

2021-2025

# Corporate **Business Plan**













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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

MIKE ARCHER
CHIEF EXECUTIVE OFFICER



## **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 beginnings 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

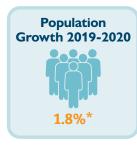






















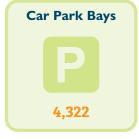


















<sup>\*</sup> Regional population 2019-2020 financial year. https://www.abs.gov.au/statistics/people/population/regional population. 

\*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.

#### **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.

#### **Community and Commercial Services**



DIRECTOR: **Naomi Searle**EMPLOYEES: 53.17 full time equivalent

The 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.

#### **Emgineering 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

Chief Executive Officer	Communit	:y nercial Servic		Engineerin and Work	g Services			Finance and Corporate Services		Planning and Develo Services	ppment		
BUSINESS U	NIT												
Executive Services	Commercial Services	Community Development & Recreation Services	Events & Cultural Services	Engineering & Technical Services	Major Projects & Facility Services	Operations Services	Waste & Fleet Services	Governance & Corporate Services	Legal & Property Services	Financal Services	Information Services	Development Services	Regulatory Services
ACTIVITY U	NIT												
Executive Services	Airport Services	Community Development	ArtGeo Cultural Complex	Asset Management	Facilities Maintenance	Construction & Maintenance	Fleet Management	Governance	Land & Property Leasing	Finance	Customer Services	Building Services	Compliance Services
	Busselton Jetty Tourist Park	Leisure Centres	Cultural Services	Design & Survey	Major Projects	Environmental Services	Waste Management	Human Resources and Risk	Legal Services	Rates	Information Technology	Statutory Planning	Environmental Health
	Busselton Jetty	Venue Support	Events Services	Development Control		Parks & Gardens		Public Relations & Community Engagement			Records	Strategic Planning	Ranger & Emergency Services
	Economic & Business Development	Youth Development	Library Services	Landscape Architecture				Strategic Projects					



## Understanding the Corporate Business Plan



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.



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 LTFP 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.



#### **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.

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 2021 to 2025
	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
Devenue	Profit on asset disposals	-	-	-	-	-
Revenue	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
		79,049,808	82,704,770	87,590,709	92,486,879	341,832,166
	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)
Expenses	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)
	Allocations	2,525,903	2,582,735	2,647,296	2,713,467	10,469,401
		(85,489,164)	(90,003,206)	(93,933,849)	(97,717,890)	(367,144,109)
Gross Funding from Operational Act	tivities	(6,439,356)	(7,298,436)	(6,343,140)	(5,231,011)	(25,311,943)
E P D W Altra	Depreciation on Assets	24,589,667	26,514,180	28,176,561	29,793,431	109,073,839
Funding Position Adjustments	(Profit)/Loss on Sale of Assets	-	-	-	-	-
	Net Funding from Operational Activities	18,150,311	19,215,744	21,833,421	24,562,420	83,761,896
N. O. C. A.	Non-operating grants, subsidies and contributions	16,810,093	14,398,411	26,780,573	10,679,723	68,668,800
Non-Operating Grants	Developer Contributions	787,731	800,466	755,276	772,269	3,115,742
	Net Income Available for Capital	35,748,135	34,414,621	49,369,270	36,014,412	155,546,438

<sup>1.</sup> Refer to supporting schedule on page 16 of Long Term Financial Plan 2021-2031.

<sup>2.</sup> Discretionary Operational Funding is set at 0.25% of rates levied in Years 1 - 3, and 0.50% of rates levied in Year 4.

