



Ordinary Council Meeting

**SUPPLEMENTARY**

# **Agenda**

Wednesday 20 September 2023



*Our Vision*

Where environment, lifestyle and opportunity meet

*Community Aspirations*



**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.

**CITY OF BUSSELTON**

Agenda for the Council Meeting to be held on Wednesday 20 September 2023

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## 14. FINANCE AND CORPORATE SERVICES REPORTS

### 14.1. Adoption of Corporate Business Plan 2023-2027

<b>Strategic Theme:</b>	Key Theme 4: Leadership 4.3 Make decisions that respect our strategic vision for the District.
<b>Directorate:</b>	Finance and Corporate Services
<b>Reporting Officer:</b>	Director of Corporate Strategy and Performance - Sarah Pierson
<b>Authorised By:</b>	Director of Corporate Strategy and Performance - Sarah Pierson
<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 Requirements:</b>	Absolute Majority
<b>Disclosures of Interest:</b>	No officers preparing this item have an interest to declare.
<b>Attachments:</b>	1. Corporate Business Plan 2023-2027 [ <b>14.1.1</b> - 48 pages]

#### OFFICER RECOMMENDATION

That the Council adopts the Corporate Business Plan 2023-2027 in the form attached to this report.

#### EXECUTIVE SUMMARY

This report presents the attached City of Busselton Corporate Business Plan 2023–2027 (CBP) and seeks Council’s adoption of the plan.

#### STRATEGIC CONTEXT

The Corporate Business Plan is a core component of the City’s ‘Plan for the Future’ under the Local Government Act 1995 and guides the good governance of the district and the responsible management of ratepayer funds through the delivery of services and key deliverables that meet the City’s strategic direction as set out in the City’s Strategic Community 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 ten year long term financial plan.

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

It is noted that, through reform of the Act, there will be new requirements for the ‘Plan for the Future’, with a Council Plan to replace the Strategic Community Plan and service plans likely to replace the Corporate Business Plan. The regulations are still being drafted and so the exact

requirements of the new planning framework are still unknown. Timeframes are also uncertain, but it is possible that this CBP will be the City's last, at least in this format and structure.

The proposed CBP 2023-2027 was presented in draft to Councillors at a briefing on 6 September 2023. As a result, minor amendments were made and the plan is now presented for formal adoption.

### **OFFICER COMMENT**

The CBP 2023-2027 supports the direction of the City's Strategic Community Plan 2021-2031 (SCP), adopted on 9 June 2021, and is reviewed annually to determine the priority initiatives for the ensuing four years.

The CBP is based on the four key themes of the SCP - Environment, Lifestyle, Opportunity and Leadership, and details City services and priority actions that contribute to achievement of each theme, linked on a best fit basis. Each priority action is also aligned to a Council strategic priority (as contained in the SCP), again on a best fit basis.

In total the CBP contains 59 priority actions:

- 6 in Key Theme 1: Environment
- 24 in Key Theme 2: Lifestyle
- 16 in Key Theme 3: Opportunity
- 13 in Key Theme 4: Leadership

Many actions have been carried over, with some minor amendments as required to reflect the current status of the action. In some instances an action has changed more significantly in its direction and so the action has been retired and a new action, more reflective of the current position, has been created. Retiring actions are documented within each key theme of the plan, providing transparency between plans. The reason for each action being retired has been provided – generally they have either been substantially or fully completed, supplanted by other priority actions or are considered 'business as usual'.

In total there are 27 retired actions:

- 6 in Key Theme 1: Environment
- 14 in Key Theme 2: Lifestyle
- 3 in Key Theme 3: Opportunity
- 4 in Key Theme 4: Leadership

There are then 22 new actions included in the CBP this year. The new actions are outlined below. Where there is a corresponding retired action that is indicated.

#### ***Key Theme 1 – Environment***

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

Action Description	Action Owner / Budget / Type	Delivery			
		23/24	24/25	25/26	26/27
<b>Strategic Waste Planning</b> Develop a strategic waste management plan looking at strategies, both local and regional, for the reduction of waste into landfill.	Waste Management, Operational Project	•			
<b>Energy Strategy Review</b> Review the City's Energy Strategy to drive sustainable energy options.	Sustainability, Operational Program	•	•		

### Key Theme 2 – Lifestyle

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

Description	Action Owner / Budget / Type	Delivery			
		23/24	24/25	25/26	26/27
<b>Special Character Area Review</b> Progress review of the City's Special Character Area Local Planning Policies	Statutory Planning, Operational Program	•	•		
<b>Bushfire Notice Review</b> Undertake a review of the City's Bushfire Notice.	Ranger Services, Operational Project	•	•		
<b>Geographe Leisure Centre (GLC) Masterplan Review</b> Review the GLC masterplan to determine future direction in light of development constraints on the current site.	Recreation and Community Development, Operational Project	•			
<b>Sport and Recreation Facilities Strategy (SRFS) Review</b> Review the SRFS to determine the prioritisation of future priorities for the District.	Recreation and Community Development, Operational Project	•			
<b>Saltwater Construction</b> Complete construction of Saltwater in the Busselton Precinct and commission operations. <i>Previous Retiring Action</i>	Engineering and Works Services, Capital and External Funds Project	•	•		

