



## **Council Agenda**

***29 July 2020***

ALL INFORMATION AVAILABLE IN VARIOUS FORMATS ON REQUEST

[city@busselton.wa.gov.au](mailto:city@busselton.wa.gov.au)

**CITY OF BUSSELTON**

**MEETING NOTICE AND AGENDA – 29 JULY 2020**

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**TO: THE MAYOR AND COUNCILLORS**

**NOTICE** is given that a meeting of the Council will be held in the Council Chambers, Administration Building, Southern Drive, Busselton on Wednesday, 29 July 2020, commencing at 5.30pm.

Your attendance is respectfully requested.

**DISCLAIMER**

Statements or decisions made at Council meetings or briefings should not be relied on (or acted upon) by an applicant or any other person or entity until subsequent written notification has been given by or received from the City of Busselton. Without derogating from the generality of the above, approval of planning applications and building permits and acceptance of tenders and quotations will only become effective once written notice to that effect has been given to relevant parties. The City of Busselton expressly disclaims any liability for any loss arising from any person or body relying on any statement or decision made during a Council meeting or briefing.



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**OLIVER DARBY**

**ACTING CHIEF EXECUTIVE OFFICER**

17 July 2020

**CITY OF BUSSELTON**

**AGENDA FOR THE COUNCIL MEETING TO BE HELD ON 29 JULY 2020**

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1. **DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS**

2. **ATTENDANCE**

Apologies

Approved Leave of Absence

Nil

3. **PRAYER**

4. **APPLICATION FOR LEAVE OF ABSENCE**

5. **DISCLOSURE OF INTERESTS**

6. **ANNOUNCEMENTS WITHOUT DISCUSSION**

Announcements by the Presiding Member

7. **QUESTION TIME FOR PUBLIC**

Response to Previous Questions Taken on Notice

Public Question Time For Public

8. **CONFIRMATION AND RECEIPT OF MINUTES**

Previous Council Meetings

8.1 **Minutes of the Council Meeting held 24 June 2020**

**RECOMMENDATION**

That the Minutes of the Council Meeting held 24 June 2020 be confirmed as a true and correct record.



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

### **Petitions**

#### **9.1 PETITION - OLD DUNSBOROUGH JETTY**

### **RECOMMENDATION**

#### **That Council:**

- 1. receive the Petition from Mr Peter Kalbfell; and**
- 2. refer it to the Chief Executive Officer for a report.**

A petition was received from Mr Peter Kalbfell (the Petitioner) on 18 June 2020 regarding the removal of the last section of hand rail on the northern side of the Old Dunsborough Jetty (approximately 10 metres) and the addition of six rubber fenders attached the same as per the southern side, so it can be used by all boats as extra jetty space to improve this facility (the Petition).

The requirements for a petition to be heard by Council is set out by Standing Order 6.9 of the City of Busselton *Standing Orders Local Law 2018*, specifically that it:

- (a) be addressed to the Mayor;
- (b) be made by electors of the district;
- (c) state the request on each page of the petition;
- (d) contain the name, address and signature of each elector making the request;
- (e) contain a summary of the reasons for the request;
- (f) state the name of the person to whom, and an address at which, notice to the petitioners can be given; and
- (g) be respectful and temperate in its language.

The presiding member has the discretion to accept the Petition for consideration if it meets a majority of the above requirements.

The Petition is not addressed to the Mayor, however, it was lodged in person by the Petitioner at the City's Administration Building. The Petition was forwarded to Governance, who reviewed the Petition and referred it to the Mayor and Chief Executive Officer for consideration.

The Petition is signed by 154 people, 147 of which are clearly identified, by name and address, as electors of the district.

The Petitioner's request is stated on each page of the Petition and is respectful and temperate in its language. The Petition does not state an address at which notice to the Petitioners can be given, yet the Petitioner has had previous communications with the City so that his contact details are able to be easily identified.

It is officers' opinion that the Petition meets a majority of the requirements and it is open to the presiding member to accept the Petition for consideration.

It is recommended the Petition be received by Council and referred to the Chief Executive Officer for a report.