City of Busselton Forecast Rate Setting Statement For Financial Years 2021 - 2025

						TOTAL: YEAR 1-
		2021/2022	2022/2023	2023/2024	2024/2025	2021 to 202
	Purchase - Land	(112,225)	(2,614,189)	(416,473)	(419,093)	(3,561,98
	Purchase - Buildings	(16,788,249)	(15,882,306)	(2,200,574)	(7,087,055)	(41,958,18
	Purchase - Plant & Equipment	(2,642,950)	(3,720,502)	(4,113,500)	(3,047,460)	(13,524,41
	Purchase - Furniture & Equipment	(710,782)	(724,476)	(740,206)	(757,431)	(2,932,89
	Purchase - Roads	(4,885,736)	(4,787,682)	(5,061,461)	(5,943,571)	(20,678,4.
	Purchase - Bridges	(250,000)	(250,000)	(250,000)	(250,000)	(1,000,0
	Purchase - Car Parks	(1,328,467)	(549,804)	(574,515)	(600,334)	(3,053,1
	Purchase - Footpaths & Cycleways	(2,142,435)	(1,695,167)	(1,756,370)	(1,821,609)	(7,415,5
	Purchase - Parks, Gardens & Reserves	(4,439,214)	(4,965,620)	(3,950,211)	(3,303,498)	(16,658,5
	Purchase - Drainage	(281,605)	(287,941)	(295,140)	(302,518)	(1,167,2
	Purchase - Regional Airport & Industrial Park Infrastructure	(1)	-	(16,500,000)	-	(16,500,0
Capital and Investing Activities  Donated Assets	Purchase - Other Infrastructure	(3,917,570)	(3,650,082)	(4,634,689)	(3,749,401)	(15,951,7
	Donated Assets - New Assets from Developers	(6,712,653)	(6,830,124)	(6,966,723)	(7,123,476)	(27,632,9
Lapital and Investing Activities	Proceeds From Sale of Assets	672,493	3,381,884	915,693	849,978	5,820,0
	Principal Elements of Finance Lease Payments	(489,200)	(250,975)	(114,651)	-	(854,8
	Repayment of Loan Principal - Council - Existing Loans	(2,961,068)	(3,025,695)	(3,068,417)	(2,778,434)	(11,833,6
	Repayment of Loan Principal - Council - New Loans	(300,684)	(608,172)	(666,253)	(883,924)	(2,459,0
	Repayment of Loan Principal - Self Supporting Loans - Existing	(67,745)	(66,190)	(67,779)	(69,408)	(271,
	Repayment of Loan Principal - Self Supporting Loans - New	(8,973)	(206,684)	(510,102)	(642,403)	(1,368,1
	Proceeds from Borrowings	7,700,000	11,700,000	6,250,000	3,850,000	(29,500,0
	Advances to Community Groups	(200,000)	(4,200,000)	(5,250,000)	(250,000)	(9,900,0
	Self-Supporting Loan Principal Income	76,718	272,874	577,881	711,811	1,639,
	Transfers to Restricted Assets - Contributions	-	-	-	-	
	Transfers from Restricted Assets	-	-	-	-	
	Transfers to Reserves	(21,604,422)	(22,386,839)	(23,998,434)	(26,281,976)	(94,271,6
	Transfers from Reserves	25,753,681	26,596,669	23,765,449	23,888,720	100,004,5
	Total Capital Expenditure	(35,641,087)	(34,751,019)	(49,626,475)	(36,011,083)	(156,029,6

### Four Year Priorities

#### Lower Vasse River Restoration

**Projected Funding:** 

\$4.65M

Implement actions to significantly improve the health and amenity of the Lower Vasse River.

# Busselton Performing Arts and Convention Centre

**Projected Funding:** 

\$28.5M

Design and construct a dedicated convention, entertainment and performing arts centre in the Busselton Cultural Precinct.

#### Sport and Recreational Facilities Strategy

**Projected Funding:** 

\$10.7M

Implement the Strategy to guide the provision of indoor and outdoor community sport and recreation facilities.

# **Community Engagement**

**Projected Funding:** 

#### **OPERATIONAL**

Adopt a community engagement framework which delivers timely, informative, appropriate and transparent community engagement practice.

#### City Solar Farm

**Projected Funding:** 

\$1M

Establish a solar farm to generate cost savings and improve the energy efficiency of City owned buildings.

#### Rural Roads Renewal

**Projected Funding:** 

\$5.5M

Continue to implement plans to deliver safe and compliant rural road infrastructure across the District.







