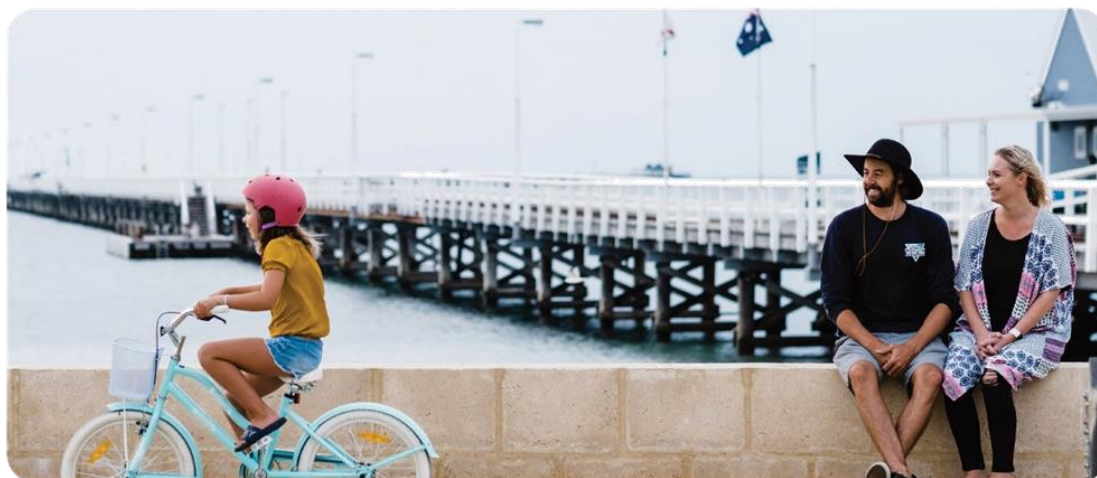
City of Busselton stakeholders can be categorised into broad groups as indicated below. The role each group has in the decision making process depends on their level of interest and / or influence in the engagement initiative and the extent to which they will be impacted by the outcomes.

- Residents, Ratepayers and Service Users (e.g. program users, renters of Council facilities, visitors)
- Hard to reach stakeholders
- Directly affected Stakeholders (e.g. commuters, private property / business owners, community groups)
- Decision Makers (e.g. Council / State or Federal Legislators)
- Project Partners (e.g. service providers, community groups like GeoCatch)
- State Government Agencies / Regulators (e.g. DFES, Heritage Council, Busselton Water)
- Businesses (e.g. local business operators, Chambers of Commerce)
- Land Developers
- Peak Body / Industry Groups / Local Government Associations and Networks (e.g. Regional Arts WA; WALGA)
- Traditional Owner Groups (e.g. Wadandi Bibulum Elders, Undalup Association)
- Special Interest Groups (e.g. Residents' Groups like PGLA, FAWNA, Friends of Meelup)
- Key Influencers (e.g. parliamentarians, technical experts)
- Media (e.g. local press, social media, radio and online outlets)
- City of Busselton Employees

More information about stakeholder influence and impact is provided in the section entitled *Choosing the Most Appropriate Level of Engagement*.

A **Stakeholder Identification Table** supports this Framework and forms part of the Engagement Toolbox. The table helps identify each group's potential role in decision making as well as considerations for determining their level of influence on any given project. This is a useful reference tool when developing an engagement plan.





## Hard to Reach Groups

To make sure engagement is inclusive, hard to reach groups must be specifically considered when identifying stakeholders. Hard to reach groups may not engage as much as others due to social and physical isolation, language barriers, low digital proficiency, lack of time, and physical or cognitive disability.

Hard to reach groups identified in the City of Busselton may include:

- Culturally and linguistically diverse communities
- Indigenous peoples
- People with a disability
- LGBTIQ community
- Youth
- Families with young children
- Absentee landlords
- FIFO workers

The engagement approach may need to be tailored to provide these groups with the best opportunity to participate.

Stakeholder groups considered hard to reach are identified in a ***Hard to Reach Stakeholder Identification Table*** which forms part of the Community Engagement Toolbox. The table provides information on why certain stakeholders are considered hard to reach as well as potential strategies when developing an engagement plan.

## When We Engage?

The City of Busselton Community Engagement Policy documents the instances when the City will, as a general rule, engage with stakeholders.

**Table 1A** provides guidance on the type of instances when engagement should be undertaken.

**Table 1B** provides a sample list of some of the common engagement scenarios at the City of Busselton. This is not a conclusive list and serves as a guide only.

| <b>Table 1A – Instances for Engagement (A Guide)</b>  |  |   |
|---|--|---|
| <b>YES</b> – If engagement is required under Local, State and Federal law.  | <b>Yes (as a General Rule)</b> If the project relates to any of the stipulations for engagement in the City of Busselton Community Engagement Policy   | <b>Possibly NO</b> noting that communication may be necessary.  |
| <ul style="list-style-type: none"> <li>Local Government Act (WA) 1995 <a href="#">Western Australian Legislation - Local Government Act 1995</a></li> <li>Planning and Development Act 2005 <a href="#">Western Australian Legislation - Planning and Development Act 2005</a></li> <li>Planning and Development (Local Planning Schemes) Regulations 2015 <a href="#">Western Australian Legislation - Planning and Development (Local Planning Schemes) Regulations 2015</a></li> <li>Land Administration Act <a href="#">Western Australian Legislation - Land Administration Act 1997</a></li> <li>Native Title Act Native Title (<a href="#">www.wa.gov.au</a>)</li> <li>Road Traffic Act 1974 <a href="#">Western Australian Legislation - Road Traffic Act 1974</a></li> <li>Public Health Act 2016 <a href="#">Public Health Act 2016 00-k0-00 Xml (<a href="#">legislation.wa.gov.au</a>)</a></li> <li>Privacy Act 1988 <a href="https://www.legislation.gov.au/Details/C2014C00076">https://www.legislation.gov.au/Details/C2014C00076</a></li> <li>WA Health Act 1911 and Associated Regulations <a href="https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a343.html">https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a343.html</a></li> <li>Heritage of WA Act 1990 <a href="https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a348.html">https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a348.html</a></li> <li>Occupational Health, Safety and Welfare Act 1984 and Associated Regulations <a href="https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a555.html">https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a555.html</a></li> <li>Environmental Protection Act 1986 <a href="https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a252.html">https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a252.html</a></li> <li>Bush Fires Act 1954 and Associated Regulations <a href="https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a95.html">https://www.legislation.wa.gov.au/legislation/statutes.nsf/law_a95.html</a></li> </ul> | <ul style="list-style-type: none"> <li>A decision is likely to have significant impact on a particular individual or group in the community.</li> <li>A decision is likely to have a significant impact on the broad economy, lifestyle or environment of the City and its residents.</li> <li>There is, or is likely to be, strong community concern or interest in the issue.</li> <li>The resolution of an issue or implementation of a proposal is likely to require a substantial redirection of ratepayer funds.</li> <li>The future use of a strategic area of land within the City is being decided.</li> <li>Information is needed to inform future strategic and community planning.</li> <li>Council otherwise deems it appropriate.</li> </ul> | <ul style="list-style-type: none"> <li>A decision must be made quickly in the interests of the City.</li> <li>The City is bound by legal, commercial or legislative constraints.</li> <li>The City is unable to influence a decision being made by another agency or party.</li> <li>The decisions concern 'day to day' operational matters like, for example: temporary change to facility opening hours; internal restructures; system changes relating to such things as record keeping, financial management and information technology.</li> </ul> |
| # This is not an exhaustive list. City Officers must undertake due diligence to ensure compliance with all relevant legislation and City policy.  |  |   |

**Table 1B – Sample List of Common Engagement Scenarios at the City of Busselton**

|   |  |
|---|--|
| Development Applications                                  | Naming Places                                |
| Local Planning Scheme Amendments                          | Tenders / Expressions of Interest            |
| Local Planning Policies                                   | Removal of Trees / Vegetation                |
| Structure Plan  | Local Law Review                             |
| Town Planning Scheme Amendments                           | Items on Council Agenda                      |
| Precinct Structure Plans                                  | Closure of Road / Public Places or Spaces    |
| Strategic Planning Documents                              | Bushfire Notice                              |
| City of Busselton Planning Updates                        | Harvest / Vehicle Movement Bans              |
| Allocation of Marketing and Events Funding                | Participatory Budgeting                      |
| Reconciliation Action                                     | International Relationships                  |
| Advisory Groups established to Assist Council             | Working Groups established to project design |
| Changes in City of Busselton Facility Operating Hours     | High Profile Capital Works Projects          |
| Minor Capital Works (where there is scope for disruption) | Award and Recognition Opportunities          |
| Upgrades to Public Open Spaces / Places                   | Community Satisfaction Survey                |
| Allocation of funding through community bid process       | Public Notices                               |
| New Events / Event Applications                           | Advice of Council Meetings                   |
| #This is not an exhaustive list.                          |  |



## How We Engage

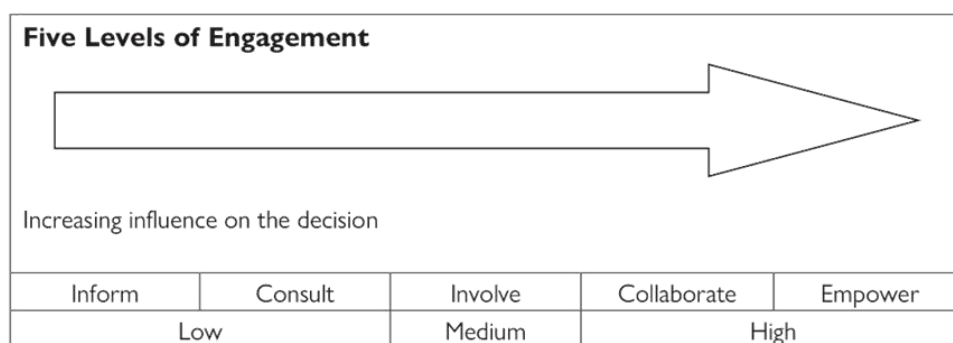
The City of Busselton Community Engagement Framework is based on the International Association for Public Participation (IAP<sup>2</sup>) participation spectrum.

**Table 2** provides an overview of the five levels of engagement. It also provides:

- Indicative guidelines on the timing of implementing the different engagement types.
- Council's commitment relative to each engagement type.
- The role of the stakeholder relative to each engagement type.
- Application examples applicable to the City of Busselton.
- Examples of the various tools that may be suitable to each engagement type (City Officers can source more information on engagement tools in the Community Engagement Toolbox).

The five levels of engagement range from low to high level as indicated in **Figure 1** below.

**Figure 1**



| <b>Table 2</b> | <b>Engagement Type</b>                   | <b>Inform</b>   | <b>Consult</b>   | <b>Involve</b>  | <b>Collaborate</b>  | <b>Empower</b>   |
|----------------|--|---|--|---|---|--|
|                |  | One-way communication providing information that will assist stakeholders understand about something that is happening or has happened. | Two-way communications designed to get feedback on ideas and alternatives to inform Council's decision making. | A participatory process designed to identify issues and views before plans are developed or policies drafted. Stakeholders have input and opportunity to influence outcomes on multiple occasions throughout the process. Decision making remains with Council. | Joint decision making - working in partnership with Stakeholders to identify all issues, alternatives and preferred solutions. Similar to Involve but at the collaborative level stakeholders are directly engaged in making final recommendations for Council's consideration. | The final decision making is placed in the hands of stakeholders and duly endorsed by Council.           |
|                | <b>Implementation Guideline (Timing)</b> | Before, during and after a decision has been enacted by the City.   | After a draft proposal has been developed. Before Council decision making.                                     | Before, during and after draft development. Before Council decision making.   | Before, during and after draft development. Before Council decision making.   | Before and during the development of a proposal. Before Council endorsement of a decision.               |
|                | <b>Council / City's Commitment</b>       | Share information about a decision or outcome with stakeholders.  | Gain feedback to better understand stakeholder concerns and preferences AND to explore options.                | Involve stakeholders in the process so their ideas, concerns, and aspirations are reflected in the options developed or final outcome.  | Collaborate with Stakeholders so their advice and recommendations are included in the final decision AND the final decision will be one made together.  | Council will implement what Stakeholders decide – subject to approvals, legislation and monetary limits. |
|                | <b>Role of Stakeholder</b>               | Listen  | Contribute   | Participate   | Partner   | Decide   |
|                | <b>Application Examples</b>              | Peppermint Tree removal in response to safety concerns as outlined in an arborist's report.   | Biennial Community Satisfaction Survey.  | Strategic Community Planning process informs the development of Council's high-level strategic plans including  | MERG (Marketing and Events Reference Group) makes decisions on funding for recommendation to Council.   | Community groups decide how municipal funding for playground equipment in a particular park is spent.    |

| Table 2           | Inform   | Consult   | Involve  | Collaborate   | Empower  |
|-------------------|--|---|--|---|--|
|                   | Advice of normal street works.<br>Advice of Council meetings.  | Feedback on a series of plans for the proposed upgrade of Hannay Lane Dunsborough.<br>Development Application e.g. mixed-use development in the town centre.  | the City's Long-Term Financial Plan.<br>Liaising with sporting groups to develop plans for the upgrade of sports facilities.<br>Busselton Skate Park Working Group – initial involvement in design concepts.<br>Dunsborough Precinct Structure Plan. | The Lower Vasse River Advisory Group established to help implement the objectives of the Lower Vasse River Waterway Management Plan.<br>Development of City of Busselton Reconciliation Action Plan working closely with Indigenous People. | The community reviews public bids and decides how small sponsorship / grant funding is allocated.  |
| Examples of Tools | Advertisements<br>Media / Social Media<br>Website<br>Signs / Maps / Models<br>Newsletters / Fact Sheets<br>Public Displays / Exhibitions<br>Emails / Mail out<br>Walking Tours<br>Presentations to existing groups | Submissions<br>Telephone hotlines<br>Your Say Busselton<br>Online Polls / Surveys<br>Presentations to existing groups<br>Public Meetings / Forums / Seminars<br>Community Access Sessions<br>Council Meetings<br>Open Days / Pop-up events<br>Face-to-Face Council Sessions | Meeting with Key Stakeholders<br>Your Say Busselton<br>Stakeholder Reference Groups / Local Community Groups   | Your Say Busselton<br>Stakeholder reference / advisory groups / consultative and steering committees<br>Public meetings / workshops<br>Citizen Juries (representative sample of Citizens – consider options)                                | Elected Member representation<br>Your Say Busselton<br>Participatory Budgeting<br>Citizen Juries<br>Ballots<br>Delegated Decisions<br>Community Boards |

## Choosing the Most Appropriate Level of Engagement

Choosing the right level (or levels) of engagement for a particular project will vary depending on the nature and the complexity of the project or proposal, as well as the level of stakeholder impact and influence.

**Table 3** summarises, in broad terms, when each engagement level may be most appropriate.

| <b>Table 3</b>   |   |
|--|---|
| <b>Engagement Level</b>  | <b>Most Appropriate When</b>  |
| Inform   | Stakeholders only need to receive information to better understand an issue or why a decision has been made.  |
| Consult  | Stakeholder input, views or feedback is sought to better inform the decision-making process.  |
| Involve  | Stakeholder input is required to identify the issues early and inform the engagement planning or decision-making process.   |
| Collaborate  | Council or City Officers mutually share the decision-making with various stakeholders and / or members of the public. Collaborate is usually used when issues and solutions are not clear and Council seeks to work in partnership with others to find solutions. |
| Empower  | When stakeholders are provided with the skills, information, authority and resources to make the final decision   |
| <i># Under the Local Government Act 1995, the only decision making power that rests entirely with the public is the election of Council Members during the Council Election process.</i> |   |

When considering the most appropriate level of engagement, consideration must also be given to a range of factors including:

- The level of stakeholder interest, influence and impact.
- Political sensitivities surrounding the issue.
- Timing of required decision making and stakeholder availability.
- The level of social, economic or environmental impact as it relates to the goals and objectives outlined in the City's Strategic Community Plan under Environment, Lifestyle and Opportunity.
- Legislative requirements.
- Resourcing and budgetary limitations.
- The required scope of engagement (broad or targeted).



## Assessing Stakeholder Impact and Influence

Once stakeholders have been identified, it is important to analyse their level of interest in the project, the extent to which they are impacted by the decision and their ability to inform or influence the outcome.

As a general rule, the City will use the level (or levels) of engagement which correlates best with the level of influence a stakeholder or stakeholder group has on the outcome of a decision. The more a stakeholder group will be affected by the proposed project, the more important it is for them to be included and encouraged to participate in the engagement process.

*Inform* is the lowest level of engagement reflecting a one way communication flow. In this instance stakeholders do not generally have the ability to influence the decision and/or will not be significantly impacted by it.

*Empower* is the highest level of engagement whereby Council may, within the bounds of the Local Government Act 1995, determine to defer decision-making responsibility to stakeholders.

When analysing the level of impact on stakeholders, the following factors need to be considered:

- Cultural significance of the project or proposal.
- Proximity to the project or proposal.
- Change in service provision or access / use.
- Proposals that may significantly alter the form or functionality of land or buildings within town centres, foreshores and other areas of significant public interest (generally in the form of proposed changes to planning controls).
- Special interests (e.g. environmental groups).
- Financial implications (cost to stakeholders) of the project or proposal.
- Size of stakeholder group.
- Impact on lifestyle / amenity.
- Safety and wellbeing.

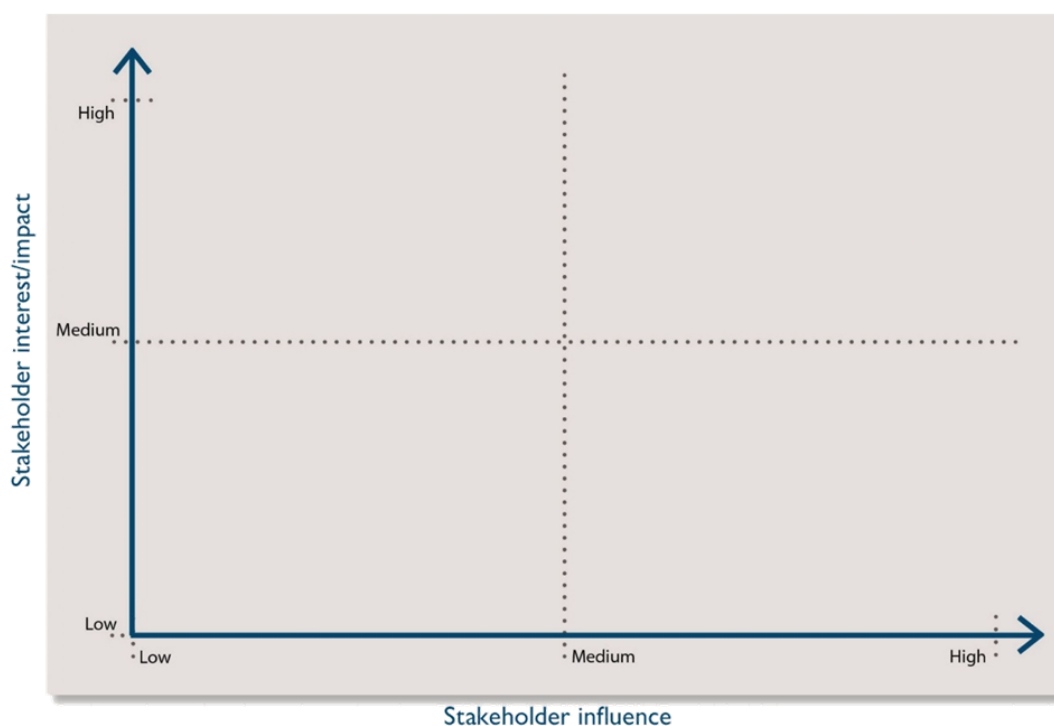


## Assessing Stakeholder Impact and Influence (cont.)

When analysing the level of influence stakeholders may have on the outcomes of an engagement initiative, consider the following:

- Extent of impact.
- Size of stakeholder group.
- Expert knowledge (including cultural knowledge).
- Legal power or authority.
- Funding provider e.g. Lotterywest.
- Industry / peak body backing.
- Public profile / popularity.