**Presentations**

**Deputations**

10. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN (WITHOUT DISCUSSION)
11. ITEMS BROUGHT FORWARD FOR THE CONVENIENCE OF THOSE IN THE PUBLIC GALLERY

**12.     REPORTS OF COMMITTEE**

Nil

**13. PLANNING AND DEVELOPMENT SERVICES REPORT**

Nil

**14. ENGINEERING AND WORK SERVICES REPORT**





Nil

**15. COMMUNITY AND COMMERCIAL SERVICES REPORT**

Nil

## 16. FINANCE AND CORPORATE SERVICES REPORT

### 16.1 COVID-19 FINANCIAL HARDSHIP AND DELEGATION REVIEW

<b>STRATEGIC GOAL</b>	1. COMMUNITY: Welcoming, friendly, healthy
<b>STRATEGIC OBJECTIVE</b>	1.4 Community services and programs that support people of all ages and backgrounds.
<b>SUBJECT INDEX</b>	Financial Hardship
<b>BUSINESS UNIT</b>	Finance and Corporate Services
<b>REPORTING OFFICER</b>	Director Finance and Corporate Services - Tony Nottle
<b>AUTHORISING OFFICER</b>	Director Finance and Corporate Services - Tony Nottle
<b>NATURE OF DECISION</b>	Executive: substantial direction setting, including adopting strategies, plans and policies (excluding local planning policies), tenders, setting and amending budgets, funding, donations and sponsorships, reviewing committee recommendations
<b>VOTING REQUIREMENT</b>	Absolute Majority
<b>ATTACHMENTS</b>	Attachment A Policy Amendments   Attachment B Amended DA1-14 Power to Defer, Grant Discounts, Waive or Write-Off Debts  

### OFFICER RECOMMENDATION

That the Council:

1. **Acknowledge the amended COVID-19 Financial Hardship Policy prepared by the CEO under delegated authority as provided in Attachment A; and**
2. **Endorse the updated Delegation DA1-14 “Power to Defer, Grant Discounts, Waive or Write-off Debts” as provided in Attachment B.**

### **EXECUTIVE SUMMARY**

Council is requested to amend its Delegation DA1-14 “Power to Defer, Grant Discounts, Waive or Write-off Debts” to ensure financial hardship requests can be processed into the 2020/21 financial year. Council is also requested to acknowledge the updated Policy COVID-19 Financial Hardship prepared by the CEO under delegated authority of the Council.

### **BACKGROUND**

On 1 April 2020, Council acted swiftly to consider a support package to combat the impacts of COVID-19 within the City of Busselton. Council endorsed principles for the development of the 2020-21 Annual Budget, identified areas that would be considered as requiring assistance and established a policy and an appropriate delegation to enable the plans and assistance to be implemented. The Council’s resolution stated:

*That the Council agree to:*

1. *Endorse the Economic and Community Response Measures in the following areas as outlined in this report for the intervening period until there is a reduction of the effects of the COVID-19 Crisis:*
  - (a) *Rates and rating initiatives;*
  - (b) *Commercial leases;*
  - (c) *Community leases;*
  - (d) *Community Self-supporting loans*
  - (e) *Procurement;*

- (f) Priority payments;*
  - (g) Building Applications;*
  - (h) Planning Applications;*
  - (i) Library initiatives;*
  - (j) Community initiatives;*
  - (k) Geopraphe Leisure and Naturaliste Community Centres initiatives; and*
  - (l) Economic development initiatives.*
2. *Endorse the following principles to guide the Chief Executive Officer when preparing the 2020/21 Annual Budget:*
- (a) Not increasing rates for the 2020/21 financial year;*
  - (b) Introduction of weekly, fortnightly and monthly payment options for rates payments;*
  - (c) Reviewing salaries and wages growth;*
  - (d) Reviewing of capital works program of non-essential priority works;*
  - (e) Reducing interest and payment charges to rates billing and collection;*
  - (f) Relaxing terms and conditions on payment arrangements on a case by case basis;*
  - (g) Assuming a significant reduction in revenue from fees and charges;*
  - (h) Assuming an increase in the non-payment of rates;*
  - (i) Consideration of service level requirements and its impact on operational expenditure;*
  - (j) Consideration of new borrowings to assist with capital works and liquidity;*
  - (k) Consideration of revised 20/21 Community Bids funding package;*
  - (l) Consideration of a revised 2020/21 marketing and events sponsorship package*
  - (m) Consideration of the repurposing of the unallocated and unspent funds from the 2019/20 marketing and events budgets generated through the Industrial and Commercial Differential Rate;*
  - (n) Consideration of the utilisation of the City's existing cash reserves for business continuity; and*
  - (o) Seeking to apply for Federal and State Government grants that may provide opportunities for employment creation and capital/operating works funding.*
3. *Endorse the Western Australian Local Government Association Draft COVID-19 Financial Hardship Policy as attached as a guide for its decisions in response to the COVID-19 Crisis and authorize the CEO to develop and put in place a City of Busselton COVID-19 Financial Hardship Policy;*
4. *Delegate authority to the Chief Executive Officer to apply, manage, enact and use their discretion in accordance with the City of Busselton COVID-19 Financial Hardship Policy; and*
5. *Amend Delegation DA1-14 "Power to Defer, Grant Discounts, Waive or Write-off Debts" (as per Attachment D) tracked version, for the remainder of the 2019/2020 financial year.*