Key Theme 1
Environment



# 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						Deli	very	
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
1.1	Western Ringtail Possum Habitat Progress Scheme Amendment no. 49 which proposes a new special control area with the objective of protecting and enhancing Western Ringtail Possum habitat.	Strategic Planning	PROGRAM	OPERATIONAL	•	•		
1.2	Meelup Regional Park Management Plan Complete the review of the Meelup Regional Park Management Plan following consultation with the community.	Environmental Services	PROJECT	OPERATIONAL				
1.2	Vasse River Enhancement – Bridge to Bridge Progress works to enhance the environmental value of the Lower Vasse River foreshore reserve between Peel Terrace and Strelly Street.	Design and Survey	PROJECT	CAPITAL				
1.3	Lower Vasse River 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.	Planning and Development Services	PROGRAM	OPERATIONAL AND EXTERNAL FUNDS	•	•	•	•
1.3	Toby Inlet Wetland and Catchment In collaboration with the community, continue to implement management strategies to improve the water quality and amenity of the Toby Inlet.	Planning and Development Services	PROGRAM	OPERATIONAL				
1.4	Coastal Adaptation Strategy: Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) 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	PROJECT	OPERATIONAL				

## Key Theme 1 **Environment**

Strategic Priority						Deli	very	
Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
1.4	Coastal Hazard Risk Management and Adaptation Plan (CHRMAP) Implement the Coastal Hazard Risk Management and Adaptation Plan.	Engineering Works and Services	PROGRAM	OPERATIONAL				
1.5	Food Organics Garden Organics 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	PROJECT	OPERATIONAL	•	•		
1.5	Future Regional Waste Facility In conjunction with the South West Regional Waste Group continue to investigate the viability and implications of establishing regional solutions that divert waste from landfill.	Waste Management	PROJECT	OPERATIONAL	•			
1.6	LED Lighting Upgrades Progressively convert street lighting to LED to improve the energy efficiency of City owned lighting infrastructure.	Facilities Maintenance	PROGRAM	OPERATIONAL				
1.6	Energy Strategy Progress implementation of the City's Energy Strategy to assist the organisation in achieving real savings in all energy sources.	Planning and Development Services	PROGRAM	OPERATIONAL				
1.6	Solar Farm Construction Establish a solar farm at 131 (Lot 27) Rendezvous Road Vasse to improve the energy efficiency of City owned buildings.	Planning and Development Services	PROJECT	CAPITAL AND EXTERNAL FUNDS			•	



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 Geographe Strategy



# 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.

### 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 of 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.

# **Corporate actions**

Strategic						Deli	very	
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
2.1	Reconciliation Action Plan (RAP) Implement the City's REFLECT RAP in partnership with the District's local Aboriginal community and organisations.	Cultural Services	PROGRAM	OPERATIONAL				
2.2	Bushfire Risk Management Plan Complete a Treatment Schedule (Part 2) of the Bushfire Risk Management Plan.	Emergency Services	PROGRAM	OPERATIONAL AND EXTERNAL FUNDS				
2.2	Public Health Plan 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	PROJECT	OPERATIONAL	•	•		
2.2	Social Plan Review the City's Social Plan to guide the delivery of community services.	Community Development	PROGRAM	OPERATIONAL				
2.2	Fire and Community Facilities Building Continue to work with stakeholders to plan for a fire shed and community facility on City Reserve Lot 401 Balmoral Drive, Quindalup.	Emergency Services	PROJECT	OPERATIONAL AND EXTERNAL FUNDS				
2.3	Dunsborough Country Club Extension In partnership with the Dunsborough and Districts Country Club progress the development of a multi-purpose facility at this site.	Community Development	PROJECT	OPERATIONAL				

Strategic						Deli	very	
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
2.3	Dunsborough Lakes Sports Precinct 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  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 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 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 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 Install flood lighting to the Vasse playing fields.	Facilities Maintenance	PROJECT	CAPITAL AND EXTERNAL FUNDS				
2.3	Non Potable Water Supply 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				•