Plotting stakeholder impact and influence on a simple Stakeholder Analysis Matrix is a useful way to determine the most appropriate engagement level for each stakeholder or stakeholder group. The **Stakeholder Analysis Matrix** forms part of the Community Engagement Toolbox.



## Plan, Do, Report and Review – A Four Step Process

At the City of Busselton engagement is four step process:

1. Plan: Prepare a Stakeholder Engagement Plan.
2. Do: Prepare for engagement and engage.
3. Report: Close the feedback loop.
4. Review: Assess the effectiveness of the engagement initiative.

### Planning to Engage

The **City of Busselton Stakeholder Engagement Plan** is a key operational document underpinning the Community Engagement Framework. It guides the engagement planning and implementation process should be.

Used by officers at the City of Busselton, with leadership, advice and support from the Public Relations Team. It provides a series of planning prompts including:

- The purpose of the engagement initiative.
- Stakeholder identification and impact / influence assessment.
- Negotiable and non-negotiable aspects of the engagement initiative.
- Key messages.
- Tools and techniques.
- Timeframes.
- Activity planning.
- Engagement risks.
- Reporting outcomes.
- Reviewing effectiveness.

In addition to planning for each individual engagement initiative, the City will incorporate engagement planning into its corporate and operational planning processes. This will enable early identification and broad planning and coordination of community engagement initiatives, noting that early engagement was identified by the community as a key outcome for quality engagement.

### Undertaking Engagement

Regular check-ins are required during the engagement process to identify and address any issues. Key considerations are whether engagement is reaching the intended demographics and whether the data being produced is actionable.



## Engagement Reporting

Once the engagement initiative has been undertaken the feedback data needs to be analysed to identify themes and perspectives that will inform decision making.

### Internal Reporting

Engagement activity will generally be captured in an engagement report.

Key elements to include in an engagement report include:

- Identify stakeholder groups engaged.
- Outline the approach taken including information on the methodology employed and how participation was promoted (advertising).
- The number of responses.
- Weighting of responses (if applicable).
- Key issues raised.
- Recommendations for City action in relation to information received.
- Methods used to feedback to participants.
- Overall statement of evaluation on the effectiveness of the engagement initiative.
- Powerful statements (as a quote) that encapsulates the views of stakeholders and community members.



### Report Back to Participants

Closing the feedback loop is a critical step in the engagement process as it maintains the trust between the City and community members. It also encourages future participation. The report back to the community is an opportunity to tell people what was heard, what is going to be done and why.

Feedback is generally provided at the end of the engagement initiative but in some instances it may be important to feedback at various stages of the program.

Feedback to participants should include:

- An acknowledgment of their participation.
- An update on the process.
- Information about how their views were considered (along with other input such as technical, financial and legislative requirements).
- A copy of the engagement outcomes report.
- Further consultation opportunities if applicable.
- 

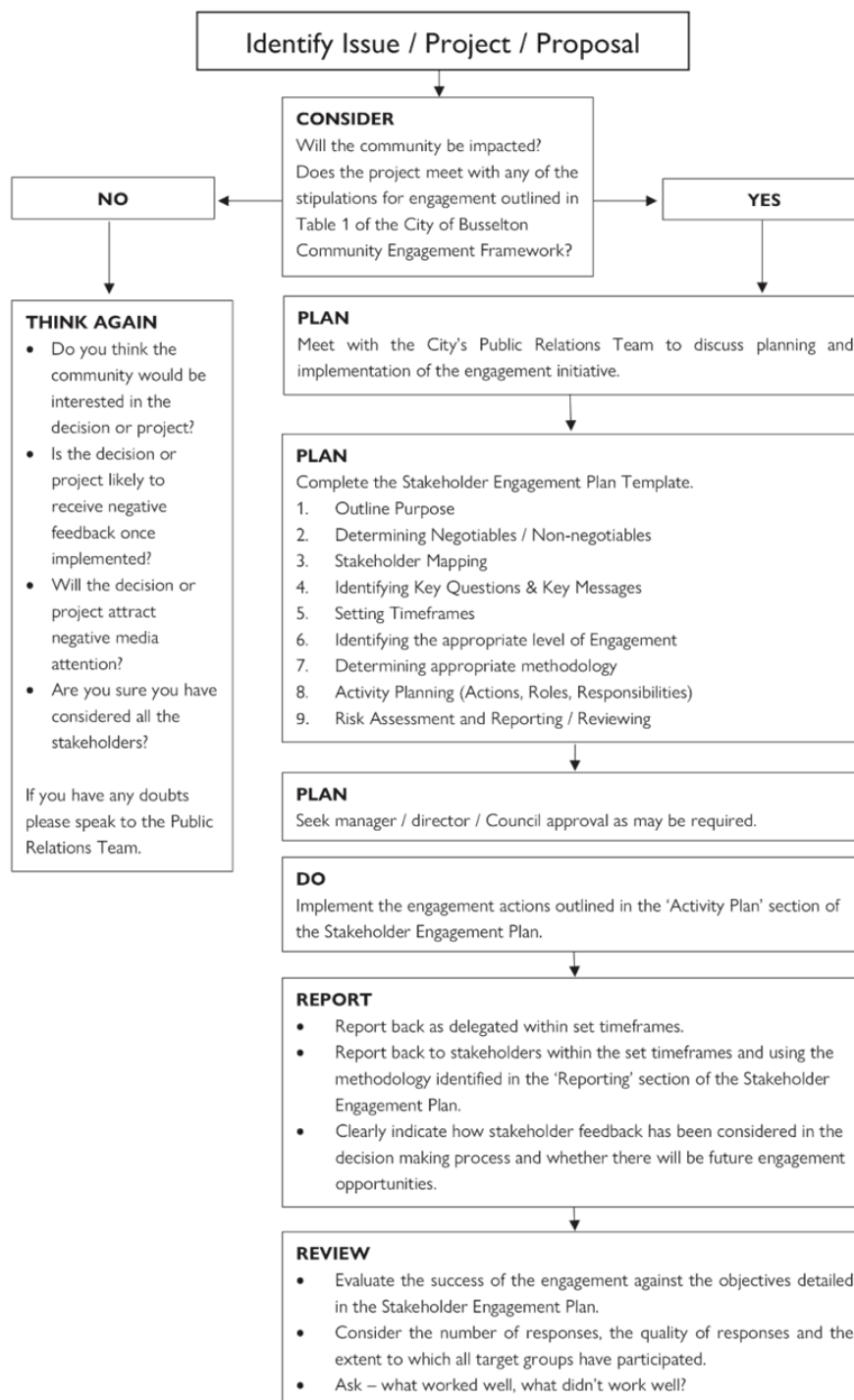
Feedback may be provided via the City's Your say Busselton website, email, mail or phone, dependant on the nature of the engagement. Officers will need to consider the most appropriate form.

## Review

Reviewing the effectiveness of each engagement activity undertaken will enable City Officers and Councillors to improve stakeholder and community engagement practice.

- |  |                                    |
|--|------------------------------------|
| • Timing.                                  | • Response rates.                  |
| • Inclusiveness.                           | • Participant satisfaction.        |
| • Facilitator's skills (if applicable).    | • Adequacy of resource allocation. |
| • Clarity of the information provided.     | • Lessons learnt.                  |
| • Effectiveness of promotional tools used. |                                    |
| • Appropriateness of methodology.          |                                    |

The following Flowchart simplifies the City of Busselton Engagement process.



## Conclusion

**This Framework sets out the City's commitment to engage with stakeholders and community members on decisions which impact and/or interest them.**

The Framework informs City Council, Officers and consultants engaged by the City on the processes involved in planning and implementing engagement initiatives. It underpins both the City's and the community's commitment to creating a harmonious environment through open, honest and respectful dialogue.

The structure and process outlined in the Framework and supporting appendices align with principles and objectives of the City of Busselton Community Engagement Policy and are based on the IAP<sup>2</sup> engagement model. The Framework reflects the community's values around quality engagement. It also reflects an understanding that context will determine when engagement is undertaken and at what level; how it will be undertaken and with whom.

The Framework will be administered by the City of Busselton Public Relations Team and regularly reviewed to meet the changing needs of stakeholders and developing engagement trends and technologies.

## Acknowledgements

The City of Busselton extends its thanks to the many Local Governments across the Western Australian and Australian sector who provided advice on the development of the City's Community Engagement Framework.

Many Local Governments generously shared their time and their own engagement resources and this input provided invaluable guidance in shaping the City's Framework and operational Toolkit. In particular the City notes the assistance of the City of Adelaide, the City of Canning, the City of Stirling and City of Albany.

The City's Framework is based on the principles and objectives of the International Association for Public Participation (IAP<sup>2</sup>). The City extends its thanks to Joel Levin from Aha Consulting who facilitated three very useful public workshops which helped us, as a community establish our engagement values and aspirations.

Most importantly we acknowledge the support of community members who provided input into the development of the Framework and, in doing so, showed great optimism for the future of engagement in this City.

## References

Stakeholder Identification Table

Hard to Reach Stakeholders

Engagement Tools at the City of Busselton

Stakeholder Analysis Matrix

City of Busselton Stakeholder Engagement Plan



Where environment, lifestyle  
and opportunity meet!



Join Our Community






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17.1 COUNCILLORS INFORMATION BULLETIN

|                            |  |
|----------------------------|--|
| <b>STRATEGIC THEME</b>     | LEADERSHIP - A Council that connects with the community and is accountable in its decision making.   |
| <b>STRATEGIC PRIORITY</b>  | 4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.  |
| <b>SUBJECT INDEX</b>       | COUNCILLORS' INFORMATION BULLETIN  |
| <b>BUSINESS UNIT</b>       | Executive Services   |
| <b>REPORTING OFFICER</b>   | Reporting Officers - Various   |
| <b>AUTHORISING OFFICER</b> | Chief Executive Officer - Mike Archer  |
| <b>NATURE OF DECISION</b>  | Noting: The item is simply for information purposes and noting   |
| <b>VOTING REQUIREMENT</b>  | Simple Majority  |
| <b>ATTACHMENTS</b>         | Attachment A <a href="#">Current State Administrative Tribunal Reviews</a> <br>Attachment B <a href="#">Injidup Residents Association Letter of Appreciation</a> <br>Attachment C <a href="#">Letter from Hon Minister Saffioti : Proposed Development at Smiths Beach</a>  |

The officer recommendation was moved and carried.

**COUNCIL DECISION****C2108/166**

Moved Councillor P Carter, seconded Councillor J Barrett-Lennard

**That the items from the Councillors' Information Bulletin be noted:**

**17.1.1 State Administrative Tribunal Reviews**

**17.1.2 Correspondence from Injidup Residents Association – Letter of Appreciation**

**17.1.3 Correspondence from the Office of the Hon Rita Saffioti**

**CARRIED 8/0****EN BLOC****OFFICER RECOMMENDATION**

**That the items from the Councillors' Information Bulletin be noted:**

**17.1.1 State Administrative Tribunal Reviews**

**17.1.2 Correspondence from Injidup Residents Association – Letter of Appreciation**

**17.1.3 Correspondence from the Office of the Hon Rita Saffioti**

**EXECUTIVE SUMMARY**

This report provides an overview of a range of information that is considered appropriate to be formally presented to the Council for its receipt and noting. The information is provided in order to ensure that each Councillor, and the Council, is being kept fully informed, while also acknowledging that these are matters that will also be of interest to the community.

Any matter that is raised in this report as a result of incoming correspondence is to be dealt with as normal business correspondence, but is presented in this bulletin for the information of the Council and the community.

**INFORMATION BULLETIN****17.1.1 State Administrative Tribunal Reviews**

A summary of the current State Administrative Reviews at Attachment A.

**17.1.2 Correspondence from Injidup Residents Association – Letter of Appreciation**

A copy of correspondence from the Injidup Residents Association is provided at Attachment B.

**17.1.3 Correspondence from the Office of the Hon Rita Saffioti**

A copy of correspondence from Hon Rita Saffioti MLA received in response to the City's concerns regarding the proposed development at Smiths Beach. A copy of the letter is provided at Attachment C.

*As at 29 July 2021*

| APPLICATION<br>(Name, No. and<br>City File<br>Reference) | PROPERTY                           | DATE<br>COMMENCED | DECISION BEING<br>REVIEWED                               | RESPONSIBLE<br>OFFICER         | STAGE COMPLETED   | NEXT ACTION<br>AND DATE OF<br>ACTION AS PER<br>SAT ORDERS | DATE<br>COMPLETED /<br>CLOSED |
|--|------------------------------------|-------------------|--|--------------------------------|---|---|-------------------------------|
| <b>CITY OF BUSSELTON</b>                                 |                                    |                   |  |                                |   |   |                               |
| Lindberg v City of<br>Busselton                          | 4822 Bussell<br>Highway, Busselton | October 2019      | Review of a decision to give a<br>direction under s.214. | Ben Whitehill / Lee<br>Reddell | <ul style="list-style-type: none"> <li>Directions hearing on the 8 November 2019 against the decision of the City to give a direction under s.214.</li> <li>The matter was adjourned to a further directions hearing on 29 November 2019 in order to determine whether the application is misconceived or lacking in substance pursuant to s.47 of the <i>State Administrative Tribunal Act 2004</i></li> <li>Directions hearing on the 29 November 2019 where it was resolved:               <ul style="list-style-type: none"> <li>The application is amended by substituting Mr Doug Hugh Lindberg as applicant in place of Mr Johnson.</li> <li>The matter is listed for an on-site mediation on 6 January 2020.</li> <li>Mr Michael Johnson is invited to attend and participate in the mediation.</li> </ul> </li> <li>Mediation on 6 January 2020 where it was resolved that :               <ul style="list-style-type: none"> <li>the applicant is to provide additional information to the respondent by 3 February 2020;</li> <li>The matter is listed for mediation on 13 February 2020.</li> </ul> </li> <li>Mediation on 13 February where, following further discussion with the landowners and Mr Johnson, it was resolved to adjourn the proceeding back to a further directions hearing on 17 April 2020.</li> <li>Directions hearing on 17 April was vacated and listed for a directions hearing on 5 June 2020.</li> <li>Directions hearing on 5 June was vacated and listed for a directions hearing on 7 August 2020.</li> <li>Directions hearing on 7 August 2020 was vacated and listed for a directions hearing on 6 November 2020.</li> <li>Directions hearing on 6 November 2020 was vacated and listed for a directions hearing on 5 February 2021.</li> <li>Directions hearing on 5 February 2021 was vacated and listed for a directions hearing on 7 May 2021.</li> <li>Directions hearing on 7 May 2021 was vacated and listed for a directions hearing on 2 July 2021.</li> <li>Directions hearing on 2 July 2021 was vacated and listed for a directions hearing on 5 November 2021 whilst proceedings relating to the eviction of the tenant from the land continue in the Magistrates Court.</li> </ul> | Directions Hearing<br>5 November 2021                     |                               |

| JOINT DEVELOPMENT ASSESSMENT PANEL     |                |               |  |  |  |   |              |
|--|----------------|---------------|--|--|--|---|--------------|
| NIL                                    |                |               |  |  |  |   |              |
| WESTERN AUSTRALIAN PLANNING COMMISSION |                |               |  |  |  |   |              |
| Newport Geographe v WAPC               | Port Geographe | November 2020 | Review of structure plan / subdivision conditions. | State Solicitors Office / Paul Needham | <ul style="list-style-type: none"> <li>Mediation Scheduled for 10 December 2020.</li> <li>10 December 2020 mediation hearing resulted in scheduling of further mediation hearing for 3 March 2021 (the City attended the 10 December and 3 March hearings).</li> <li>3 March mediation hearing resulted in a s31 order for WAPC reconsideration by 18 May 2021, and a directions hearing scheduled for 28 May 2021. City of Busselton may also be asked to reconsider its recommendations to the WAPC on the proposals. If that occurs, formal Council consideration would be appropriate, rather than a delegated decision.</li> <li>City was not asked to reconsider its recommendations to the WAPC on the proposals, but WAPC did reconsider on 18 May 2021. WAPC has subsequently issued a revised decision notice on the structure plan on 25 May 2021. The WAPC decision resulted in the minimum finished floor level for habitable buildings within the development area being reduced from 3.4 AHD to 3.0 AHD.</li> <li>A directions hearing at the SAT was convened on 28 May, at which time the matter was adjourned until 23 July 2021. Aigle Royal intends seeking consideration at that hearing for 'dispensation in regard to minimum FFL requirements at the periphery of the structure plan area, where proposed development will abut existing development at lower levels'.</li> <li>Subject to the SAT orders, and subsequent approval by the WAPC of a structure plan modified in accordance with the replacement schedule of modifications (25 May 2021), a revised decision notice on the subdivision application can be expected.</li> </ul> | <ul style="list-style-type: none"> <li>City has been advised that the SAT application has now been withdrawn, as the proponents are satisfied with the revised WAPC decision on the structure plan. Finalisation of structure plan and subdivision application processes will now occur outside SAT process.</li> </ul> | 22 July 2021 |

---

**Injidup Residents Association, Inc**  
PO Box 24, Yallingup WA 6282  
E: kevin.singer@uwa.edu.au  
M:0439797247

20 July 2021

Mike Archer  
CEO, City of Busselton  
2 Southern Drive  
Busselton WA 6280

Cr Grant Henley  
Mayor, City of Busselton

Dear Mike and Grant,

Recently the Association held its AGM almost a year after it's inception. Originating from concerns about serial arson events in the neighbourhood, the Association has engaged with actions which strengthen our community's resolve to combat the risk of fire. This will be an enduring mission given our location on the Naturaliste Ridge.

The purpose of this letter is to put on record our gratitude for the efforts by the City in the past year to collaborate with the Association in building resilience to face this primary risk.

I append my Report to the AGM where I outlined the accomplishments of the Association over this period and noted in general terms the interactions between Injidup and our partners: kindred Associations, Agencies, the City, and others who, collectively, have helped improve through education or action the well-being of all within our small precinct.

Here I wish to accord specific appreciation to you both for your visit out to Injidup following the deliberately lit fires above Yallingup township and at Injidup in March of this year. From this you helped promote the concept of safe egress along Wyadup Road which has been actioned through a mechanical verge clearance program, extending throughout our road networks.

At the risk of not noting everyone I would like to record the positive interactions with several of your colleagues within your operational sections. To Justin Smith for advice and advocacy with Main Roads WA on road safety initiatives along Wyadup Road which resulted in centre line marking & speed re-zoning to 80km/h; to Tanya Gillett, Blake Moore and Andrew Hunt, for their successful bushfire mitigation program which, among numerous actions, has seen the creation of a strategic egress route away from the coast by the formation of Injidup Spring Road [west] – in effect a loop road around the precinct. The critical significance of this specific initiative to address community safety cannot be underestimated; to Mathew Twyman and Kevin Bowser, for their on-site visit to discuss verge mitigation and drainage concerns around the Injidup precinct and subsequent comprehensive program of works.