Description	Action Owner / Budget	Delivery			
<b>Busselton War Memorial</b> Construct a new war memorial and memorial park at Rotary Park. <i>Previous Retiring Action</i>	Engineering and Works Services, Capital and External Funds Project	•			
<b>Dunsborough to Yallingup Shared Path</b> Undertake a feasibility study to determine the viability of a shared path between Dunsborough and Yallingup.	Design and Survey, Operational and External Funds Project	•			
<b>Emergency Asset Management Planning</b> In consultation with DFES develop a strategic asset management plan for the effective maintenance and renewal of emergency management facilities and equipment.	Emergency Services, Operational Program	•	•		
<b>Municipal Heritage List</b> Undertake a review of the City's Municipal Heritage List.	Statutory Planning, Operational Program	•	•		

**Key Theme 3 – Opportunity**

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

Description	Action Owner / Budget / Type	Delivery			
		23/24	24/25	25/26	26/27
<b>Eco-destination Accreditation</b> Explore the establishment of the City as an accredited eco-destination.	Economic Development, Operational Program	•			
<b>Venue Bookings</b> Implement improved systems for the hire of City facilities.	Venue Services, Operational Program	•			
<b>Busselton Jetty Tourist Park</b> Undertake a strategic business review to guide the ongoing operations of the Busselton Jetty Tourist Park Master Plan.	Busselton Jetty Tourist Park, Operational Program	•	•		
<b>Busselton Jetty</b> Partner with Busselton Jetty Inc. to develop experiences that attract new and returning visitors to the Busselton Jetty	Economic Development, Operational Program	•			

Description	Action Owner / Budget	Delivery			
<p><b>Busselton Margaret River Airport (BMRA) Masterplan</b></p> <p>Develop a masterplan to guide the future strategic direction of the BMRA</p>	Airport Services, Operational Program	•			
<p><b>South West Cities Strategy</b></p> <p>Finalise development of a South West Cities Strategy identifying economic and social investment opportunities for the City of Busselton and the City of Bunbury to pursue collaboratively.</p>	Economic Development, Operational Project	•			

**Key Theme 4 – Leadership**

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

Action Description	Action Owner / Budget / Type	Delivery			
		23/24	24/25	25/26	26/27
<p><b>Performance Reporting Framework</b></p> <p>Develop a performance reporting framework and system to drive strategic alignment and organisational performance.</p> <p><i>Previous Retiring Action</i></p>	People and Performance, Operational Project	•			
<p><b>Organisational Review Outcomes</b></p> <p>Develop a plan for the implementation of the outcomes of the 2023 Organisational Review.</p>	People and Performance, Operational Program	•			
<p><b>Enterprise Agreement Negotiations</b></p> <p>Work with relevant unions and employees to negotiate a new Enterprise Agreement for the City withing the State Industrial Relations System.</p>	People and Performance, Operational Project	•	•		
<p><b>Classification Structure Review</b></p> <p>Complete review of the City’s Classification Structures ahead of the City’s enterprise agreement negotiations.</p>	People and Performance, Operational Project	•			
<p><b>Internal Audit</b></p> <p>Develop an Internal Audit Plan for adoption and monitoring by the Audit and Risk Committee.</p>	Governance and Risk, Operational Program	•			

Expected timeframes for delivering the actions are shown, with the dots denoting the years over which the action will be progressed, with the final dot denoting the year of scheduled completion.



Dots across all 4 years indicate an ongoing action. As noted in the 'Understanding the Corporate Business Plan' section of the CBP, 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).

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. Changes have been proposed to the measures associated with the Geographe Leisure Centre and Development Assessment. The GLC membership retention measure has been recommended for deletion, as the number of members (already a measure) adequately measures overall membership. With respect to Development Assessment, acknowledging the sustained development levels experienced by the City, it is felt that a simplified measure looking at the number of outstanding development applications will more meaningfully measure workload and assessment trends, with a trend of decreasing numbers being sought. Beyond these changes it is recognised that the measures need a more holistic review; this will however be included in the development of a performance reporting framework, to be progressed in the first year of the plan.

### **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

The officer recommendation aligns to the following adopted plan or policy:

### **Plans and Policies**

Plan:

[Corporate Business Plan 2022-2026](#)

Policy:

Not applicable.

**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.

**External Stakeholder Consultation**

Not Applicable.

**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 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 supports the Council’s strategies as outlined in the SCP. It also advances many of the key initiatives that the City is working towards. 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**

The officer recommendation will be implemented in full, or in stages as per the following table:

Milestone	Completion Date
Plan professionally published	Within 6 weeks of its adoption
CBP adopted it will come into effect immediately with the services and actions contained implemented over the life of the plan as identified	Within 4 years as specified