Strategic Priority						Deli	very	
Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
2.4	Performing Arts and Convention Centre - Construction Construct a performing arts and convention space in the Busselton Cultural Precinct.	Major Projects	PROJECT	CAPITAL AND EXTERNAL FUNDS	•	•		
2.4	Performing Arts and Convention Centre - Operations Develop a comprehensive operational plan for the management of the Busselton Performing Arts and Convention Centre.	Cultural Services	PROJECT	OPERATIONAL				
2.6	Youth Services Plan Together with stakeholders develop a five year strategic plan for youth services.	Youth Development	PROJECT	OPERATIONAL AND EXTERNAL FUNDS	•			
2.6	Dunsborough SHIFT Youth Crew Establish a youth crew in Dunsborough and progress plans to construct a new youth facility.	Youth Development	PROJECT	OPERATIONAL	•			
2.7	Support for Health Services Advocate for and support the provision of mental health, specialist and community health services and infrastructure in the District.	Community Development	PROJECT	OPERATIONAL				•
2.8	Community Infrastructure Plan 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				
2.8	Developer Contributions Framework Following the release of the updated WA 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		•	•	

Strategic Priority						Deli	very	
Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
2.8	Dunsborough Playground Consult with the community to ascertain the need and location of a new playground in Dunsborough.	Leisure Services	PROJECT	OPERATIONAL				
2.8	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.	Strategic Planning	PROJECT	OPERATIONAL	•			
2.8	Local Planning Scheme Review 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				
2.9	Cycle and Shared Path Network Improvements Progressively implement the City of Busselton Cycling and Shared Path Network Strategy 2019-2023.	Design and Survey	PROGRAM	CAPITAL AND EXTERNAL FUNDS				•
2.10	Busselton Major Traffic Improvements Stage 1A Upgrade the roundabout at the intersection of Peel Terrace and Causeway Road.	Engineering Works and Services	PROJECT	CAPITAL AND EXTERNAL FUNDS				•
2.11	Roads Maintenance and Upgrades Continue to implement the roads maintenance program with a focus on upgrading narrow country roads.	Construction and Maintenance	PROGRAM	CAPITAL AND EXTERNAL FUNDS				
2.11	Busselton War Memorial Relocation 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				

Strategic						Deli	very	
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
2.11	Public Transport Continue to work with key stakeholders toward improving public transport services and connections across the District.	Design and Survey	PROGRAM	OPERATIONAL	•	•		•
2.12	Churchill Park Progressively upgrade the facilities and ovals at Churchill Park in accordance with the master plan.	Facilities Maintenance	PROGRAM	OPERATIONAL				
2.12	Winderlup Court Improvements Continue works to refurbish and improve facilities at the Winderlup Court community housing complex.	Land and Property Leasing	PROJECT	CAPITAL				



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 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 Priority						Del	very	
Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
3.1	Busselton Precinct Structure Plan Complete a plan to guide the overall development and enhancement of the Busselton City Centre.	Strategic Planning	PROJECT	OPERATIONAL		•		
3.1	Dunsborough Precinct Structure Plan Complete a plan to guide the overall development and enhancement of the Dunsborough Town Centre.	Strategic Planning	PROJECT	OPERATIONAL				
3.1	Mitchell Park Complete works to redevelop and enhance Mitchell Park in the Busselton City Centre.	Major Projects	PROJECT	CAPITAL AND EXTERNAL FUNDS				
3.2	Busselton Foreshore Hotel Continue to facilitate the development of the 4.5 star hotel on the Busselton foreshore.	Major Projects	PROJECT	OPERATIONAL				
3.2	Dunsborough Foreshore Café Continue to facilitate commercial investment in a café and kiosk development at the Dunsborough foreshore.	Economic and Business Development	PROGRAM	OPERATIONAL				
3.2	Old Dunsborough Boat Ramp Precinct In partnership with the community, assess the opportunity to establish a café/kiosk at the boat ramp in old Dunsborough.	Economic and Business Development	PROJECT	OPERATIONAL				
3.2	Industry Sector Analysis Implement the City's Industry Sector Analysis recommendations.	Economic and Business Development	PROGRAM	OPERATIONAL				
3.3	Australian Underwater Discovery Centre In partnership with Busselton Jetty Inc., continue to support the establishment of the Australian Underwater Discovery Centre.	Economic and Business Development	PROJECT	OPERATIONAL				
3.3	Events Strategy Review and implement the City's Events Strategy.	Events Services	PROGRAM	OPERATIONAL				