Externally, we have received constructive advice from Ed Hatherley and Jason Mant at DBCA [PWS]; Joy Hamlyn, DFES [Manjmur] and Blake Moore for their strategic input to the Association's bushfire education initiatives; and from Peter Campbell and his cadre of BushFire Ready Coordinators for their tireless advocacy and bushfire education programs for landowners. To Mark Fisher and Matt Muir, co-captains of the YRVBFB for their experience, counsel and help to the Association with priority setting of bushfire initiatives within the Injidup precinct.

Finally, and very specifically, my appreciation to both Jacquie Happ and Paul Needham, respectively, for their considered advice in helping me develop a rapport with Bill Webb, Elder and Custodian of the Warden Aboriginal Centre. To The Hon Barry House AM, and Mr Robert Issacs, respected Noongar Elder, for their insights into the development of the Centre and to Dr Wayne Webb, Elder from the Undalup Association in Margaret River, all of whom have provided an important context to my engagement with the Centre and its community at Injidup. For your interest I am including a recent community Newsletter which sought to highlight the historical background to the Warden Aboriginal Centre and the respect owed to Vilma and George Webb for their leadership role in the community.

The Association is optimistic that funding applications to Lotterywest and other agencies may eventually provide the means to safeguard the history, the resources and the potential survival of the Centre against the threat of fire. Not to do so would be a tragedy for everyone in our region and so I hope that we can achieve this outcome. In that the Webb family forbears lived and prospered across these lands it seems a small task to honour that legacy by protecting the Centre and thereby underpin the potential for future outreach programs.

The Association acts as a partner with the City to achieve good for residents and visitors alike at Injidup. Thank you both for your support of our initiatives and to your many colleagues for their respective contributions over the past year.

Best regards

A handwritten signature in black ink, appearing to read 'K. Singer', with a stylized flourish at the end.

Kevin Singer  
President, Injidup Residents Association, Inc

**INJIDUP RESIDENTS ASSOCIATION Inc**

**President's Report ~ 2020-2021**

The Association set out with four key objectives: to unite our community through effective communication, to network with other local Associations and Agencies in order to present a single voice to the City on shared concerns, to focus on matters of safety that benefit everyone within the Injidup precinct and to seek funding for special initiatives that help protect residents and visitors to Injidup.

The semi-regular Newsletter as a communication platform has been well received and carries information that helps to educate the community about our local history, on key issues, initiatives, concerns and of our advocacy.

The Association has networked with many other communities along the Naturaliste Ridge who seek engagement by the City with bushfire mitigation as the major priority. Through this consortium access to the CEO of the City and the senior management group has been readily facilitated. Requests to prioritise Wyadup Road as a 'critical evacuation route' was reinforced when the Mayor and CEO of the City visited with the Association immediately after the last deliberately lit fire at Injidup. In response the City recently completed mechanical verge mitigation works along Wyadup Road and all secondary roads throughout the precinct, from Whittle Road to the north and Marri Rise to the south. Using DFES *Mitigation Activity Funding*, Injidup Spring Road [west], a gazetted road, has undergone a substantial upgrade by the City which confers additional safety for residents and visitors to our precinct.

While the City can be commended for these actions, it is also imperative that we as landowners at Injidup undertake our own rigorous bushfire mitigation program. This must include absentee landowners with the remaining bush blocks – as accumulated fuel load compounds fire risk for everyone. To this end we are working with our Bushfire Ready Coordinators and our local Brigade to offer a demonstration burn as a means of educating safe burning techniques. We will advise on a proposed date and location in due course. For those who are unable to perform mitigation due to absence then we recommend the list of contractors available on the City website who can readily undertake this work.

Safety is a cardinal concern be it on our road networks, in the surf, along the coast, or from the ever present risk of bush fire. The Association advocated with Main Roads WA to improve safety along Wyadup Road with the resultant addition of centre line marking and re-zoning to the generic area speed of 80km/h. Concerns about visitor safety at Wyadup Rocks has been raised with DBCA and the City. However, public education relies upon the age old concern – an ability to comprehend risk and act accordingly! In terms of community safety, we must record our thanks to Marie McSweeney who initiated the NeighbourHood Watch program at Injidup.

The Association has worked with our local Volunteer Brigade to add critical fire-fighting resilience to the Injidup precinct, with funding for additional water storage in the north-west corner of the precinct solicited from the Minderoo Foundation, supported by generous donations from our members. This new 200k Litre tank will complement other stored water supplies at Injidup and be available to be ferried as required to assist with fire-fighting throughout Injidup. It is therefore timely that we should note our appreciation to our local Brigade members who volunteer their time and expertise in the safety of all in our immediate area.

**INJIDUP RESIDENTS ASSOCIATION Inc**

Meeting with the City's section heads of the various departments on site at Injidup has resulted in a recognition that Wyadup Road merits special treatment. The Association will press to ensure that this standard is maintained on an annual basis. I take every opportunity to express appreciation to the Mayor, the CEO, to all the section heads of departments and through them the contractor teams engaged for their results.

Advocacy on behalf of the community is a very effective lever with local government if it reflects a community and is supported by everyone in that community. Your Association acts in a voluntary capacity and is limited only by what is reasonable for volunteers to undertake. Constructive feedback is always welcomed. Examples of our advocacy have been with the request from the City for input on the BushFire Notice revisions, on improving safety along Wyadup Road, and on Lighting at various points around our precinct.

Special thanks are due to the Executive committee for their contributions in helping the Association meet these objectives. Although we are a small community we have a membership of over half of all landowners and encourage *everyone* to be involved as *everyone* is the beneficiary. Indeed, on a 'membership fees for outcomes achieved' our Association must be rated as an excellent investment.

During the course of this year I have met with many across the shire in neighbouring Associations, within the City administration, across multiple agencies and indeed within our Injidup community. Communication happens in idiosyncratic ways: in response to an event, at meetings, through our occasional Newsletters, informally over coffee.... The Association uses these various approaches to meet our objectives stated above. However, and I must press this point, we are but a structure built upon goodwill and voluntary effort.

I would like to end this inaugural report by noting a very special relationship with Mr William [Bill] Webb, elder and custodian of the Warden Aboriginal Centre. Bill very kindly opened up the opportunity for the Association to help develop fire mitigation strategies on his block and we are hopeful that future funding opportunities will ensure that his Centre is protected from serious fire events. To acknowledge the fundamental Wadandi relationship with Injidup, The Executive unanimously conferred Honorary membership of the Association to Bill Webb.

Kevin Singer  
President  
Injidup Residents Association Inc.

**Injidup Residents Association, Inc**  
**Newsletter April 2021**

**History of the Warden Aboriginal Centre, Injidup**

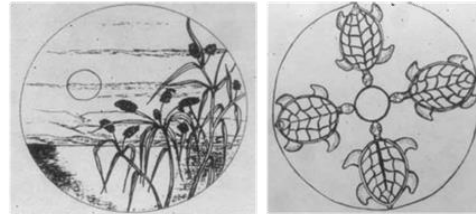
The Wardandi, or Saltwater peoples, are the traditional owners of the land and have lived across the Southwest region of Western Australia for tens of thousands of years. Every generation appreciated the natural resources of the coastal precinct from Cape to Cape. They lived and flourished taking sufficient for life, referring to the land, skies, rivers and sea as 'Mother'. As a spiritual emblem, the Waugal, or sea serpent, represents the pathway to becoming reunited in death with their ancestors. They believed that the Waugal gave life and sustenance to the people who in return became custodians of the land. A marked feature of this culture is respect: for land and sea, for traditions, for their elders, ancestors and all creatures, and for knowledge passed faithfully across the generations through *Nyitting* or dreaming stories.

Injidup was one of many headlands along the coast that conferred a protected bay, access to seafood, abundant local native foods and shelter from the weather. Well before European arrival the area would have looked very different to today with alternating tracts of open pastureland and woodland; a reflection of seasonal burning of the land which engendered new vegetation and consequently food for animals and their hunters.



During his time as the Governor of Western Australia, Major General Michael Jeffery AC, had a special interest in indigenous affairs, particularly for youth education programs, and supported the then elders of the Wardandi clan, George and Vilma Webb, with their proposal for a cultural Centre. A 40 acre block of land arising from an early subdivision at Injidup was set aside for the purpose of protecting the Wadandi history and cultural traditions, and to educate the wider community.

The Warden Aboriginal Centre consequently has been an early feature of the Injidup precinct and has facilitated education and outreach designed to share the traditions, knowledge and cultural history of the Wardandi people with the broader communities within Western Australia.



Elders of the Wardandi peoples, George & Vilma Webb, regarded by many as royalty within their clan. Images from *Nunyahboogera* written by George Webb, and used with permission.

George married Vilma (nee Gillespie) in June 1950. They had two daughters and four sons. The oral history archives recorded on the Busselton Library site detail the extraordinary life experience of George and Vilma, which is also described in his biography – titled: *Nunyahboogera*, illustrated by Vilma.

Vilma Webb was the matriarch of the family and was reported to be a walking encyclopaedia of Wadandi history and culture. Through the Warden Aboriginal Cultural Centre she helped instigate programs for indigenous children at risk, create employment for cultural custodians and provide an opportunity for indigenous artists to showcase their talents. Her illustrations shown above, highlight her own considerable talent in the visual arts.

**Injidup Residents Association, Inc**  
**Newsletter April 2021**

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Bill Webb tells of the occasion when Queen Elizabeth and Prince Phillip visited Busselton in 2000 and his parents were invited to the official welcoming party. Vilma Webb used the occasion to remind George that he was always in the presence of royalty!



Photo from 19<sup>th</sup> May 1993, shows The Hon Barry House AM, handing the title deed to George Webb, for the land on which the Warden Aboriginal Centre was to be built. His son, Bill Webb took over the management of this project with his family. *Image courtesy of the Augusta Margaret River Mail. Barry House and Bill Webb kindly gave their permission for the use of this image which was taken in the amphitheatre at Wave House, Injidup.*

The Warden Aboriginal Centre, opened in 2001, was developed with funding support from the Aboriginal & Torres Strait Islanders Commission and a substantive capital grant from the Lotteries Commission of WA. The rammed earth construction uses panels that depict sea motifs.

The Centre, named after Warden – the sea god – was developed to promote educational visits from schools, community groups and visitors to the region, to showcase Wadandi culture including for example, such elements as: art, bush lore, legend, indigenous food practice and tours.

Educational resources at the Centre include a gallery of art works, early examples of food utilities, and hunting weapons. Models describing the hunter-gatherer lifestyle and seasonal movement patterns along the coast and forest paths of the Capes region are on display. Some items within the Centre have been deemed of unique historical and cultural importance, and are irreplaceable. Activities at the Centre included corroboree performed in a nearby bush amphitheatre, a trail through the bush to explain the Dreaming stories, and spear and boomerang throwing.



*Bill Webb, elder and custodian of the Warden Centre in front of several exhibits depicting early life in the region and holding a spear found in the lower SouthWest area of WA.*

**Bush fire mitigation strategies at the Centre**

Two strategic firebreaks, designed into the Injidup Fire Management Plan, confer protection to properties to the north and west of the firebreaks, from fires within the Leeuwin-Naturaliste National Park to the south. The Warden Aboriginal Centre is not protected by such firebreaks apart from a farm property which forms part of the eastern boundary to the Warden block.

Protection of the Centre is key to preserving the legacy created by George and Vilma Webb and their family for the Wardandi peoples, for the Injidup precinct, the City of Busselton and for the wider community. New programs at the Centre are planned for coming years however a serious limiting factor is the high fire risk of the site and consequent risk to visitors.

Recent advice, following an invited DFES inspection of the site, reinforced the importance of fuel load mitigation works and for consideration of a fire suppression system across the facility.

**Acknowledgement:**

It is noted, respectfully, that elders George and Vilma Webb are both interred on the Warden block at Injidup, in proximity to the Centre. Special thanks to Bill Webb for historical advice and permission to use images included in this Newsletter.



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## Minister for Transport; Planning; Ports

Our Ref: 72-34016  
Your Ref: LUPC014

Mr Grant Henley  
Mayor, City of Busselton  
[Grant.Henley@busselton.wa.gov.au](mailto:Grant.Henley@busselton.wa.gov.au)

Dear Mayor

### RE: PROPOSED DEVELOPMENT AT SMITHS BEACH

Thank you for your letter of 23 July 2021 regarding the development of Smiths Beach and the City of Busselton's view on the various development assessment pathway options.

As you are aware, as part of the State Government's early COVID-19 response measures, new laws were passed by Parliament in June 2020 to provide an alternate pathway for the streamlined assessment and determination of significant development proposals that could underpin local investment and create jobs. While it is acknowledged that Western Australia is in the enviable position of having the strongest economic growth of any State during the past year, our economic recovery should not be taken for granted given the ongoing uncertainty from the COVID-19 pandemic.

The streamlined delivery of these significant projects assists in maintaining jobs and investment beyond the immediate term and remain an important part of the Government's economic recovery plans. It will ensure that there is a pipeline of investment over many years to come.

As has been documented, the Department of Planning, Lands and Heritage has received a request for preliminary advice on a development proposal for tourist and community facilities at Smiths Beach. The Department has confirmed that to date no formal development application has been received.

If a formal application is submitted, please be assured it will undergo a transparent process including rigorous assessment, extensive public consultation as well as referrals to relevant State Government stakeholders, including the EPA and importantly the City of Busselton. The meetings held by the Western Australian Planning Commission (WAPC) to determine these applications are open to the public, deputations can be made to the WAPC and reasons for the decisions must be published.

- 2 -

While the temporary significant development pathway does enable the WAPC to consider the broader economic and public benefits of a development proposal, it is important to note that the new assessment process is not intended to subvert orderly and proper planning outcomes. Nor does it mean that the proposal will not be subject to Section 5 of the *Environmental Protection Act 1986*.

Further, when considering a significant development application, the WAPC must have due regard to submissions received during consultation and have regard for:

- the purpose and intent of the Local Planning Scheme;
- ensuring orderly and proper planning, and preservation of amenity of the locality;
- the need to facilitate development responding to economic effects of COVID-19; and
- relevant State planning policies (including State Planning Policy 6.1-Leeuwin-Naturaliste Ridge) and any other relevant WAPC policies.

Assessment of an application for the Smiths Beach site would also focus on design quality, building height and density, visual and environmental impacts, bushfire management, Aboriginal heritage, coastal erosion, servicing, parking and traffic, community facilities, landscaping and public access to the beach.

It is worth acknowledging that the existing environmental approval was provided in 2010 and the existing structure plan approval, allowing for tourism and residential development was approved in 2011.

Finally, I want to make clear, as Minister I have no capacity and nor does the State Government to direct the proponent as to which assessment pathway they wish to use, both are legally available for them. Equally, I am not involved in the decision making process, the Western Australian Parliament entrusted that role to the WAPC.

Yours sincerely





**HON RITA SAFFIOTI MLA  
MINISTER FOR PLANNING**

28 JUL 2021

## ITEMS TO BE DEALT WITH BY SEPARATE RESOLUTION (WITHOUT DEBATE)

### 16.1 ADOPTION OF THE CORPORATE BUSINESS PLAN 2021 - 2025

|                            |  |
|----------------------------|--|
| <b>STRATEGIC THEME</b>     | LEADERSHIP - A Council that connects with the community and is accountable in its decision making.   |
| <b>STRATEGIC PRIORITY</b>  | 4.3 Make decisions that respect our strategic vision for the District.   |
| <b>SUBJECT INDEX</b>       | Corporate Planning   |
| <b>BUSINESS UNIT</b>       | Corporate Services   |
| <b>REPORTING OFFICER</b>   | Manager Governance and Corporate Services - Sarah Pierson<br>Corporate Planning Officer - Cathy Burton   |
| <b>AUTHORISING OFFICER</b> | Director Finance and Corporate Services - Tony Nottle  |
| <b>NATURE OF DECISION</b>  | Executive: Substantial direction setting, including adopting budgets, strategies, plans and policies (excluding local planning policies); funding, donations and sponsorships; reviewing committee recommendations       |
| <b>VOTING REQUIREMENT</b>  | Absolute Majority  |
| <b>ATTACHMENTS</b>         | Attachment A Corporate Business Plan 2021 - 2025   |

The officer recommendation was moved and carried.

#### **COUNCIL DECISION**

**C2108/167**

Moved Councillor J Barrett-Lennard, seconded Councillor P Cronin

**That the Council adopts the Corporate Business Plan 2021 - 2025 in the form attached to this report (Attachment A).**

**CARRIED 8/0**

**BY ABSOLUTE MAJORITY**

#### **OFFICER RECOMMENDATION**

**That the Council adopts the Corporate Business Plan 2021 - 2025 in the form attached to this report (Attachment A).**

#### **EXECUTIVE SUMMARY**

This report presents the attached City of Busselton Corporate Business Plan 2021–2025 (Attachment A) (CBP) and seeks Council’s adoption of the plan.

#### **BACKGROUND**

The *Local Government Act 1995* (the Act) sets out requirements for the ‘Plan for the Future’ which requires all Local Government Authorities to have a strategic community plan spanning a minimum ten-year period, and a corporate business plan, spanning a four year period. The legislation also requires a local government to have in place a number of informing plans being:

- a) asset management plans for key asset classes;
- b) a four year workforce plan; and
- c) a 10-year long term financial plan.

This report focuses on the City’s Corporate Business Plan (CBP).

The City's CBP is reviewed annually in conjunction with the review of the City's long term financial plan (LTFP) to determine the priority initiatives for the ensuing four years. Core service objectives are also reviewed. The draft CBP 2021-2025 was presented to Councillors at a briefing on Wednesday 28 July, for discussion and comment. As a result, minor amendments were made and the plan is now presented for formal adoption.

#### OFFICER COMMENT

The CBP 2021-2025 supports the direction of the City's Strategic Community Plan 2021-2031 (SCP), reviewed through 2020/2021 and adopted on 9 June 2021. It integrates all relevant information contained in the LTFP, endorsed by Council on 24 March 2021 as a guiding document.

The CBP is based on the four key themes of the SCP - Environment, Lifestyle, Opportunity and Leadership. Within each of these themes, the plan details City services and priority actions that contribute to achievement of the theme and its community aspiration. This is done on a best fit basis, aligned to the theme they primarily support. Each priority action is also aligned to a Council strategic priority (as contained in the SCP).

It is important to note that, with the change in the number of strategic theme areas (from 6 Key Goal Areas to 4 Key Themes), actions have been realigned to suit.

In total the CBP contains 70 priority actions:

- 12 in Key Theme 1: Environment
- 30 in Key Theme 2: Lifestyle
- 16 in Key Theme 3: Opportunity
- 12 in Key Theme 4: Leadership

Many actions have been carried over and amended as required to reflect the current status of the action and future planned activities. Several new actions are included in the CBP. The new actions are outlined below.