# Key Theme 3 **Opportunity**

Strategic					Delivery			
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
3.3	Event Attraction and Development Actively target new key events, focussing on the attraction of national level sporting and cultural events.	Events Services	PROGRAM	OPERATIONAL AND EXTERNAL FUNDS	•	•		•
3.3	Busselton Foreshore Redevelopment Complete works to improve landscaping and car parking facilities at Barnard Park East.	Major Projects	PROJECT	CAPITAL				
3.3	Wadandi Track Continue to progressively develop and enhance the Wadandi Track as an important regional link for tourism and recreation.	Design and Survey	PROJECT	CAPITAL AND EXTERNAL FUNDS				•
3.3	Busselton Jetty Tourist Park Complete the review of the Busselton Jetty Tourist Park Master Plan.	Busselton Jetty Tourist Park	PROJECT	OPERATIONAL				
3.4	Busselton Margaret River Airport General Aviation Precinct Identify demand and construct three general aviation hangars at the Busselton Margaret River Airport.	Airport Services	PROJECT	CAPITAL	•			
3.4	Busselton Margaret River Airport Opportunities Continue to work with stakeholders to progress aviation opportunities.	Airport Services	PROGRAM	OPERATIONAL	•			•
3.4	Busselton Margaret River Airport Expansion 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	PROJECT	OPERATIONAL				
3.5	Rail Links to Regional Centres  Continue to advocate for a light rail link or similar between Busselton and Bunbury and a rail link between Bunbury and Perth.	Strategic Planning	PROGRAM	OPERATIONAL	•	•	•	



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 | 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 the 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 and 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						Deli	very	
Priority Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
4.1	You Choose Community Grants Program Implement the pilot You Choose Community Grants Funding program to improve community engagement.	Strategic Projects	PROJECT	OPERATIONAL				
4.1	Community Engagement Framework Finalise the City's community engagement framework and embed the framework across the organisation.	Public Relations	PROJECT	OPERATIONAL				
4.2	Community Survey 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	PROGRAM	OPERATIONAL				
4.2	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.	Governance	PROJECT	OPERATIONAL				
4.2	Service Improvement Review Establish a service catalogue and commence a process of continuous improvement in relation to service delivery.	Strategic Projects	PROJECT	OPERATIONAL				
4.2	Strategic Community Plan Review the City's Strategic Community Plan 2021-2031 to ensure it continues to align with community aspirations.	Governance	PROGRAM	OPERATIONAL				
4.4	Software Upgrades Upgrade the current Office software suite with Office 365 to improve collaboration and resilience of systems.	Information Technology	PROJECT	OPERATIONAL	•			
4.4	Website Improvements Refresh the City's intranet to improve employee communication and refresh City websites for the airport and the library.	Public Relations	PROJECT	OPERATIONAL				

# Key Theme 4 Leadership

Strategic Priority						Deli	very	
Link	Action	Action Owner	Action Type	Budget	21-22	22-23	23-24	24-25
4.4	Employee Engagement Undertake a survey to assess organisational engagement.	Human Resources and Risk	PROJECT	OPERATIONAL				
4.4	Systems Improvement Implement improvements to the City's corporate IT system to ensure it meets organisational needs and provides for organisational efficiency.	Information Technology	PROGRAM	OPERATIONAL				
4.5	Financial Health Indicators  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	PROGRAM	OPERATIONAL				
4.5	Rating Strategy Complete a draft rating strategy that delivers a fair and equitable rating burden and achieves long term financial plan targets.	Financial Services	PROJECT	OPERATIONAL				



Asset Management Plan | Communications Plan | Draft Buildings Asset Management Plan | Business Continuity Plan | ICT Plan Long Term Financial Plan | Workforce Plan

# 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	Г		
	Coastal Adaptation Strategy		
Climate change	Coastal Management Program	MEDIUM	
and sea level rise	Cooperation with external agencies on sustainability projects	MEDIOM	
	Energy Strategy		
Failure to future proof	Development of a regional waste management site	MEDIUM	
waste management	Waste Levy and Reserve	PIEDION	
	Local Emergency Management Arrangements		
Natural disaster affecting	Bushfire Management Plans	MEDIUM	
provision of City services	Business Continuity Plan	MEDIOM	
	Insurance		
risk category: FINANCIAL			
	Strategic Community Plan		
Rate setting and/or recovery failure	Long Term Financial Plan	MEDIUM	
recovery failure	Regular plan reviews		
	Advocacy		
Revenue shortfall due to	Alternative income stream	MEDIUM	
limited external funding	Budget process	MEDIOM	
	Long Term Financial Plan		

# Risk Management

COVID-19 and other contagions threatening major disruption to business as usual activity  Enancial deception and fraud  Enancial deception and fraud  Enancial deception and fraud  Enancial deception and fraud  Enancial control practices Separation of duties  Bushfire Management Plan  Business Continuity Plan  Business Continuity Plan  Business Continuity Plan  Insurance Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Englar review and endorsement of Workforce Plan  Disaster Recovery Plan  Disaster Recovery Plan  Ensurance Continuous upgrade of information technology infrastructure IT Business Continuity Plan  Audits  Governance structure  Qualified staff Staff induction and training	Risk description	Existing key controls	Current risk level	
COVID-19 and other contagions threatening major disruption to business as usual activity  Corporate Business Plan  Draft Pandemic Plan  Financial audits  Financial deception and fraud  Financial control practices  Separation of duties  Bushfire Management Plan  Business Continuity Plan  Insurance  Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  MEDIUM	RISK CATEGORY: OPERATIONAL			
major disruption to business as usual activity    Draft Pandemic Plan		Business Continuity Plan		
Draft Pandemic Plan Financial deception and fraud Financial audits Financial control practices Separation of duties Bushfire Management Plan Business Continuity Plan Insurance Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Disaster Recovery Plan Major failure of information technology systems  Possible Financial audits Business Continuity Plan Business Continuity Plan MeDIUM  MEDIU		Corporate Business Plan	MEDIUM	
Financial deception and fraud  Financial control practices Separation of duties  Bushfire Management Plan Business Continuity Plan Insurance Local Emergency Management arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Major failure of information technology systems  Plan  Disaster Recovery Plan Continuous upgrade of information technology infrastructure IT Business Continuity Plan  Audits Governance structure Qualified staff Staff induction and training	major disruption to business as usual activity	Draft Pandemic Plan		
Separation of duties  Bushfire Management Plan  Business Continuity Plan  Insurance  Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Major failure of information technology systems  MeDIUM  Staff induction and training		Financial audits		
Natural disaster affecting delivery of City services    Bushfire Management Plan	Financial deception and fraud	Financial control practices		
Natural disaster affecting delivery of City services    Insurance   Local Emergency Management Arrangements		Separation of duties		
delivery of City services  Insurance Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Major failure of information technology systems  MEDIUM  MEDIUM  MEDIUM  MEDIUM  MICHIEVE AND		Bushfire Management Plan		
delivery of City services  Insurance  Local Emergency Management Arrangements  Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Regular review and endorsement of Workforce Plan  Disaster Recovery Plan  Continuous upgrade of information technology infrastructure  IT Business Continuity Plan  Audits  Governance structure  Qualified staff  Staff induction and training	Natural disaster affecting	Business Continuity Plan	MEDIUM	
Non-delivery of Workforce Plan objectives (leading to workforce turnover or inability to maintain required skills)  Major failure of information technology systems  Continuous upgrade of information technology infrastructure IT Business Continuity Plan  Audits  Governance structure  Qualified staff  Staff induction and training		Insurance	MEDIUM	
(leading to workforce turnover or inability to maintain required skills)       Regular review and endorsement of Workforce Plan       MEDIUM         Major failure of information technology systems       Disaster Recovery Plan       MEDIUM         Continuous upgrade of information technology infrastructure       IT Business Continuity Plan         Audits       Governance structure         Qualified staff       Staff induction and training		Local Emergency Management Arrangements		
Major failure of information technology systems  Continuous upgrade of information technology infrastructure  IT Business Continuity Plan  Audits  Governance structure  Qualified staff  Staff induction and training	(leading to workforce turnover or inability to	Regular review and endorsement of Workforce Plan	MEDIUM	
IT Business Continuity Plan  Audits  Governance structure Qualified staff Staff induction and training		Disaster Recovery Plan		
Statutory and legislative compliance  Audits  Governance structure  Qualified staff  Staff induction and training	Major failure of information technology systems	Continuous upgrade of information technology infrastructure	MEDIUM	
Statutory and legislative compliance  Governance structure  Qualified staff  Staff induction and training		IT Business Continuity Plan		
Statutory and legislative compliance  Qualified staff  Staff induction and training		Audits		
Qualified staff  Staff induction and training	Statutory and logislative compliance	Governance structure		
	Statutory and registative compilarice	Qualified staff		
		Staff induction and training		
risk category: REPUTATIONAL	risk category: REPUTATIONAL			
Community Engagement Policy	_	Community Engagement Policy		
Community expectations not aligned to resourcing capacity  Community engagement  Community engagement		Community engagement	MEDIUM	
Strategic Community Plan	resourcing capacity	Strategic Community Plan		
Media and Public Statements Policy		Media and Public Statements Policy		
Inconsistent and incorrect information within Regular community engagement MEDIUM		Regular community engagement	MEDIUM	
community Staff and Councillor training	Continuity	Staff and Councillor training		
Code of Conduct		Code of Conduct		
Compliance audit return		Compliance audit return	MEDILIM	
Council related interests  Councillor training and induction  MEDIUM	Council related interests	Councillor training and induction	MEDIUM	
Governance structures		Governance structures		
Data backup		Data backup		
Cyber security Firewall MEDIUM	Cyber security	Firewall	MEDIUM	
Employee training		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 %	
Financial	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	
	Geographe Leisure	Community and Recreation	Net cost compared to budget	Budget achieved	
	Centre	Services	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 Services Assessment		% 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%	
	report on progr Reduction in pe		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	
Workforce	Safety	Human Resources and Risk	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