#### **Key Theme 1 – Environment**

***An environment that is valued, conserved and enjoyed by current and future generations.***

| Action Description  | Action   | Delivery |       |       |       |
|---|--|----------|-------|-------|-------|
|   |  | 21/22    | 22/23 | 23/24 | 24/25 |
| Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) | Implement the Coastal Hazard Risk Management and Adaption Plan.  | •        | •     | •     | •     |
| Energy Strategy   | Progress the implementation of the City's Energy Strategy to assist the organisation achieve real savings in all energy sources.   | •        | •     | •     | •     |
| Food Organics Garden Organics                               | Explore the potential for establishing a Food Organics Garden Organics (FOGO) service, which include identifying a possible sites(s) for processing the collected FOGO material. | •        | •     |       |       |
| Toby Inlet Wetland Catchment                                | In collaboration with the community continue to implement management strategies to improve the water quality and amenity of the Toby Inlet.                                      | •        | •     | •     | •     |

**Key Theme 2 – Lifestyle**

***A place that is relaxed, safe and friendly with services and facilitates that support positive lifestyles and wellbeing.***

| Description                              | Action  | Delivery |       |       |       |
|--|---|----------|-------|-------|-------|
|  |   | 21/22    | 22/23 | 23/24 | 24/25 |
| Lighting Upgrades Outdoor Playing spaces | Improve the lighting facilities at various ovals and outdoor courts to improve user safety and carrying capacity.                                   | •        |       | •     |       |
| Youth Services Plan                      | Together with stakeholders develop a five year strategic plan for youth services.   | •        |       |       |       |
| Dunsborough SHIFT Youth Crew             | Establish a youth crew in Dunsborough and explore funding opportunities to expand activities for local youth in the area.                           | •        |       |       |       |
| Supporting Health Services               | Advocate for and support the provision of mental health, specialist and community health services and infrastructure in the District.               | •        | •     | •     | •     |
| Community Infrastructure Plan            | Develop a City wide Community Infrastructure Network Plan to assist with informing the review of the City's Development Contributions Framework.    | •        |       |       |       |
| Holiday Homes Review                     | Prepare and release for public consultation a Draft Holiday Homes Directions Paper as part of the review of the Holiday Homes Regulatory Framework. | •        | •     |       |       |
| Social Plan                              | Review the City's Social Plan to guide the delivery of community services.  | •        |       |       |       |

**Key Theme 3 – Opportunity**

***A vibrant City with diverse opportunities and a prosperous economy.***

| Description                      | Action  | Delivery |       |       |       |
|----------------------------------|---|----------|-------|-------|-------|
|                                  |   | 21/22    | 22/23 | 23/24 | 24/25 |
| Event Attraction and Development | Actively target new key events, focussing on the attraction of national level sporting and cultural events. | •        | •     | •     | •     |

**Key Theme 4 – Leadership**

***A Council that connects with the community and is accountable in its decision making.***

| Action Description                  | Action   | Delivery |       |       |       |
|-------------------------------------|--|----------|-------|-------|-------|
|                                     |  | 21/22    | 22/23 | 23/24 | 24/25 |
| You Choose Community Grants Program | Implement the pilot You Choose Community Grants Funding program to improve community engagement.   | •        | •     |       |       |
| Strategic Performance Measures      | Develop and implement a suite of key performance indicators to assist with measuring the performance and success of the City's strategic Community Plan. | •        |       | •     | •     |
| Service Improvement Review          | Establish a service catalogue and commence a process of continuous improvement in relation to service delivery.  |          | •     |       |       |
| Software Upgrades                   | Upgrade the current Office software suite with Office 365 to improve collaboration and resilience of systems.  | •        |       |       |       |

Expected timeframes for delivering the actions are shown. As noted in the '*Understanding the Corporate Business Plan*' section of the CBP (page 10), these timeframes are subject to regular review. Where an action is noted as requiring external funding within the plan, progress is also dependent on receipt of the external funding (e.g. grant funding).

Some actions have also been deleted because they have either been substantially or fully completed, supplanted by other priority actions or are considered 'business as usual' and better captured within the service descriptors. These are outlined below based on the (previous) Key Goal Area sat under:

**Key Goal Area 1 – Community**

- CCTV Precinct Extension: Continue to extend CCTV facilities as part of the Safer Cities program.
- Mosquito Control: Review the City's Mosquito Management Program.
- Vasse Sporting Precinct – Carpark: Formalise the carpark at the Vasse Sporting Precinct.
- Busselton Senior Citizens Expansion: Lead the project to expand and complete the Busselton senior Citizens Centre.
- Busselton Library Upgrade: Upgrade the children's section and back of house at the Busselton Library.

**Key Goal Area 2 – Places and Spaces**

- Busselton Cemetery Expansion: Continue to progress expansion of the Busselton Cemetery by completing all necessary statutory processes involved in the acquisition and land use of part lot 9009 Neville Hyder Drive, Yalyalup.

**Key Goal Area 3 – Environment**

- Meelup Former Waste Site: Achieve reclassification of the former waste site at Meelup to enable public use by mountain bikers.
- Improving sustainability and energy management: Develop a policy guideline document outlining matters to be considered when procuring, constructing and operating all new City assets to ensure that improved energy management is achieved.
- Parks and Gardens Technology Improvements: Implement smart technologies in City parks, gardens and reserves to reduce water and power use.

**Key Goal Area 4 – Economy**

- Busselton Foreshore Microbrewery: Facilitate completion of the Microbrewery at the Busselton Foreshore.
- Place Project: Through the place project implement a series of initiatives to activate City Centres.

**Key Goal Area 5 – Transport**

- Safe Active Street Study: Conduct a feasibility study to determine whether a connecting cycling boulevard catering for people of all ages can be implemented in the Busselton town centres.

**Key Goal Area 6 – Leadership**

- Fair Value: Realign the fair value assessment of the City's assets from a staggered three years cycle to an aligned five year cycle as provided for in the *Local Government (Financial Management) Regulations 1996*.
- Assets IT Business Software: Introduce a new system to track the progress of assets management.
- Long Term Financial Plan: Review the City's Long Term Financial Plan in view of the reviewed SCP.
- Overall Asset Management Plan: review and update the overall asset management plan with the aim of allocating enough funding to sustainably manage the City's assets.
- Enterprise Agreement: Renegotiate the City's Enterprise Agreement.

The CBP includes a list of the organisational corporate performance indicators. These help to measure the progress and trends of organisational performance, as well as the progress of corporate business plan actions.

**Statutory Environment**

Section 5.56 of the *Local Government Act 1995* (the Act) requires a local government to plan for the future of the district and to ensure that any such plans are in accordance with regulatory requirements.

Regulation 19(D)(A) of the *Local Government (Administration) Regulations 1996* (the Regulations) requires a corporate business plan to be created, adopted and relate to the whole of the district over a term of at least four financial years.

A corporate business plan must:

- have a minimum four year outlook;
- identify and prioritise the principal strategies and activities the Council will undertake in response to the aspirations and objectives stated in the Strategic Community Plan;
- state the services, operations and projects that a local government will deliver over the period of the plan;
- reference resourcing considerations such as asset management plans, finances and workforce plans; and
- be adopted by an Absolute Majority of the Council.

### **Relevant Plans and Policies**

Guidelines relating to the content and standard of IPR plans are found in the IPR Advisory Standard, published by the Department of Local Government, Sport and Cultural Industries. The Advisory Standard prescribes categories for assessing the competency of IPR plans. A corporate business plan must satisfy the minimum 'Achieving' standard as outlined in the IPR Advisory Standard.

### **Achieving standard**

The Achieving standard is met when:

- A Council has adopted a corporate business plan that meets all of the listed regulatory requirements;
- Year 1 of the corporate business plan establishes the Annual Budget; and
- The local government also has in place:
  - a workforce plan that meets the Achieving standard;
  - asset management key performance indicators that meet the Standards; and
  - a long term financial plan.

'Intermediate' and 'Advanced' standards reflect the higher levels of planning and integration practices.

### **Financial Implications**

There are no budget implications associated with the adoption of the proposed CBP, with the cost of professional publication of the approved plan being provided for within the annual budget.

### **Stakeholder Consultation**

There is no legislative requirement to advertise the CBP for public consultation. The proposed CBP seeks to progress the objectives of the City's SCP, which underwent a major review between June 2020 and April 2021.

### **Risk Assessment**

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk management framework, with risks assessed taking into account any controls already in place. Key risks are outlined within the document itself.

### **Options**

As an alternative to the proposed recommendation, the Council could choose to alter any of the components or wording of the proposed CBP.

**CONCLUSION**

The City's CBP is a key component of the IPR framework. The proposed CBP integrates relevant information from the City's LTFP and supports the Council's strategies as outlined in the SCP. It also advances many of the key initiatives that the City has commenced over the previous financial year. Importantly, the proposed CBP continues to provide a solid work program to assist with realising the community's aspirations and objectives.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

Once the CBP is adopted, it will come into effect immediately with the services and actions contained implemented over the four year life of the plan as identified. The plan will be professionally published within six weeks of its adoption.



2021-2025

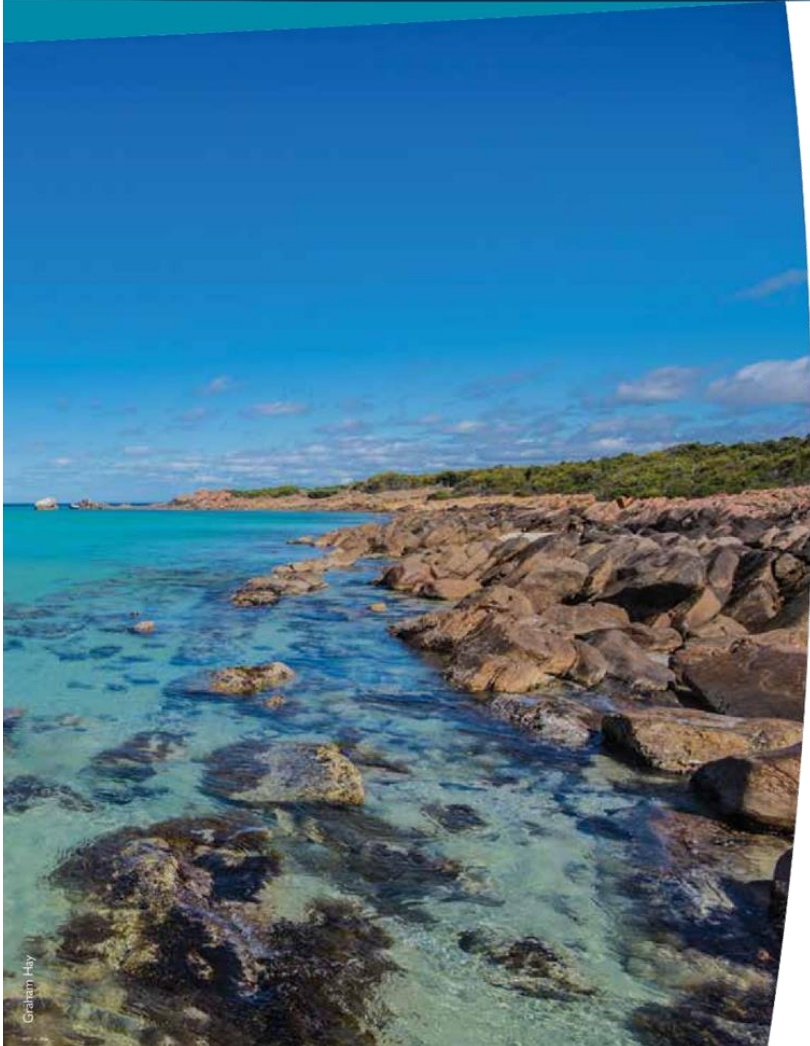

## Corporate Business Plan



## **Acknowledgement of Country**

**The City of Busselton  
acknowledges the Traditional  
Custodians, the Wadandi  
People, on whose land we are  
living and pay our respects to  
their Elders, past, present and  
emerging.**



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## ***From the Mayor and Chief Executive Officer***



The City of Busselton's Strategic Community Plan (SCP) 2021-2031 is the City's overarching and primary planning document. It outlines a clear vision for the District, and guides Council's direction and decision making over a ten year period.

This Corporate Business Plan (CBP) has been developed to document the services and priority actions which will be delivered by the City in response to the SCP.

Over the course of the next four years, we will progress with implementing the Sport and Recreation Facilities Strategy aimed at growing sport and recreation capacity within the District. We will also continue work to improve the health of the Vasse River, and enhance our efforts to protect our coastlines. Progress of a dedicated performing arts and convention centre will also continue.

Operationally we remain committed to infrastructure renewal, focusing on roads, footpaths and cycleways, and the continuation of townscape improvements in Dunsborough and Busselton. Engagement with the community will improve through implementation of a newly developed Community Engagement Framework.

Where Council's priorities cannot be achieved by the City alone, we will work collaboratively with our partners and stakeholders to achieve the best possible result for the community. This may involve identifying and obtaining State and Federal funding and support to provide what is needed, as well as working with private industry and community groups.

Our aim is to always provide the best outcomes for all residents and ratepayers across the City.

  
GRANT HENLEY  
MAYOR

  
MIKE ARCHER  
CHIEF EXECUTIVE OFFICER

## ***Vision***

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



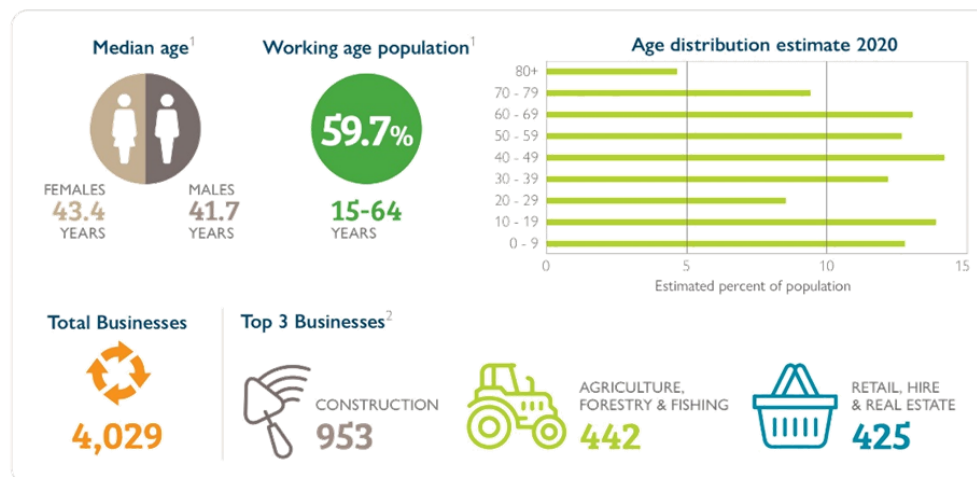
## Our City

**The City of Busselton is an important regional centre covering 1,454 square kilometres in the lower south west region of Western Australia.**

Our City is part of the Noongar Country that is called the Wadandi Boodja. The Wadandi people are the traditional custodians, and have lived in this area for over 40,000 years. Wadandi Boodja was and continues to be a place of plenty.

This year the City of Busselton celebrates its 150th year as a municipality, with the formal establishment occurring on 21 February 1871, prior to the gazettal of the District boundaries on 10 February 1887. From humble beginning the population of the District has grown to over 40,000, with the majority of our residents now comprising of young families.

The nature of our commercial sector has also shifted, from predominately rural based industry to businesses connected with construction and retail activities.



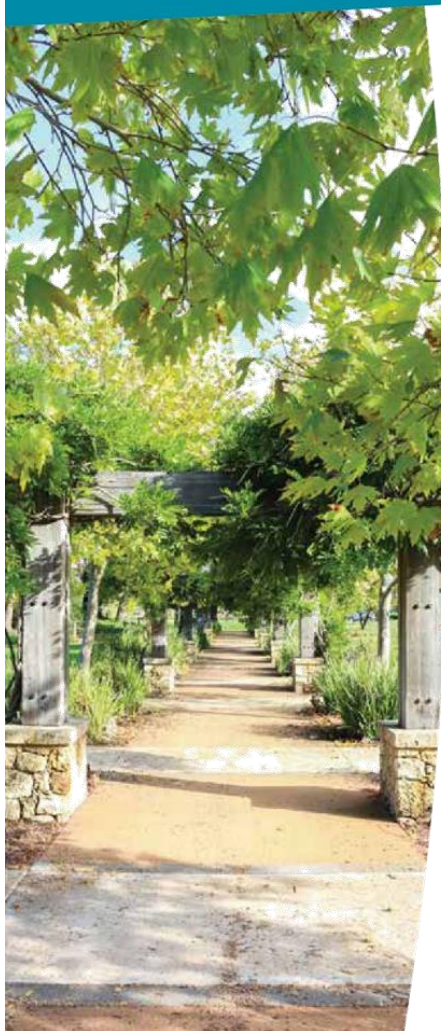
1. ABS ERP by LGA (ASGS 2019), Age and Sex, 2001 to 2019 extracted 16 July 2021. 2. ABS Data by Region LGA Busselton (5120) 30 March 2021.

## Quick Facts



\* Regional population 2019-2020 financial year: <https://www.cbs.gov.au/statistics/people/population/regional-population> \*\* WA Electoral Commission 31 March 2021

## Council



**Council is responsible for governing the City's activities, overseeing the City's finances and resources and determining the City's policies.**

The City of Busselton Council has nine Councillors, elected for a term of four years and responsible for representing the interests of all electors, residents and ratepayers of our District.

The City's Mayor is elected from among the Councillors. The Mayor is responsible for chairing Council meetings, carrying out civic and ceremonial duties, speaking on behalf of Council and providing leadership and guidance to the community.



MAYOR  
Grant Henley  
Term Expires: Oct 2021



DEPUTY MAYOR  
Kelly Hick  
Term Expires: Oct 2021



COUNCILLOR  
Jo Barrett-Lennard  
Term Expires: Oct 2021



COUNCILLOR  
Paul Carter  
Term Expires: Oct 2023



COUNCILLOR  
Kate Cox  
Term Expires: Oct 2023



COUNCILLOR  
Phill Cronin  
Term Expires: Oct 2023



COUNCILLOR  
Lyndon Miles  
Term Expires: Oct 2021



COUNCILLOR  
Ross Paine  
Term Expires: Oct 2023



COUNCILLOR  
Sue Riccelli  
Term Expires: Oct 2023

## Executive Team



### Chief Executive Officer

#### Mike Archer

The CEO provides leadership to the organisation and implements the Council's strategic direction. The CEO is responsible for managing the day to day operations of the City and ensuring that advice and information is available to Council so that informed decisions can be made.

### Finance and Corporate Services



#### DIRECTOR: Tony Nottle

EMPLOYEES: 70.02 full time equivalent

Finance and Corporate Services supports the provision of City services by providing professional support, advice and information with regard to customer service, finance and rating, governance and risk, human resources, information technology, records management, public relations, property and legal services.

### Community and Commercial Services



#### DIRECTOR: Naomi Searle

EMPLOYEES: 53.17 full time equivalent

Community and Commercial Services directorate is responsible for services aimed at facilitating social and economic development, including community development, leisure centres, libraries, youth services, events and culture, economic development, the Busselton Margaret River Airport, Busselton Jetty and Busselton Jetty Tourist Park.

### Planning and Development Services



#### DIRECTOR: Paul Needham

EMPLOYEES: 57.24 full time equivalent

Planning and Development is responsible for the City's strategic land use planning and implementing the City's development framework. The directorate also oversees the regulation of public and environmental health services, ranger services and coordinates the City's local emergency management services.

### Engineering and Works Services



#### DIRECTOR: Oliver Darby

EMPLOYEES: 143.55 full time equivalent

Engineering and Works manages the design, delivery and maintenance of infrastructure assets, including roads, footpaths, cycle ways, drainage, parks and gardens. This directorate is also responsible for the City's waste management services and for the effective management of the City's fleet.

## Organisational Structure





## Understanding the Corporate Business Plan



Osprey Creative Pty Ltd

This plan is shaped around the visions and aspirations of the City's Strategic Community Plan. These are set out in four key themes.



### KEY THEME 1 Environment

An environment that is valued, conserved and enjoyed by current and future generations.



### KEY THEME 2 Lifestyle

A place that is relaxed, safe, and friendly with services and facilities that support positive lifestyles and wellbeing.



### KEY THEME 3 Opportunity

A vibrant City with diverse opportunities and a prosperous economy.



### KEY THEME 4 Leadership

A Council that connects with the community and is accountable in its decision making.

### Strategic Priorities

To support achievement of the community's aspirations, Council has adopted a number of strategic priorities. These priorities are progressed through the services and actions listed in this plan.

### City Services

The City provides a diverse range of services, some of which are statutory, while others respond to the particular needs our community. Our services are listed under each key theme on the basis of 'best fit' and aligned to the strategic priority they primarily support.

### Corporate Action

These are our priority actions and projects for the next four years. As with our services, the connection between actions, projects and the key themes of the SCP is determined on the basis of 'best fit'.

### Action Owner

The Action Owner is the area of the City responsible for monitoring and reporting progress of the action.

### Action Type

The Action Type is either a project or program. Project actions have a defined scope and time line. Program actions form a more regular part of service delivery.

### Budget

All actions listed are captured in the City's Long Term Financial Plan – either as part of the operational budget or as a capital item. Where external funding is noted, the progress of the action is dependent upon funds provided by sources external to the organisation.

### Delivery

This is the timeframe for delivering the action, noting that action progress is subject to regular review.

### Informing Documents

These plans guide the Corporate Business Plan actions and services.

## Supporting the Corporate Business Plan



**This plan is informed by three key resourcing documents - Long Term Financial Plan, Workforce Plan and Asset Management Plan.**

**Combined with the organisation's business unit plans and issue specific plans, these plans form the City's integrated planning and reporting framework.**

### Long Term Financial Plan

The Long Term Financial Plan (LTFP) ensures we have the financial resources to deliver the Council's strategic direction and implement the actions contained in this CBP.

The LTFP is reviewed annually taking into account economic factors and trends. It identifies major areas of income and expenditure anticipated over the 10-year time frame along with asset management requirements, supported by robust asset management planning and workforce projections.

Feedback from the community, captured through review of the SCP, informs the plan with increased funding allocated in particular to coastal protection, restoration of the Vasse River, sport and recreation, and in later

years of the plan, improved footpaths and cycleways.

The City's financial position is strong. With significant cash reserves and a strong rates base, the City is well positioned to deliver on its strategies. With a debt service coverage ratio well within the Department of Local Government's ratio target, and the availability of record low interest rates, the City utilises loan funding budgeted within the LTFP to deliver significant inter-generational facilities and improvements. The City also continues to actively seek external grant funding for many of its initiatives. Actions that require external funding are noted as such in the LTFP.

While the LTFP guides the City's investment decisions and the CBP, careful budgeting each financial year seeks to achieve returns that

are most advantageous to our ratepayers, and can result in adjustments.

### Workforce Plan

Our Workforce Plan assesses the resources and skills needed to deliver on the services and actions contained in the CBP and includes strategies to ensure we attract and retain the right people with the right skills at the right time. The Workforce Plan currently focuses on leadership, employee engagement, and the efficient delivery of services to our community.

## Supporting the Corporate Business Plan



### Asset Management Plan

Asset management planning defines the levels of resources needed to maintain, renew, replace and manage new and existing assets and infrastructure. Robust planning ensures the financial resources required to maintain our assets are available now and into the

future, with reserve funds specifically utilised for this purpose.

In total just under \$65 million will be directed into the maintenance and renewal of assets over the life of this plan. The following table provides an overview of the approximate spend on key asset classes:

| Asset Class                  | 4 year investment |
|------------------------------|-------------------|
| Boat Ramps Construction      | \$210,000         |
| Bridges Construction         | \$1,000,000       |
| Buildings Works              | \$4,332,254       |
| Car Parking Construction     | \$2,253,119       |
| Coastal Protection Works     | \$6,204,925       |
| Footpaths and Cycleways      | \$5,081,320       |
| Parks and Gardens / Reserves | \$5,033,035       |
| Roads and Streets Renewal    | \$18,728,449      |

### Business Unit Planning

The work plans of each business unit inform and drive the success of the CBP. Each year business units review the inputs and outputs of their key activities, assess the outcomes and produce a service delivery plan for the ensuing years. Business plans align to the strategic priorities of the SCP and work within known financial constraints.

### Issue or Area Specific Plans

These plans relate to particular projects delivered by business units and serve to complement the broader plans adopted by Council. They can cover matters such as local area plans and issue specific strategies and are often developed with considerable consultation with the community.

## Supporting the Corporate Business Plan

The City's LTFP was endorsed by Council on 24 March 2021. The following rate setting statement represents the projected position for the first four years of that plan.

|   |  | City of Busselton Forecast Rate Setting Statement For Financial Years 2021 - 2025 |                     |                     |                     |                                  |
|---|--|---|---------------------|---------------------|---------------------|----------------------------------|
|   |  | 2021/2022   | 2022/2023           | 2023/2024           | 2024/2025           | TOTAL: YEAR 1- 4<br>2021 to 2025 |
| Revenue                                   | Rates <sup>1</sup>   | 55,275,687  | 57,507,448          | 60,091,978          | 62,792,660          | 235,667,773                      |
|   | Operating grants, subsidies and contributions                | 4,437,615   | 4,532,624           | 4,654,781           | 4,731,578           | 18,356,598                       |
|   | Profit on asset disposals                                    | -   | -                   | -                   | -                   | -                                |
|   | Fees and charges   | 18,158,346  | 19,352,253          | 20,930,031          | 22,452,561          | 80,893,191                       |
|   | Interest earnings  | 770,897   | 800,692             | 1,112,948           | 1,627,841           | 4,312,378                        |
|   | Other revenue  | 407,263   | 511,753             | 800,971             | 882,239             | 2,602,226                        |
|   |  | <b>79,049,808</b>   | <b>82,704,770</b>   | <b>87,590,709</b>   | <b>92,486,879</b>   | <b>341,832,166</b>               |
| Expenses                                  | Employee costs <sup>1</sup>                                  | (33,990,510)  | (35,191,508)        | (37,069,685)        | (38,325,504)        | (144,577,207)                    |
|   | Materials and contracts                                      | (18,037,959)  | (18,495,435)        | (19,284,008)        | (20,201,078)        | (76,018,480)                     |
|   | Materials and contracts - Donated Assets                     | (215,250)   | (440,186)           | (676,786)           | (924,941)           | (2,257,163)                      |
|   | Utility charges (electricity, gas, water etc)                | (2,829,989)   | (2,939,091)         | (3,087,252)         | (3,120,715)         | (11,977,047)                     |
|   | Depreciation on non-current assets                           | (24,589,667)  | (26,514,180)        | (28,176,561)        | (29,793,431)        | (109,073,839)                    |
|   | Interest expense   | (1,238,797)   | (1,323,838)         | (1,310,907)         | (1,302,325)         | (5,175,867)                      |
|   | Loss on asset disposal                                       | -   | -                   | -                   | -                   | -                                |
|   | Insurance expense  | (777,589)   | (810,919)           | (866,147)           | (892,130)           | (3,346,785)                      |
|   | Other expenditure  | (6,203,189)   | (6,733,333)         | (5,966,171)         | (5,595,079)         | (24,497,772)                     |
|   | Discretionary Operational Funding - Unallocated <sup>2</sup> | (132,117)   | (137,451)           | (143,628)           | (276,154)           | (689,350)                        |
|   |  | <b>2,525,903</b>  | <b>2,582,735</b>    | <b>2,647,296</b>    | <b>2,713,467</b>    | <b>10,469,401</b>                |
|   |  | <b>(85,489,164)</b>   | <b>(90,003,206)</b> | <b>(93,933,849)</b> | <b>(97,717,890)</b> | <b>(367,144,109)</b>             |
| Gross Funding from Operational Activities |  | <b>(6,439,356)</b>  | <b>(7,298,436)</b>  | <b>(6,343,140)</b>  | <b>(5,231,011)</b>  | <b>(25,311,943)</b>              |
| Funding Position Adjustments              | Depreciation on Assets                                       | 24,589,667  | 26,514,180          | 28,176,561          | 29,793,431          | 109,073,839                      |
|   | (Profit)/Loss on Sale of Assets                              | -   | -                   | -                   | -                   | -                                |
|   | <b>Net Funding from Operational Activities</b>               | <b>18,150,311</b>   | <b>19,215,744</b>   | <b>21,833,421</b>   | <b>24,562,420</b>   | <b>83,761,896</b>                |
| Non-Operating Grants                      | Non-operating grants, subsidies and contributions            | 16,810,093  | 14,398,411          | 26,780,573          | 10,679,723          | 68,668,800                       |
|   | Developer Contributions                                      | 787,731   | 800,466             | 755,276             | 772,269             | 3,115,742                        |
|   | <b>Net Income Available for Capital</b>                      | <b>35,748,135</b>   | <b>34,414,621</b>   | <b>49,369,270</b>   | <b>36,014,412</b>   | <b>155,546,438</b>               |

1. Refer to supporting schedule on page 16 of Long Term Financial Plan 2021-2031.

2. Discretionary Operational funding is set at 0.25% of rates levied in Years 1 - 3, and 0.50% of rates levied in Year 4.

## Supporting the Corporate Business Plan

City of Busselton Forecast Rate Setting Statement For Financial Years 2021 - 2025

|  |  | 2021/2022           | 2022/2023           | 2023/2024           | 2024/2025           | TOTAL: YEAR 1- 4<br>2021 to 2025 |
|--|--|---------------------|---------------------|---------------------|---------------------|----------------------------------|
| Capital and Investing Activities       | Purchase - Land  | (112,225)           | (2,614,189)         | (416,473)           | (419,093)           | (3,561,980)                      |
|  | Purchase - Buildings   | (16,788,249)        | (15,882,306)        | (2,200,574)         | (7,087,055)         | (41,958,184)                     |
|  | Purchase - Plant & Equipment                                   | (2,642,950)         | (3,720,502)         | (4,113,500)         | (3,047,460)         | (13,524,412)                     |
|  | Purchase - Furniture & Equipment                               | (710,782)           | (724,476)           | (740,206)           | (757,431)           | (2,932,895)                      |
|  | Purchase - Roads   | (4,885,736)         | (4,787,682)         | (5,061,461)         | (5,943,571)         | (20,678,450)                     |
|  | Purchase - Bridges   | (250,000)           | (250,000)           | (250,000)           | (250,000)           | (1,000,000)                      |
|  | Purchase - Car Parks   | (1,328,467)         | (549,804)           | (574,515)           | (600,334)           | (3,053,120)                      |
|  | Purchase - Footpaths & Cycleways                               | (2,142,435)         | (1,695,167)         | (1,756,370)         | (1,821,609)         | (7,415,581)                      |
|  | Purchase - Parks, Gardens & Reserves                           | (4,439,214)         | (4,965,620)         | (3,950,211)         | (3,303,498)         | (16,658,543)                     |
|  | Purchase - Drainage  | (281,605)           | (287,941)           | (295,140)           | (302,518)           | (1,167,204)                      |
|  | Purchase - Regional Airport & Industrial Park Infrastructure   | (1)                 | -                   | (16,500,000)        | -                   | (16,500,001)                     |
|  | Purchase - Other Infrastructure                                | (3,917,570)         | (3,650,082)         | (4,634,689)         | (3,749,401)         | (15,951,742)                     |
|  | Donated Assets - New Assets from Developers                    | (6,712,653)         | (6,830,124)         | (6,966,723)         | (7,123,476)         | (27,632,976)                     |
|  | Proceeds From Sale of Assets                                   | 672,493             | 3,381,884           | 915,693             | 849,978             | 5,820,048                        |
|  | Principal Elements of Finance Lease Payments                   | (489,200)           | (250,975)           | (114,651)           | -                   | (854,826)                        |
|  | Repayment of Loan Principal - Council - Existing Loans         | (2,961,068)         | (3,025,695)         | (3,068,417)         | (2,778,434)         | (11,833,614)                     |
|  | Repayment of Loan Principal - Council - New Loans              | (300,684)           | (608,172)           | (666,253)           | (883,924)           | (2,459,033)                      |
|  | Repayment of Loan Principal - Self Supporting Loans - Existing | (67,745)            | (66,190)            | (67,779)            | (69,408)            | (271,122)                        |
|  | Repayment of Loan Principal - Self Supporting Loans - New      | (8,973)             | (206,684)           | (510,102)           | (642,403)           | (1,368,162)                      |
|  | Proceeds from Borrowings                                       | 7,700,000           | 11,700,000          | 6,250,000           | 3,850,000           | (29,500,000)                     |
|  | Advances to Community Groups                                   | (200,000)           | (4,200,000)         | (5,250,000)         | (250,000)           | (9,900,000)                      |
|  | Self-Supporting Loan Principal Income                          | 76,718              | 272,874             | 577,881             | 711,811             | 1,639,284                        |
|  | Transfers to Restricted Assets - Contributions                 | -                   | -                   | -                   | -                   | -                                |
|  | Transfers from Restricted Assets                               | -                   | -                   | -                   | -                   | -                                |
|  | Transfers to Reserves  | (21,604,422)        | (22,386,839)        | (23,998,434)        | (26,281,976)        | (94,271,671)                     |
|  | Transfers from Reserves  | 25,753,681          | 26,596,669          | 23,765,449          | 23,888,720          | 100,004,519                      |
|  | <b>Total Capital Expenditure</b>                               | <b>(35,641,087)</b> | <b>(34,751,019)</b> | <b>(49,626,475)</b> | <b>(36,011,083)</b> | <b>(156,029,664)</b>             |
| Surplus (Deficit) Prior to Adjustments |  | 107,048             | (336,398)           | (257,205)           | 3,329               | (483,226)                        |

## Four Year Priorities



|   |   |   |  |
|---|---|---|--|
| <b>Lower Vasse River Restoration</b><br>Projected Funding:<br><b>\$4.65M</b><br>Implement actions to significantly improve the health and amenity of the Lower Vasse River. | <b>Busselton Performing Arts and Convention Centre</b><br>Projected Funding:<br><b>\$28.5M</b><br>Design and construct a dedicated convention, entertainment and performing arts centre in the Busselton Cultural Precinct. | <b>Sport and Recreational Facilities Strategy</b><br>Projected Funding:<br><b>\$10.7M</b><br>Implement the Strategy to guide the provision of indoor and outdoor community sport and recreation facilities. | <b>Community Engagement</b><br>Projected Funding:<br><b>OPERATIONAL</b><br>Adopt a community engagement framework which delivers timely, informative, appropriate and transparent community engagement practice. |
| <b>City Solar Farm</b><br>Projected Funding:<br><b>\$1M</b><br>Establish a solar farm to generate cost savings and improve the energy efficiency of City owned buildings.   | <b>Rural Roads Renewal</b><br>Projected Funding:<br><b>\$5.5M</b><br>Continue to implement plans to deliver safe and compliant rural road infrastructure across the District.   |   |  |





*Key Theme 1*  
**Environment**



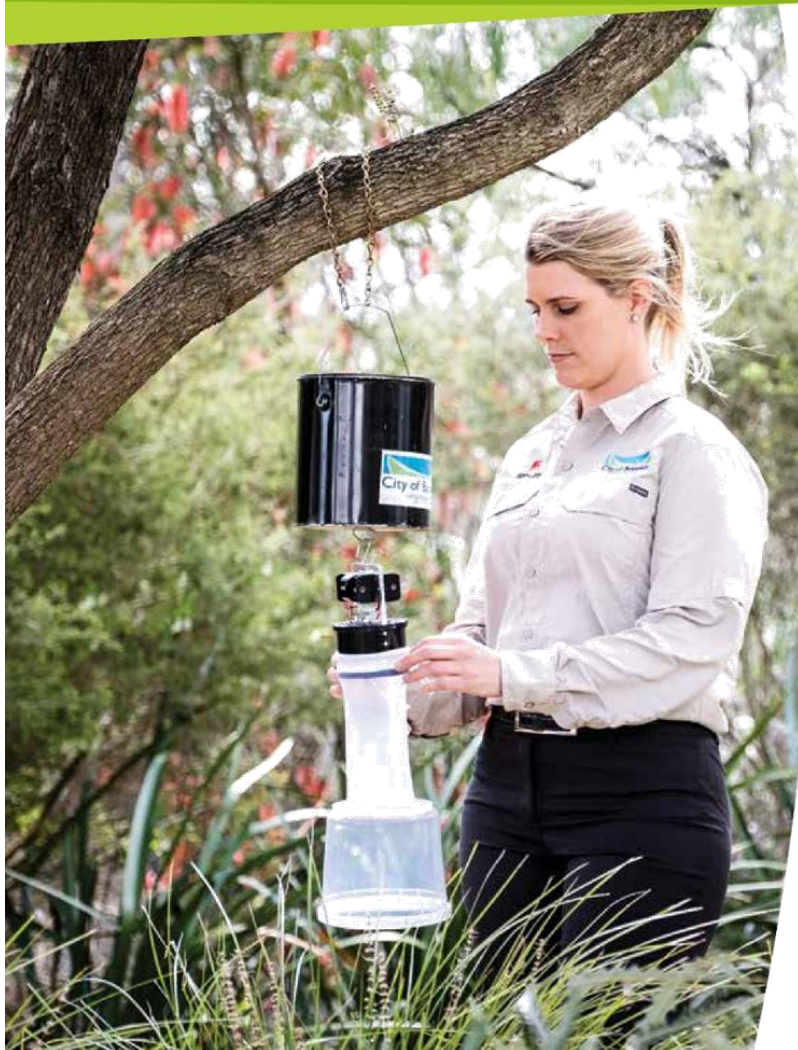
David Binks

***An environment that is valued,  
conserved and able to be enjoyed by  
current and future generations.***

**Council's strategic priorities**

- 1.1 Ensure protection and enhancement of environmental values is a central consideration in land use planning.
- 1.2 Work with the community to manage and enhance natural areas and reserves and their biodiversity.
- 1.3 Work with key partners to improve the health of the Vasse River and other waterways in the Geographe catchment.
- 1.4 Respond to the impacts of climate change on the City's coastlines through informed long term planning and action.
- 1.5 Implement best practice waste management strategies with a focus on waste avoidance, reduction, reuse and recycling.
- 1.6 Promote and facilitate environmentally responsible practices.

## Key Theme 1 **Environment**



### **Primary supporting service areas**

#### **Coastal Construction and Maintenance**

Provide and upgrade coastal protection structures to defend the Busselton coastlines against flooding and erosion and protect infrastructure and property.

#### **Environmental Services**

Develop and implement plans, policies and strategies for managing waterways, natural areas and reserves, including Meelup Regional Park.

#### **Meelup Regional Park**



Provide oversight and management of Meelup Regional Park for conservation and environmental enhancement and recreational usage.