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

What's on at ArtGeo and access to ArtGeo's online shop and gallery.

# Geographe Leisure Centre Naturaliste Community Centres

www.busseltonleisurecentres.com.au

Leisure centre classes, facilities, services and memberships.

#### **Busselton Libraries**

www.busseltonlibraries.com.au

Information about our libraries,

library collections, programs and events.

#### **Community Engagement and Consultation**

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**

www.busseltonmargaretriverairport.com.au

Get flight schedules, airport operations, and commercial opportunities at the airport.

#### **Busselton Jetty**

www.busseltonjetty.com.au

Information about the Busselton Jetty and it's attractions.

#### **Sister City Association**

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 that you are passionate about.

#### **Council Meetings**

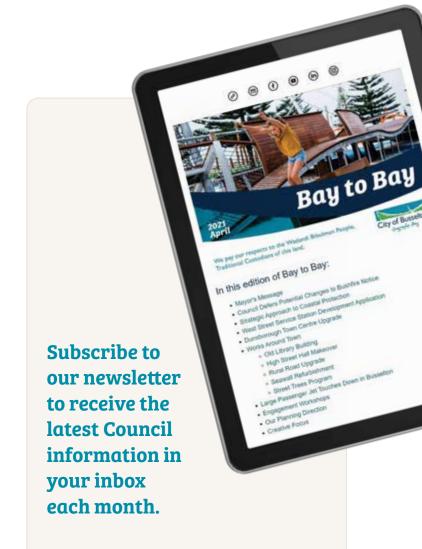
Council Meetings are held at 5.30pm on the second and fourth Wednesday of each month unless Council are in recess. Members of the public can attend these meetings which are also live streamed on the City's website. There is an allocated public question time at each meeting.

#### 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.gov.au



www.busselton.wa.gov.au/connect/news-and-media/bay-to-bay-e-newsletter



Where environment, lifestyle and opportunity meet!

Corporate Business Plan 2021-2025 Adopted by Council 11 August 2021



Join Our Community