#### **Waste Management**



















Use best practice principles to provide innovative, efficient and complete waste management services to the community in line with needs and expectations, and aligned to waste minimisation and resource recovery targets.

## Key Theme 1 **Environment**

### Corporate actions

| Strategic<br>Priority<br>Link | Action  | Action Owner           | Action Type  | Budget                         | Delivery |       |       |       |
|-------------------------------|---|------------------------|--|--------------------------------|----------|-------|-------|-------|
|                               |   |                        |  |                                | 21-22    | 22-23 | 23-24 | 24-25 |
| <b>1.1</b>                    | <b>Western Ringtail Possum Habitat</b><br>Progress Scheme Amendment no. 49 which proposes a new special control area with the objective of protecting and enhancing Western Ringtail Possum habitat.  | Environmental Services | <br>PROGRAM   | OPERATIONAL                    | ●        | ●     |       |       |
| <b>1.2</b>                    | <b>Meelup Regional Park Management Plan</b><br>Complete the review of the Meelup Regional Park Management Plan following consultation with the community.   | Environmental Services | <br>PROJECT   | OPERATIONAL                    | ●        |       |       |       |
| <b>1.2</b>                    | <b>Vasse River Enhancement – Bridge to Bridge</b><br>Progress works to enhance the environmental value of the Lower Vasse River foreshore reserve between Peel Terrace and Strelly Street.  | Design and Survey      | <br>PROJECT   | CAPITAL                        | ●        | ●     | ●     | ●     |
| <b>1.3</b>                    | <b>Lower Vasse River</b><br>Continue to work with the Lower Vasse River Management Advisory Group to refine and implement actions to significantly improve the health and amenity of the Lower Vasse River.   | Environmental Services | <br>PROGRAM   | OPERATIONAL AND EXTERNAL FUNDS | ●        | ●     | ●     | ●     |
| <b>1.3</b>                    | <b>Toby Inlet Wetland and Catchment</b><br>In collaboration with the community, continue to implement management strategies to improve the water quality and amenity of the Toby Inlet.   | Environmental Services | <br>PROGRAM | OPERATIONAL                    | ●        | ●     | ●     | ●     |
| <b>1.4</b>                    | <b>Coastal Adaptation Strategy: Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)</b><br>Undertake a period of public consultation on the draft Coastal Adaptation Strategy and review community feedback prior to Council adoption of the draft strategy. Following consultation complete the coastal adaptation strategy. | Strategic Planning     | <br>PROJECT | OPERATIONAL                    | ●        |       |       |       |

## Key Theme 1 Environment

| Strategic<br>Priority<br>Link | Action   | Action Owner             | Action Type  | Budget                     | Delivery  |   |   |   |
|-------------------------------|--|--------------------------|--|----------------------------|---|---|---|---|
|                               |  |                          |  |                            | 21-22   | 22-23   | 23-24   | 24-25   |
| 1.4                           | Coastal Hazard Risk Management and Adaptation Plan (CHRMAP)<br>Implement the Coastal Hazard Risk Management and Adaptation Plan.   | Engineering              | <br>PROGRAM   | OPERATIONAL                |    |    |    |    |
| 1.5                           | Food Organics Garden Organics<br>Explore the potential for establishing a Food Organics Garden Organics (FOGO) service, which includes identifying a possible site(s) suitable for processing the collected FOGO material. | Waste Management         | <br>PROJECT   | OPERATIONAL                |    |    |   |   |
| 1.5                           | Future Regional Waste Facility<br>In conjunction with the South West Regional Waste continue to investigate the viability and implications of establishing regional solutions that divert waste from landfill.             | Waste Management         | <br>PROJECT   | OPERATIONAL                |    |   |   |   |
| 1.6                           | LED Lighting Upgrades<br>Progressively convert street lighting to LED to improve the energy efficiency of City owned lighting infrastructure.  | Facilities Maintenance   | <br>PROGRAM   | OPERATIONAL                |    |    |    |    |
| 1.6                           | Energy Strategy<br>Progress implementation of the City's Energy Strategy to assist the organisation in achieving real savings in all energy sources.   | Environmental Services   | <br>PROGRAM  | OPERATIONAL                |  |  |  |  |
| 1.6                           | Solar Farm Construction<br>Establish a solar farm at 131 (Lot 27) Rendezvous Road Vasse to improve the energy efficiency of City owned buildings.  | Environmental Management | <br>PROJECT | CAPITAL AND EXTERNAL FUNDS |   |   |  |   |



### SUPPORTING PLANS AND STRATEGIES

Biodiversity Incentive strategy | Coastal Management Program | Draft Coastal Hazard Risk Management and Adaptation Plan  
Energy Strategy | Environment Strategy | Local Environmental Planning Strategy | Lower Vasse River Waterway Management Plan  
Meelup Regional Park Coastal Nodes Management Plan | Meelup Regional Park Management Plan  
Meelup Regional Park Trails Management Plan | Toby Inlet Waterway Management Plan | Vasse Geopraphe Strategy



## Key Theme 2 **Lifestyle**



***A place that is relaxed, safe and friendly,  
with services and facilities that support  
healthy lifestyles and wellbeing.***

### **Council's strategic priorities**

- 2.1 Recognise, respect and support community diversity and cultural heritage.
- 2.2 Work with key partners to facilitate a safe, healthy and capable community.
- 2.3 Provide well planned sport and recreation facilities to support healthy and active lifestyles.
- 2.4 Establish a performing arts facility for the District.
- 2.5 Facilitate events and cultural experiences that provide social connection.
- 2.6 Provide for youth development through activities, programs and events.
- 2.7 Advocate for specialist and mental health services within the District, including substance support services.
- 2.8 Plan for and facilitate the development of neighbourhoods that are functional, green, and provide for diverse and affordable housing choices.
- 2.9 Provide accessible and connective pathways and cycleways.
- 2.10 Provide local road networks that allow for the safe movement of people through the District.
- 2.11 Advocate for improved public transport services that allow for the convenient movement of people to and from local destinations.
- 2.12 Provide well maintained community assets through robust asset management practices.

## Key Theme 2 *Lifestyle*

### *Primary supporting service areas*

#### **Asset Management**

Collect, maintain and assimilate asset condition data to ensure an integrated approach to managing City infrastructure.

#### **Building Services**

Ensure building proposals are compliant with all regulations and are designed to an acceptable standard under the authority of the *Building Act 2011*.

#### **Community Development**

Support and assist the local community with initiatives that promote and enhance access to healthy, safe, enjoyable and accessible community facilities, programs and events.

#### **Cultural Services**

Provide residents and visitors with the opportunity to participate in and benefit from art and heritage experiences. Includes the management of ArtGeo and the Cultural Precinct.

#### **Design and Survey**

Plan and deliver survey and engineering design services to support infrastructure development.

#### **Development Compliance**

Uphold compliance with development conditions to ensure the effective regulation of development.

#### **Development Control**

Oversee the engineering aspects of subdivisions to ensure City requirements are met.

#### **Environmental Health**

Protect the health and wellbeing of the community by assessing, correcting, controlling and preventing where possible, factors that have the potential to adversely affect the community.

#### **Facility Maintenance**

Provide timely and efficient construction and maintenance of all City Facilities to deliver safe and functional public infrastructure.

#### **Landscape Architecture**

Provide specialist design advice in relation to landscape architecture associated with urban enhancement projects and public open space development.

#### **Leisure Services**

Provide safe and affordable fitness, sport, recreation and leisure experiences where people can meet, have fun, keep fit and learn new skills.

#### **Library Services**

Help to create a literate and informed community by providing responsive and inclusive library services to the community.

#### **Maintenance and Construction**

Construct and maintain civil infrastructure and continually strive to achieve sustainable and best practice management for all City infrastructure assets.

#### **Parks and Gardens**

Maintain the City's parks and gardens network, public open spaces and sporting grounds ensuring optimum presentation and public safety.

#### **Ranger Services**

Assist in the provision of a safe and secure community through proactive surveillance, law enforcement, and community education.

#### **Statutory Planning**






















Provide a regulatory service administering the use of land, and the design of buildings and building operation under the authority of the *Planning and Development Act 2005*.

#### **Youth Services**







Coordinate and facilitate youth programs, events and activities which support youth development.

## Key Theme 2 *Lifestyle*








### Corporate actions

| Strategic<br>Priority<br>Link | Action  | Action Owner          | Action Type  | Budget                         | Delivery  |   |   |   |
|-------------------------------|---|-----------------------|--|--------------------------------|---|---|---|---|
|                               |   |                       |  |                                | 21-22   | 22-23   | 23-24   | 24-25   |
| <b>2.1</b>                    | Reconciliation Action Plan (RAP)<br>Implement the City's REFLECT RAP in partnership with the District's local Aboriginal community and organisations.   | Cultural Services     | <br>PROGRAM   | OPERATIONAL                    |    |    |  |  |
| <b>2.2</b>                    | Bushfire Risk Management Plan<br>Complete a Treatment Schedule (Part 2) of the Bushfire Risk Management Plan.   | Emergency Services    | <br>PROGRAM   | OPERATIONAL AND EXTERNAL FUNDS |    |    |  |  |
| <b>2.2</b>                    | Public Health Plan<br>Following consultation with stakeholders, prepare a public health plan that meets the requirement of the <i>Public Health Act 2016</i> and guides the City's overall planning for public health delivery. | Environmental Health  | <br>PROJECT   | OPERATIONAL                    |    |    |   |   |
| <b>2.2</b>                    | Social Plan<br>Review the City's Social Plan to guide the delivery of community services.   | Community Development | <br>PROGRAM   | OPERATIONAL                    |    |   |   |   |
| <b>2.2</b>                    | Fire and Community Facilities Building<br>Continue to work with stakeholders to plan for a fire shed and community facility on City Reserve Lot 401 Balmoral Drive, Quindalup.  | Emergency Services    | <br>PROJECT | OPERATIONAL AND EXTERNAL FUNDS |  |  |   |   |
| <b>2.3</b>                    | Dunsborough Country Club Extension<br>In partnership with the Dunsborough and Districts Country Club progress the development of a multi-purpose facility at this site.   | Community Development | <br>PROJECT | OPERATIONAL                    |  |  |   |   |




























## Key Theme 2 *Lifestyle*

| Strategic<br>Priority<br>Link | Action   | Action Owner           | Action Type   | Budget                         | Delivery |       |       |       |
|-------------------------------|--|------------------------|---|--------------------------------|----------|-------|-------|-------|
|                               |  |                        |   |                                | 21-22    | 22-23 | 23-24 | 24-25 |
| 2.3                           | Dunsborough Lakes Sports Precinct<br>Construct playing fields, a pavilion, multi-use outdoor courts and additional car parking at the Dunsborough Lakes Sports Precinct.                                   | Major Projects         |  PROJECT   | CAPITAL AND EXTERNAL FUNDS     | ●        | ●     |       |       |
| 2.3                           | Geographe Leisure Centre (GLC) Aquatic Facilities<br>Develop a project plan to increase the carrying capacity of the indoor pool area by reconfiguring the 25m indoor pool and leisure/learn to swim pool. | Leisure Services       |  PROJECT   | OPERATIONAL                    |          | ●     |       |       |
| 2.3                           | Lighting Upgrades Outdoor Playing Spaces<br>Improve the lighting facilities at various ovals and outdoor courts to improve user safety and carrying capacity.  | Parks and Gardens      |  PROJECT   | CAPITAL AND EXTERNAL FUNDS     | ●        |       | ●     |       |
| 2.3                           | Sir Stewart Bovell Sports Park<br>Develop a concept design for a future Sporting Talent Hub at Sir Stewart Bovell Sports Park Precinct.  | Community Development  |  PROJECT   | OPERATIONAL                    | ●        |       |       |       |
| 2.3                           | Squash Court Facilities<br>In partnership with the Busselton Golf Club and Busselton Squash Club, progress the rebuilding of the two existing squash courts at the Busselton Golf Club.                    | Community Development  |  PROJECT   | OPERATIONAL                    |          |       | ●     |       |
| 2.3                           | Vasse Sporting Precinct - Floodlights<br>Install flood lighting to the Vasse playing fields.   | Facilities Maintenance |  PROJECT | CAPITAL AND EXTERNAL FUNDS     |          | ●     | ●     |       |
| 2.3                           | Non Potable Water Supply<br>Continue works to enable the delivery of a non potable water supply network to recreation spaces in the Dunsborough Lakes area.  | Parks and Gardens      |  PROJECT | OPERATIONAL AND EXTERNAL FUNDS | ●        | ●     | ●     | ●     |

## Key Theme 2 *Lifestyle*

| Strategic<br>Priority<br>Link | Action  | Action Owner          | Action Type   | Budget                         | Delivery |       |       |       |
|-------------------------------|---|-----------------------|---|--------------------------------|----------|-------|-------|-------|
|                               |   |                       |   |                                | 21-22    | 22-23 | 23-24 | 24-25 |
| <b>2.4</b>                    | Performing Arts and Convention Centre - Construction<br>Construct a performing arts and convention space in the Busselton Cultural Precinct.  | Major Projects        |  PROJECT   | CAPITAL AND EXTERNAL FUNDS     | ●        | ●     |       |       |
| <b>2.4</b>                    | Performing Arts and Convention Centre - Operations<br>Develop a comprehensive operational plan for the management of the Busselton Performing Arts and Convention Centre.   | Cultural Services     |  PROJECT   | OPERATIONAL                    | ●        | ●     |       |       |
| <b>2.6</b>                    | Youth Services Plan<br>Together with stakeholders develop a five year strategic plan for youth services.  | Youth Development     |  PROJECT   | OPERATIONAL AND EXTERNAL FUNDS | ●        |       |       |       |
| <b>2.6</b>                    | Dunsborough SHIFT Youth Crew<br>Establish a youth crew in Dunsborough and progress plans to construct a new youth facility.   | Youth Development     |  PROJECT   | OPERATIONAL                    | ●        |       |       |       |
| <b>2.7</b>                    | Support for Health Services<br>Advocate for and support the provision of mental health, specialist and community health services and infrastructure in the District.  | Community Development |  PROJECT   | OPERATIONAL                    | ●        | ●     | ●     | ●     |
| <b>2.8</b>                    | Community Infrastructure Plan<br>Develop a City wide Community Infrastructure Network Plan to assist with informing the review of the City's Development Contributions Framework.   | Strategic Planning    |  PROJECT | OPERATIONAL                    | ●        |       |       |       |
| <b>2.8</b>                    | Developer Contributions Framework<br>Following the release of the updated VVA Planning Commission State Planning Policy 3.6 and completion of the Community Infrastructure Plan, complete the review of the City's Developer Contributions Framework. | Strategic Planning    |  PROJECT | OPERATIONAL                    |          | ●     | ●     |       |

## Key Theme 2 *Lifestyle*

| Strategic<br>Priority<br>Link | Action   | Action Owner                   | Action Type   | Budget                     | Delivery  |   |   |   |
|-------------------------------|--|--------------------------------|---|----------------------------|---|---|---|---|
|                               |  |                                |   |                            | 21-22   | 22-23   | 23-24   | 24-25   |
| <b>2.8</b>                    | Dunsborough Playground<br>Consult with the community to ascertain the need and location of a new playground in Dunsborough.  | Leisure Services               |  PROJECT   | OPERATIONAL                |    |   |   |   |
| <b>2.8</b>                    | Holiday Homes Review<br>Prepare and release for public consultation a Draft Holiday Homes Directions Paper as part of the review of the Holiday Homes Regulatory Framework.          | Strategic Planning             |  PROJECT   | OPERATIONAL                |    |   |   |   |
| <b>2.8</b>                    | Local Planning Scheme Review<br>Complete the review of the City's local planning scheme and prepare a new and replacement scheme to support planning policies.                       | Strategic Planning             |  PROJECT   | OPERATIONAL                |    |    |    |    |
| <b>2.9</b>                    | Cycle and Shared Path Network Improvements<br>Progressively implement the City of Busselton Cycling and Shared Path Network Strategy 2019-2023.                                      | Design and Survey              |  PROGRAM   | CAPITAL AND EXTERNAL FUNDS |    |    |    |    |
| <b>2.10</b>                   | Busselton Major Traffic Improvements Stage 1A<br>Upgrade the roundabout at the intersection of Peel Terrace and Causeway Road.   | Engineering Works and Services |  PROJECT  | CAPITAL AND EXTERNAL FUNDS |   |   |   |   |
| <b>2.11</b>                   | Roads Maintenance and Upgrades<br>Continue to implement the roads maintenance program with a focus on upgrading narrow country roads.  | Construction and Maintenance   |  PROGRAM | CAPITAL AND EXTERNAL FUNDS |  |  |  |  |
| <b>2.11</b>                   | Busselton War Memorial Relocation<br>In consultation with stakeholders, relocate the Busselton War Memorial to Rotary Park to allow for further Busselton traffic improvement works. | Landscape Architecture         |  PROJECT | CAPITAL AND EXTERNAL FUNDS |  |  |   |   |

## Key Theme 2 *Lifestyle*

| Strategic<br>Priority<br>Link | Action  | Action Owner                             | Action Type   | Budget      | Delivery |       |       |       |
|-------------------------------|---|--|---|-------------|----------|-------|-------|-------|
|                               |   |  |   |             | 21-22    | 22-23 | 23-24 | 24-25 |
| <b>2.11</b>                   | <b>Public Transport</b><br>Continue to work with key stakeholders toward improving public transport services and connections across the District. | <b>Design<br/>and Survey</b>             | <br><b>PROGRAM</b> | OPERATIONAL | ●        | ●     | ●     | ●     |
| <b>2.12</b>                   | <b>Churchill Park</b><br>Progressively upgrade the facilities and ovals at Churchill Park in accordance with the master plan.                     | <b>Facilities<br/>Maintenance</b>        | <br><b>PROGRAM</b> | OPERATIONAL | ●        | ●     | ●     | ●     |
| <b>2.12</b>                   | <b>Winderlup Court Improvements</b><br>Continue works to refurbish and improve facilities at the Winderlup Court community housing complex.       | <b>Land and<br/>Property<br/>Leasing</b> | <br><b>PROJECT</b> | CAPITAL     | ●        |       |       |       |



### SUPPORTING PLANS AND STRATEGIES

Bushfire Management Plan | Busselton Traffic Study | Disability Access and Inclusion Plan | Local Cultural Planning Strategy  
Local Emergency Management Arrangements | Port Geographe Boat Ramp Marine Structure Study Staging Plan  
Public Health Plan (Draft) | Sport and Recreation Facilities Strategy



### ***A vibrant City with diverse opportunities and a prosperous economy.***

#### **Council's strategic priorities**

- 3.1 Work with key partners to facilitate the activation of our town centres, creating vibrant destinations and consumer choice.
- 3.2 Facilitate an innovative and diversified economy that supports local enterprise, business, investment and employment growth.
- 3.3 Continue to promote the District as the destination of choice for events and unique tourism experiences.
- 3.4 Develop aviation opportunities at the Busselton Margaret River Airport.
- 3.5 Continue to advocate for the planning of future road and rail infrastructure linking Busselton with Bunbury and Perth.

## Key Theme 3 Opportunity



### Primary supporting service areas

#### Airport Services

Effectively manage and maintain the Busselton Margaret River Airport to provide a safe, compliant, functional and financially viable airport in the region.

#### Busselton Jetty Tourist Park

Oversee the management of the Busselton Jetty Tourist Park to provide a quality affordable short term accommodation facilities for tourists.

#### Busselton Jetty

Maintain the Busselton Jetty as an asset of significant importance and continue to partner with Busselton Jetty Incorporated to enhance the cultural and economic benefits of the Busselton Jetty.

#### Economic Development

Advocate with business and industry for development opportunities to improve the economic profile of the District.

#### Events Services

Attract and promote events that attract visitor numbers and produce economic and social benefits for the community.

#### Major Projects










Provide project planning and management of major infrastructure projects that contribute to a more vibrant and active City.

#### Strategic Planning


























Guide, inform and facilitate planned growth and development and prepare, assess, review and implement strategic planning initiatives.

## Key Theme 3 Opportunity

### Corporate actions

| Strategic<br>Priority<br>Link | Action   | Action Owner                      | Action Type  | Budget                     | Delivery |       |       |       |
|-------------------------------|--|-----------------------------------|--|----------------------------|----------|-------|-------|-------|
|                               |  |                                   |  |                            | 21-22    | 22-23 | 23-24 | 24-25 |
| 3.1                           | Busselton Precinct Structure Plan<br>Complete a plan to guide the overall development and enhancement of the Busselton City Centre.                                      | Strategic Planning                | <br>PROJECT   | OPERATIONAL                |          | ●     | ●     |       |
| 3.1                           | Dunsborough Precinct Structure Plan<br>Complete a plan to guide the overall development and enhancement of the Dunsborough Town Centre.                                  | Strategic Planning                | <br>PROJECT   | OPERATIONAL                | ●        | ●     |       |       |
| 3.1                           | Mitchell Park<br>Complete works to redevelop and enhance Mitchell Park in the Busselton City Centre.   | Major Projects                    | <br>PROJECT   | CAPITAL AND EXTERNAL FUNDS | ●        |       |       |       |
| 3.2                           | Busselton Foreshore Hotel<br>Continue to facilitate the development of the 4.5 star hotel on the Busselton foreshore.  | Major Projects                    | <br>PROJECT   | OPERATIONAL                | ●        |       |       |       |
| 3.2                           | Dunsborough Foreshore Café<br>Continue to facilitate commercial investment in a café and kiosk development at the Dunsborough foreshore.                                 | Economic and Business Development | <br>PROGRAM   | OPERATIONAL                | ●        | ●     |       |       |
| 3.2                           | Old Dunsborough Boat Ramp Precinct<br>In partnership with the community, assess the opportunity to establish a café/kiosk at the boat ramp in old Dunsborough.           | Economic and Business Development | <br>PROJECT | OPERATIONAL                | ●        |       |       |       |
| 3.2                           | Industry Sector Analysis<br>Implement the City's Industry Sector Analysis recommendations.   | Economic and Business Development | <br>PROGRAM | OPERATIONAL                | ●        | ●     | ●     | ●     |
| 3.3                           | Australian Underwater Discovery Centre<br>In partnership with Busselton Jetty Inc., continue to support the establishment of the Australian Underwater Discovery Centre. | Economic and Business Development | <br>PROJECT | OPERATIONAL                | ●        | ●     |       |       |
| 3.3                           | Events Strategy<br>Review and implement the City's Events Strategy.  | Events Services                   | <br>PROGRAM | OPERATIONAL                | ●        | ●     | ●     | ●     |

## Key Theme 3 Opportunity

| Strategic<br>Priority<br>Link | Action   | Action Owner                 | Action Type  | Budget                         | Delivery  |   |   |   |
|-------------------------------|--|------------------------------|--|--------------------------------|---|---|---|---|
|                               |  |                              |  |                                | 21-22   | 22-23   | 23-24   | 24-25   |
| 3.3                           | Event Attraction and Development<br>Actively target new key events, focussing on the attraction of national level sporting and cultural events.  | Events Services              | <br>PROGRAM   | OPERATIONAL AND EXTERNAL FUNDS |    |    |    |    |
| 3.3                           | Busselton Foreshore Redevelopment<br>Complete works to improve landscaping and car parking facilities at Barnard Park East.  | Major Projects               | <br>PROJECT   | CAPITAL                        |    |   |   |   |
| 3.3                           | Wadandi Track<br>Continue to progressively develop and enhance the Wadandi Track as an important regional link for tourism and recreation.   | Design and Survey            | <br>PROJECT   | CAPITAL AND EXTERNAL FUNDS     |    |    |    |    |
| 3.3                           | Busselton Jetty Tourist Park<br>Complete the review of the Busselton Jetty Tourist Park Master Plan.   | Busselton Jetty Tourist Park | <br>PROJECT   | OPERATIONAL                    |    |   |   |   |
| 3.4                           | Busselton Margaret River Airport General Aviation Precinct<br>Identify demand and construct three general aviation hangars at the Busselton Margaret River Airport.  | Airport Services             | <br>PROJECT   | CAPITAL                        |    |   |   |   |
| 3.4                           | Busselton Margaret River Airport Opportunities<br>Continue to work with stakeholders to progress aviation opportunities.   | Airport Services             | <br>PROGRAM   | OPERATIONAL                    |    |    |    |    |
| 3.4                           | Busselton Margaret River Airport Expansion<br>Continue to pursue funding to enable the construction of a new terminal at the Busselton Margaret River Airport that can cater for both domestic and international travel. | Airport Services             | <br>PROJECT | OPERATIONAL                    |  |  |   |   |
| 3.5                           | Rail Links to Regional Centres<br>Continue to advocate for a light rail link or similar between Busselton and Bunbury and a rail link between Bunbury to Perth.  | Strategic Planning           | <br>PROGRAM | OPERATIONAL                    |  |  |  |  |



### SUPPORTING PLANS AND STRATEGIES

Busselton Activity Centre Conceptual Plan | Busselton Foreshore Master Plan | Busselton Jetty Tourist Park Master Plan  
Busselton Margaret River Airport Master Plan | Dunsborough Town Centre Conceptual Plan: Economic Development Strategy  
Events Strategy | Local Commercial Planning Strategy | Local Tourism Planning Strategy | Smart City Strategy: Industry Sector Analysis



## *Key Theme 4* **Leadership**



## ***A Council that connects with the community and is accountable in its decision making.***

### **Council's strategic priorities**

- 4.1 Provide opportunities for the community to engage with Council and contribute to decision making.
- 4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.
- 4.3 Make decisions that respect our strategic vision for the District.
- 4.4 Govern a professional organisation that is healthy, capable and engaged.
- 4.5 Responsibly manage ratepayer funds to provide for community needs now and in the future.

## Key Theme 4 **Leadership**



### **Primary supporting service areas**

#### **Customer Services**

Provide a first point of contact for information, receipting and telephone enquiries.

#### **Financial Services**

Develop and manage the financial reporting, compliance and accounting functions of the City and provide professional financial advice to the Chief Executive Officer and Council.

#### **Fleet Services**

Provide and manage an efficient and cost effective plant and vehicle fleet, ensuring the cost recovery of plant.

#### **GIS and Mapping**

Continually improve the City's digital mapping information initiatives, identifying and analysing improvements to geographic information, software, business processes, associated workflows and customer service.

#### **Governance**

Coordinate and support Council and corporate governance processes, including the development and review of strategic and corporate plans and corporate reporting.

#### **Human Resources and Risk**

Facilitate the building of a capable, safe and empowered workforce using effective human resource and risk management practices and procedures.

#### **Information Technology**

Manage and maintain the City's information and communication technology infrastructure and enhance the delivery of business objectives by advancing digital business systems.

#### **Land and Property Leasing**

Provide land and property leasing services in relation to City owned or managed property to deliver services and facilities that are advantageous to the community.

#### **Legal Services**

Provide professional internal legal advice services. Coordinate procurement policies, processes and systems, including and Freedom of Information (FOI) assessments.

#### **Public Relations**

Manage and facilitate the City's public relations and community engagement strategies and processes to support the City's strategic and corporate priorities.

#### **Rates**

Manage the City's rating function, provide strategic rating information and associated financial rating models to management and Council to facilitate informed decision making in respect of the City's rating strategy.

#### **Records**









Administer the City's document management system, ensuring staff record keeping practices satisfy all regulatory requirements.

#### **Strategic Projects**

Work with state and federal agencies, key stakeholders and the organisation to ensure the successful implementation of strategic projects.

## Key Theme 4 **Leadership**

### Corporate actions

| Strategic<br>Priority<br>Link | Action   | Action Owner           | Action Type  | Budget      | Delivery |       |       |       |
|-------------------------------|--|------------------------|--|-------------|----------|-------|-------|-------|
|                               |  |                        |  |             | 21-22    | 22-23 | 23-24 | 24-25 |
| 4.1                           | You Choose Community Grants Program<br>Implement the pilot You Choose Community Grants Funding program to improve community engagement.  | Strategic Projects     | <br>PROJECT   | OPERATIONAL | ●        | ●     |       |       |
| 4.1                           | Community Engagement Framework<br>Finalise the City's community engagement framework and embed the framework across the organisation.  | Public Relations       | <br>PROJECT   | OPERATIONAL | ●        |       |       |       |
| 4.2                           | Community Survey<br>Conduct a biennial survey to assess the level of community satisfaction with City services and facilities and to help with planning for the future.                    | Public Relations       | <br>PROGRAM   | OPERATIONAL |          | ●     |       | ●     |
| 4.2                           | Strategic Performance Measures<br>Develop and implement a suite of key performance indicators to assist with measuring the performance and success of the City's Strategic Community Plan. | Governance             | <br>PROJECT   | OPERATIONAL | ●        |       |       |       |
| 4.2                           | Service Improvement Review<br>Establish a service catalogue and commence a process of continuous improvement in relation to service delivery.  | Strategic Projects     | <br>PROJECT  | OPERATIONAL |          | ●     |       |       |
| 4.2                           | Strategic Community Plan<br>Review the City's Strategic Community Plan 2021-2031 to ensure it continues to align with community aspirations.   | Governance             | <br>PROGRAM | OPERATIONAL |          |       |       | ●     |
| 4.4                           | Software Upgrades<br>Upgrade the current Office software suite with Office 365 to improve collaboration and resilience of systems.   | Information Technology | <br>PROJECT | OPERATIONAL | ●        |       |       |       |
| 4.4                           | Website Improvements<br>Refresh the City's intranet to improve employee communication and refresh City websites for the airport and the library.   | Public Relations       | <br>PROJECT | OPERATIONAL | ●        |       |       |       |

## Key Theme 4 **Leadership**

| Strategic<br>Priority<br>Link  | Action   | Action Owner             | Action Type  | Budget      | Delivery |       |       |       |
|--|--|--------------------------|--|-------------|----------|-------|-------|-------|
|  |  |                          |  |             | 21-22    | 22-23 | 23-24 | 24-25 |
| 4.4  | Employee Engagement<br>Undertake a survey to assess organisational engagement.   | Human Resources and Risk | <br>PROJECT | OPERATIONAL |          |       | ●     |       |
| 4.4  | Systems Improvement<br>Implement improvements to the City's corporate IT system to ensure it meets organisational needs and provides for organisational efficiency.  | Information Technology   | <br>PROGRAM | OPERATIONAL | ●        | ●     | ●     |       |
| 4.5  | Financial Health Indicators<br>Continue to lobby for change to the Financial Health Indicators to ensure the indicators consider cash reserves and adequately reflect a local government's financial standing. | Financial Services       | <br>PROGRAM | OPERATIONAL | ●        |       |       |       |
| 4.5  | Rating Strategy<br>Complete a draft rating strategy that delivers a fair and equitable rating burden and achieves long term financial plan targets.  | Financial Services       | <br>PROJECT | OPERATIONAL | ●        |       |       |       |
| <div>  <b>SUPPORTING PLANS AND STRATEGIES</b> </div> <div>           Asset Management Plan   Communications Plan   Draft Buildings Asset Management Plan   Business Continuity Plan: ICT Plan<br/>           Long Term Financial Plan   Workforce Plan         </div> |  |                          |  |             |          |       |       |       |

## Risk Management

The City recognises that it is exposed to a range of risks which, if not properly managed, can adversely impact on the achievement of this plan and broader organisation goals and objectives. Each risk listed has the potential to impact on the success of the strategic priorities outlined in the four key themes.

| Risk description                                      | Existing key controls   | Current risk level |
|---|---|--------------------|
| RISK CATEGORY: ENVIRONMENT                            |   |                    |
| Climate change and sea level rise                     | Coastal Adaptation Strategy                                   | MEDIUM             |
|   | Coastal Management Program                                    |                    |
|   | Cooperation with external agencies on sustainability projects |                    |
|   | Energy Strategy   |                    |
| Failure to future proof waste management              | Development of a regional waste management site               | MEDIUM             |
|   | Waste Levy and Reserve  |                    |
| Natural disaster affecting provision of City services | Local Emergency Management Arrangements                       | MEDIUM             |
|   | Bushfire Management Plans                                     |                    |
|   | Business Continuity Plan                                      |                    |
|   | Insurance   |                    |
| RISK CATEGORY: FINANCIAL                              |   |                    |
| Rate setting and/or recovery failure                  | Strategic Community Plan                                      | MEDIUM             |
|   | Long Term Financial Plan                                      |                    |
|   | Regular plan reviews  |                    |
| Revenue shortfall due to limited external funding     | Advocacy  | MEDIUM             |
|   | Alternative income stream                                     |                    |
|   | Budget process  |                    |
|   | Long Term Financial Plan                                      |                    |

## Risk Management

| Risk description   | Existing key controls                                       | Current risk level |
|--|---|--------------------|
| <b>RISK CATEGORY: OPERATIONAL</b>  |   |                    |
| COVID-19 and other contagions threatening major disruption to business as usual activity                           | Business Continuity Plan                                    | MEDIUM             |
|  | Corporate Business Plan                                     |                    |
|  | Draft Pandemic Plan   |                    |
| Financial deception and fraud  | Financial audits  | LOW                |
|  | Financial control practices                                 |                    |
|  | Separation of duties  |                    |
| Natural disaster affecting delivery of City services   | Bushfire Management Plan                                    | MEDIUM             |
|  | Business Continuity Plan                                    |                    |
|  | Insurance   |                    |
| Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills) | Local Emergency Management Arrangements                     | MEDIUM             |
|  | Regular review and endorsement of Workforce Plan            |                    |
|  |   |                    |
| Major failure of information technology systems  | Disaster Recovery Plan                                      | MEDIUM             |
|  | Continuous upgrade of information technology infrastructure |                    |
|  | IT Business Continuity Plan                                 |                    |
| Statutory and legislative compliance   | Audits  | LOW                |
|  | Governance structure  |                    |
|  | Qualified staff   |                    |
|  | Staff induction and training                                |                    |
| <b>RISK CATEGORY: REPUTATIONAL</b>   |   |                    |
| Community expectations not aligned to resourcing capacity  | Community Engagement Policy                                 | MEDIUM             |
|  | Community engagement  |                    |
|  | Strategic Community Plan                                    |                    |
| Inconsistent and incorrect information within community  | Media and Public Statements Policy                          | MEDIUM             |
|  | Regular community engagement                                |                    |
|  | Staff and Councillor training                               |                    |
| Council related interests  | Code of Conduct   | MEDIUM             |
|  | Compliance audit return                                     |                    |
|  | Councillor training and induction                           |                    |
| Cyber security   | Governance structures                                       | MEDIUM             |
|  | Data backup   |                    |
|  | Firewall  |                    |
|  | Employee training   |                    |

## Measuring our performance

**As part of the integrated planning framework, our corporate performance is measured twice yearly, with measures reviewed each year to ensure they continue to be relevant.**

The indicators evaluate the sustainability our financial and asset performance, service and workforce performance.

| Category   | Measure                      | Reporting Responsibility          | Measurement Type   | Target / Trend   |
|------------|------------------------------|-----------------------------------|--|--|
| Assets     | Asset Ratios                 | Finance Services                  | Standard benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard 2016. | 100 %  |
| Financials | Financial Ratios             | Finance Services                  | Standard benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard 2016. | 100%   |
| Services   | Airport Services             | Commercial Services               | Net cost compared to budget  | Budget achieved  |
|            |                              |                                   | Charter and regular transport passenger (RPT) numbers  | Increasing   |
|            | Geographic Leisure Centre    | Community and Recreation Services | Net cost compared to budget  | Budget achieved  |
|            |                              |                                   | Member numbers   | Stable   |
|            |                              |                                   | % average of members renewing membership within 12 months of expiry date                                 | 55%  |
|            | Busselton Jetty Tourist Park | Commercial Services               | Net cost compared to budget  | Budget achieved  |
|            | Complaints                   | Information Services              | Complaints recorded per head of population   | Decreasing   |
|            |                              |                                   | Average time taken to resolve complaints recorded.   | Decreasing   |
|            | Waste                        | Waste Services                    | % solid waste diverted from landfill   | 25%  |
|            | Development Assessment       | Development Services              | % simple development applications completed in 21 calendar days  | 90%  |
|            |                              |                                   | % standard development applications completed in 42 calendar days  | 80%  |
|            |                              |                                   | % complex development application completed in 70 calendar days  | 70%  |
| Workforce  | Safety                       | Human Resources and Risk          | Energy Strategy  | Percent of renewable energy generation report on progress towards target             |
|            |                              |                                   |  | 100% by 2030   |
|            |                              |                                   |  | Reduction in per capita corporate carbon emissions report on progress towards target |
|            |                              |                                   |  | 50% on 2017-2018 levels by 2030  |
|            |                              |                                   | Number of lost time injuries   | <10  |
|            |                              |                                   | Lost time injury frequency rate (LTIFR)  | <17  |



## ***Keeping in touch with what we do***

**Keep up to date with what is happening at the City of Busselton and also within the region through the following websites, plus keep in touch on Facebook and Instagram.**

### ***City of Busselton***

[www.busselton.wa.gov.au](http://www.busselton.wa.gov.au)

Information about the City of Busselton Council and City services including information for residents, development across the City, investment opportunities, rates, City plans and publications, and community funding.

### ***Art Geo Cultural Complex***

[www.artgeo.com.au](http://www.artgeo.com.au)

What's on at ArtGeo and access to ArtGeo's online shop and gallery.

### ***Geographe Leisure Centre Naturaliste Community Centres***

[www.busseltonleisurecentres.com.au](http://www.busseltonleisurecentres.com.au)

Leisure centre classes, facilities, services and memberships.

### ***Busselton Libraries***

[www.busseltonlibraries.com.au](http://www.busseltonlibraries.com.au)

Information about our libraries, library collections, programs and events.

### ***Community Engagement and Consultation***

[www.yoursay.busselton.wa.gov.au](http://www.yoursay.busselton.wa.gov.au)

The online engagement portal where residents, ratepayers and visitors can share thoughts and ideas on a range of Council activities and community developments.

### ***Busselton Margaret River Airport***

[busseltonmargaretriverairport.com.au](http://busseltonmargaretriverairport.com.au)

Get flight schedules, airport operations, and commercial opportunities at the airport.

### ***Busselton Jetty***

[www.busseltonjetty.com.au](http://www.busseltonjetty.com.au)

Information about the Busselton Jetty and its attractions.

### ***Sister City Association***

[www.bascca.asn.au](http://www.bascca.asn.au)

Learn about our sister City relationship and exchange program with Sugito, Japan.

## Keeping in touch with what we do

### Connecting with Council

#### Community Access Sessions

Community Access Sessions (CAS) are held at 5.30pm every first and third Wednesday of the month, unless Council are in recess. You can raise for discussion any topic for discussion that you are passionate about.

#### Council Meetings

Council Meetings are held at 5.30pm on the second and fourth Wednesday of each month unless Council are in recess. Members of the public can attend these meetings which are also live streamed on the City's website. There is an allocated public question time at each meeting.

#### When is Council in Session?

Dates of Council Meetings and Community Access sessions are available on the city website. There is a mid-year break in June and break over the December/January holiday period.

#### Email Councillors

Councillors as a group can be emailed - [councillors@busselton.wa](mailto:councillors@busselton.wa)

Subscribe to  
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[www.busselton.wa.gov.au/connect/news-and-media/bay-to-bay-e-newsletter](http://www.busselton.wa.gov.au/connect/news-and-media/bay-to-bay-e-newsletter)





*Where environment, lifestyle  
and opportunity meet!*



Join Our Community





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2 Southern Drive Busselton  
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[www.busselton.wa.gov.au](http://www.busselton.wa.gov.au)

## ITEMS FOR DEBATE

### 12.2 Policy and Legislation Committee - 28/7/2021 - PROPOSED COUNCIL POLICY: CHIEF EXECUTIVE OFFICER PERFORMANCE REVIEW

|                            |  |
|----------------------------|--|
| <b>STRATEGIC THEME</b>     | LEADERSHIP - A Council that connects with the community and is accountable in its decision making.   |
| <b>STRATEGIC PRIORITY</b>  | 4.2 Deliver governance systems that facilitate open, ethical and transparent decision making.  |
| <b>SUBJECT INDEX</b>       | Council Policies   |
| <b>BUSINESS UNIT</b>       | Corporate Services   |
| <b>REPORTING OFFICER</b>   | Manager Governance and Corporate Services - Sarah Pierson  |
| <b>AUTHORISING OFFICER</b> | Director Finance and Corporate Services - Tony Nottle  |
| <b>NATURE OF DECISION</b>  | Executive: Substantial direction setting, including adopting budgets, strategies, plans and policies (excluding local planning policies); funding, donations and sponsorships; reviewing committee recommendations   |
| <b>VOTING REQUIREMENT</b>  | Simple Majority  |
| <b>ATTACHMENTS</b>         | Attachment A Proposed Council Policy - Chief Executive Officer Performance Review <br>Attachment B Proposed Council Policy: Chief Executive Officer Performance Review with Committee Amendments  |

**This item was considered by the Policy and Legislation Committee at its meeting on 28/7/2021, the recommendations from which have been included in this report.**

Prior to the meeting, officers foreshadowed a motion that was different to the committee recommendation. In accordance with clause 10.18(7) of the City's *Standing Orders Local Law 2018*, the committee recommendation was moved first.

### SUBSTANTIVE MOTION

**That the Council:**

1. **Adopts the proposed Council policy 'Chief Executive Officer Performance Review', (the Policy) as per Attachment A and inclusive of Committee amendments as per Attachment B.**
2. **Appoints the Mayor Cr Grant Henley and the following two Councillors to form the CEO Performance Review Panel for the purposes of undertaking the 2021 performance review process, noting that a new CEO Performance Review Panel will be appointed post the 2021 local government elections.**
  - a) \_\_\_\_\_
  - b) \_\_\_\_\_

The motion lapsed for want of a mover and the foreshadowed amendment was moved and carried.

**COUNCIL DECISION****C2108/168**

Moved Councillor J Barrett-Lennard, seconded Councillor K Cox

**That the Council:**

1. **Adopts the proposed Council policy ‘Chief Executive Officer Performance Review’, (the Policy) as per Attachment A, inclusive of Committee amendments as per Attachment B and the following further amendments:**
  - a. **Addition of a new point (a) at 5.3 – “as soon as practicable after their appointment, complete appropriate training in the conduct of CEO performance reviews. Note this requirement does not apply until after the 2021 Council elections”;**
  - b. **Amendment of 5.5 to read – “If the panel does not have the resources and / or expertise .....**
  - c. **Removal of a gender specific term in 5.17.**
2. **Appoints the Mayor Cr Grant Henley and the following Councillors who were elected by way of a ballot to form a CEO Performance Review Panel for the purposes of undertaking the 2021 performance review process, noting that a new CEO Performance Review Panel will be appointed in line with the proposed Council Policy post the 2021 local government elections.**
  - a. **Cr Paul Carter**
  - b. **Cr Kelly Hick**

**CARRIED 8/0**

Reasons: An amendment to 5.3 is proposed to the Policy following a discussion at agenda briefing in relation to the importance of Panel members undertaking appropriate training. Officers feel it is valuable to include this as a requirement for Panel members, noting that it is not proposed to apply until post the 2021 October elections (as it is not practical for Panel members appointed to undertake the 2021 CEO performance review). Two other minor amendments were also proposed to improve readability of the policy.

Recommendation 2 has been amended to reflect the appointments made to the CEO Performance Review Panel.

**OFFICER RECOMMENDATION**

**That the Council adopts the proposed Council policy ‘Chief Executive Officer Performance Review’ (the Policy) as per Attachment A.**

**EXECUTIVE SUMMARY**

This report presents a proposed new Council policy ‘Chief Executive Officer Performance Review’ (Attachment A) (the Policy) for Council approval. The Policy has been developed to meet the requirements of the Standards for CEO Recruitment, Performance Review and Termination (the Standards) and specifically to, in a transparent manner, set out an agreed process by which the Chief Executive Officer (CEO) performance will be reviewed.

## **BACKGROUND**

Section 5.38 of the *Local Government Act 1995* requires a local government to review the performance of the CEO if the CEO is employed for a term of more than one year.

The recently gazetted Model Standards for CEO recruitment, performance and terminations (Schedule 2 of the *Local Government (Administration) Regulations 1996*) (the Regulations) provides the standard for review of performance of CEO's. These performance review standards are based on the principles of fairness, integrity and impartiality.

As required by section 5.39B of the Act, Council has adopted the Standards. The Department of Local Government, Sport and Cultural Industries (the Department) also recommends that Council adopt a policy to set out and guide the performance review process.

## **OFFICER COMMENT**

The Policy outlines the process and principles applicable to review of the CEO's performance. The Policy provides for the composition of a review panel and outlines its primary functions and the responsibility of review panel members. It also details the appointment and role of an independent consultant, guidelines for the setting of performance criteria and broad timeframes for the review process.

The CEO's contract of employment contains provisions in relation to the CEO's performance review and the performance review procedure. These provide for an alternative procedure to be agreed between the Council and the CEO. Key provisions of the contract have however been incorporated into the Policy, for instance the ability for the CEO to nominate a representative to assist at performance review interviews / meetings.

It is a requirement of the Regulations that the process by which the CEO's performance will be reviewed is documented and agreed to by both parties. The content of the policy has been reviewed and agreed to by the CEO. While there is no requirement to have a Council policy per se in relation to the CEO performance review, just to set out the agreed process in a written document, officers feel the Policy supports transparent governance.

## **Statutory Environment**

Section 5.38 of the Act requires a local government to review the performance of the CEO annually. Section 5.39B(2), (3), (5) and (6) of the Act relate to adoption of model standards, as contained within Schedule 2 of the Regulations.

## **Relevant Plans and Policies**

Council adopted the City's Standards for CEO Recruitment, Performance Review and Termination at its Ordinary Meeting 28 April 2021 (C2104/083).

## **Financial Implications**

There are no financial implications associated with the officer recommendation. Any independent consultant engaged to assist with the performance review process will be funded from the Members and / or CEO budget. Adequate funds exist to facilitate this.

## **Stakeholder Consultation**

No external stakeholder consultation was required or undertaken in relation to this matter, although the City did review the CEO performance review policy of the City of Bunbury.

**Risk Assessment**

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk management framework, with risks assessed taking into account any controls already in place. No risks of a medium or greater level have been identified.

**Options**

As an alternative to the proposed recommendation the Council could:

1. Decide not to adopt a Council policy for this purpose and instead set out an agreed process in a different form of document.
2. Require amendments to the content of the Policy.

**CONCLUSION**

The Standards require the City and the CEO to agree and set out in a written document the process by which the CEO's performance will be reviewed. The Policy sets out the process in a transparent manner and provides overall guidance for the conduct of the performance review process.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

The Policy will be implemented and placed on the City's website within one week of adoption.

## Council Policy



**Council Policy Name:** Chief Executive Officer Performance Review

**Responsible Directorate:** Finance and Corporate Services

**Version:** DRAFT

### 1. PURPOSE

- 1.1. The CEO Standards require the City and the Chief Executive Officer (CEO) to agree and set out in a written document the process by which the CEO's performance will be reviewed.
- 1.2. The purpose of this Policy is to set out the CEO performance review process in a transparent manner, and to provide overall guidance for process.

### 2. SCOPE

- 2.1. This Policy applies to review of the CEO's performance in accordance with section 5.38 of the Act and the CEO Standards.

### 3. DEFINITIONS

| Term          | Meaning   |
|---------------|---|
| Act           | <i>Local Government Act 1995</i>  |
| Interest      | An interest that could, or could reasonably be perceived to, adversely affect the impartiality of the person having the interest and includes an interest arising from kinship, friendship or membership of an association. |
| Panel         | CEO Performance Review Panel  |
| Policy        | this City of Busselton Council policy titled "Chief Executive Officer Performance Review"   |
| CEO Standards | City of Busselton CEO Recruitment, Performance Review and Termination   |

### 4. STRATEGIC CONTEXT

- 4.1. This Policy links to Key Goal Area 6 – Leadership of the City's Strategic Community Plan 2017 and specifically the Community Objective 6.1: Governance systems, process and practices are responsible, ethical and transparent.

### 5. POLICY STATEMENT

- 5.1. Following every local government election Council will appoint a CEO Performance Review Panel comprising of the Mayor and two other elected members. The Panel may also include an independent observer mutually agreed to by the CEO and the Panel.
- 5.2. The Panel is authorised to undertake the CEO performance review, including:
  - a. developing the performance agreement and performance criteria (key performance indicators);
  - b. conducting the performance review in line with this Policy;
  - c. reporting the performance review findings and recommendations to Council; and
  - d. holding regular meetings to discuss and provide feedback if performance issues are identified.
- 5.3. Panel members must:
  - a. undertake the performance review process in a fair and impartial manner;

- b. ensure their assessment is based on evidence of the CEO's achievements against the performance criteria;
- c. maintain confidentiality in relation to the performance review and any information received; and
- d. ensure accurate and comprehensive records are kept within the City's record keeping system (using the administrative support provided)

5.4. Administrative support for the process will be provided by the Manager responsible for the human resources function.

#### **Independent Consultant**

5.5. If the Panel does not have the resources and expertise to undertake the performance review process to the expected standard, the Panel may, through the administrative support provided, engage an external consultant facilitator to assist.

5.6. A consultant must not have any Interest in, or relationship with, the Council or the CEO.

5.7. A consultant may be required to facilitate:

- a. setting performance criteria;
- b. preparing the performance agreement;
- c. collecting performance evidence;
- d. writing the performance appraisal report;
- e. facilitating meetings between the Panel;
- f. assisting with the provision of feedback to the CEO;
- g. formulating plans to support improvement (if required); and
- h. providing an objective view regarding any performance management related matters.

#### **Performance Criteria**

5.8. Performance criteria, additional to criteria contained within the CEO's employment contract, may be included in a separate performance agreement, agreed to by the CEO and the Council.

5.9. Performance criteria must be specific, measurable, achievable, relevant (or reasonable) and timely.

5.10. Adjustments to the performance agreement may be initiated by either the CEO or the Council.

#### **Performance Review Process**

5.11. Performance of the CEO is to be measured in an objective manner against the performance criteria and the CEO's achievement of duties under their employment contract and section 5.41 of the Act.

5.12. The performance review process will generally commence in August each year. The Panel will give the CEO at least one month's notice of commencement of the performance review process.

5.13. Within 21 days of being given notice of commencement of the process, the CEO will prepare and submit to the panel a report assessing their own performance against the performance criteria, and their duties under the contract and the Act.

5.14. Evidence of performance may also include demonstration of:

- a. progress towards implementing the Council's strategic vision;
- b. achievement of key business outcomes;
- c. meeting of statutory requirements and Audit Committee reports;
- d. organisational KPI results;
- e. organisational engagement metrics;
- f. interactions with the Council and Councillors which support a functional local government; and

g. relationships with relevant organisations, stakeholder groups and professional networks.

- 5.15. Consideration should be given to:
- how the CEO has achieved the performance criteria and outcomes and whether their methods are acceptable and sustainable;
  - the extent to which performance is contingent upon current circumstances;
  - the manner in which the CEO has adapted to and managed changing external circumstances;
  - the attention the CEO has given to equal employment opportunity and work health and safety.
- 5.16. It is important that contextual factors, external or otherwise, are given appropriate weight. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly; both performance effort and outcomes should be considered.
- 5.17. The CEO may nominate a representative to assist them in performance review meetings.

#### Performance Review Outcomes

- 5.18. Within one month of the conclusion of the performance review process, the performance review findings and recommendations will be presented as a confidential report to Council in accordance with section 5.23 of the Act.
- 5.19. Any areas that require attention or improvement must be identified, discussed with the CEO, and a plan agreed to address the issues. The plan should outline the actions to be taken, who is responsible for the actions and timeframes.
- 5.20. Regular discussion and ongoing feedback on the identified performance issues should be scheduled to ensure improvements are being made.

## 6. RELATED DOCUMENTATION / LEGISLATION

- Local Government Act 1995*
- Local Government (Administration) Regulations 2021*
- City of Busselton CEO Standards for Recruitment, Performance Review and Termination

## 7. REVIEW DETAILS

| Review Frequency |      | 3 yearly |              |  |
|------------------|------|----------|--------------|--|
| Council Adoption | DATE |          | Resolution # |  |

## Council Policy



**Council Policy Name:** Chief Executive Officer Performance Review  
**Responsible Directorate:** Finance and Corporate Services **Version:** DRAFT

### 1. PURPOSE

- 1.1. The CEO Standards require the City and the Chief Executive Officer (CEO) to agree and set out in a written document the process by which the CEO's performance will be reviewed.
- 1.2. The purpose of this Policy is to set out the CEO performance review process in a transparent manner, and to provide overall guidance for process.

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- 2.1. This Policy applies to review of the CEO's performance in accordance with section 5.38 of the Act and the CEO Standards.

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- 4.1. This Policy links to Key Goal Area 6 – Leadership of the City's Strategic Community Plan 2017 and specifically the Community Objective 6.1: Governance systems, process and practices are responsible, ethical and transparent.

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- 5.2. The Panel is authorised to undertake the CEO performance review, including:
  - a. developing the performance agreement and performance criteria (key performance indicators);
  - b. conducting the performance review in line with this Policy;
  - c. reporting the performance review findings and recommendations to Council; and
  - d. holding regular meetings to discuss and provide feedback if performance issues are identified.
- 5.3. Panel members must:
  - a. undertake the performance review process in a fair and impartial manner;

- b. ensure their assessment is based on evidence of the CEO's achievements against the performance criteria;
- c. maintain confidentiality in relation to the performance review and any information received; and
- d. ensure accurate and comprehensive records are kept within the City's record keeping system (using the administrative support provided)

5.4. Administrative support for the process will be provided by the Manager responsible for the human resources function.

#### Independent Consultant

5.5. If the Panel does not have the resources and expertise to undertake the performance review process to the expected standard, the Panel may, through the administrative support provided, engage an external consultant facilitator to assist.

5.6. A consultant must not have any Interest ~~in, or relationship with, the Council or the CEO~~ which would impact on their ability to carry out their functions in a fair and impartial manner.

5.7. A consultant may be required to facilitate:

- a. setting performance criteria;
- b. preparing the performance agreement;
- c. collecting performance evidence;
- d. writing the performance appraisal report;
- e. facilitating meetings between the Panel;
- f. assisting with the provision of feedback to the CEO;
- g. formulating plans to support improvement (if required); and
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#### Performance Criteria

5.8. Performance criteria, additional to criteria contained within the CEO's employment contract, may be included in a separate performance agreement, agreed to by the CEO and the Council.

5.9. Performance criteria must be specific, measurable, achievable, relevant (or reasonable) and timely.

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5.11. Performance of the CEO is to be measured in an objective manner against the performance criteria and the CEO's achievement of duties under their employment contract and section 5.41 of the Act.

5.12. The performance review process will generally commence ~~in August each~~ as early as practicable in each financial year. The Panel will give the CEO ~~at least one month's~~ notice of commencement of the performance review process.

5.13. Within 21 days of being given notice of commencement of the process, the CEO will prepare and submit to the panel a report assessing their own performance against the performance criteria, and their duties under the contract and the Act.

5.14. Evidence of performance may also include demonstration of:

- a. progress towards implementing the Council's strategic vision;
- b. achievement of key business outcomes;
- c. meeting of statutory requirements and Audit Committee reports;
- d. organisational KPI results;

Proposed Council Policy: Chief Executive Officer Performance  
Review with Committee Amendments

- e. organisational engagement metrics;
- f. interactions with the Council and Councillors which support a functional local government; and
- g. relationships with relevant organisations, stakeholder groups and professional networks.

5.15. Consideration should be given to:

- a. how the CEO has achieved the performance criteria and outcomes and whether their methods are acceptable and sustainable;
- b. the extent to which performance is contingent upon current circumstances;
- c. the manner in which the CEO has adapted to and managed changing external circumstances;
- d. the attention the CEO has given to equal employment opportunity and work health and safety.

5.16. It is important that contextual factors, external or otherwise, are given appropriate weight. Failure to meet performance criteria does not necessarily mean the CEO has performed poorly; both performance effort and outcomes should be considered.

5.17. The performance review process is recognised as a two way communication between the Council and the CEO. As such the CEO will be provided with an opportunity during the process to provide feedback in relation to the Council's performance, and to raise any matters which may be impacting on the performance of his duties.

5.17-5.18. The CEO may nominate a representative to assist them in performance review meetings.

#### Performance Review Outcomes

5.18-5.19. Within one month of the conclusion of the performance review process, the performance review findings and recommendations will be presented as a confidential report to Council in accordance with section 5.23 of the Act.

5.19-5.20. Any areas that require attention or improvement must be identified, discussed with the CEO, and a plan agreed to address the issues. The plan should outline the actions to be taken, who is responsible for the actions and timeframes.

5.20-5.21. Regular discussion and ongoing feedback on the identified performance issues should be scheduled to ensure improvements are being made.

## 6. RELATED DOCUMENTATION / LEGISLATION

- 6.1. *Local Government Act 1995*
- 6.2. *Local Government (Administration) Regulations 2021*
- 6.3. City of Busselton CEO Standards for Recruitment, Performance Review and Termination

## 7. REVIEW DETAILS

| Review Frequency |      | 3 yearly |              |  |
|------------------|------|----------|--------------|--|
| Council Adoption | DATE |          | Resolution # |  |

**18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**19. URGENT BUSINESS**

Nil

**20. CONFIDENTIAL REPORTS**

Nil

**21. CLOSURE**

The Presiding Member closed the meeting at 5.57pm.

THESE MINUTES CONSISTING OF PAGES 1 TO 220 WERE CONFIRMED AS A TRUE AND CORRECT RECORD ON TUESDAY, 24 AUGUST 2021.

DATE: 24 August 2021 PRESIDING MEMBER: 