The CEO has since prepared a COVID-19 Financial Hardship Policy (the Policy) as per Council's decision above and City staff have been applying the Policy to financial hardship applications the City has received.



In addition, City staff have managed the COVID-19 response to ensure City services have been maintained in accordance with the staged lockdown procedures set by the State and Federal Governments.

Council's previous resolution on 1 April 2020 indicated endorsement of the amended delegation up until the end of the financial year; it is clear however that these measures may need to continue into the 2020/21 financial year.

#### **OFFICER COMMENT**

The COVID-19 response from Federal, State and local governments has required a varying and dynamic approach as the situation has evolved. Council's initial resolution on 1 April 2020 was swift and enabled a quick response to a number of issues. Since this resolution, further guidelines, programs and initiatives have been announced by all levels of Government that will need to be factored into our policies and processes to assist our community.

For these reasons, the CEO has amended the Policy to include references to legislation and Ministerial Orders introduced, including:

- Local Government (Covid-19 Response) Order 2020 (Gazetted 8 May 2020)
- WA Code of Conduct - Schedule 1 Code of Conduct of the Commercial Tenancies (COVID-19 Response) Regulations 2020

As the CEO was delegated authority to develop the Policy in line with the WALGA template and the required actions, these amendments have already been made and are attached for Council's reference in Attachment A.

Officers have also adjusted the existing delegation DA1-14 Power to Defer, Grant Discounts, Waive or Write-off Debts, to separate out the write off amounts. The delegation maintains the write off amount of \$50,000 for COVID-19 related financial hardship applications; and has reinstated the write off amount of \$2,000 for all other applications of waiver or write-offs.

As the pandemic is still continuing and affecting the community, it is proposed that this delegation continue until the cessation date of the declared State of Emergency. An amended delegation to include these adjustments is provided for in Attachment B.

The City received a total of 68 applications between the period 1 April 2020 to 30 June 2020 via its online application process. The following table is a summary of the value of the applications approved to date:

<b>Category</b>	<b>Value of approved applications</b>
Commercial rent/lease associated applications	\$63,742
Rates related applications	\$3,194
Community group deferral of payments	\$21,267
<b>Total</b>	<b>\$88,203</b>

It is predicted that the City will experience a spike in applications when the rates notices for the 2020/21 financial year are issued to ratepayers.

#### **Statutory Environment**

Section 5.42 of the Act allows Council to delegate some of its powers to the CEO provided they are not duties that are limited within the Act that are deemed "not delegable".

**Relevant Plans and Policies**

The City's COVID-19 Financial Hardship Policy developed by the CEO under delegated authority is a relevant policy. This report outlines some amendments to the Policy to include the changes necessary to consider financial hardship applications into the future.

**Financial Implications**

The City's draft 2020/21 annual budget has provision for the costs associated with financial hardship applications.

**Stakeholder Consultation**

No external stakeholder consultation was required or undertaken in relation to this matter.

**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 not to amend the delegation. This however would require all applications for consideration under the City's COVID 19 Financial Hardship to be brought to Council which is not recommended due to inefficiency.

**CONCLUSION**

Council is requested to endorse the amended Delegation DA1-14 'Power to Defer, Grant Discounts, Waive or Write off Debts' and note the updated COVID-19 Financial Hardship Policy to ensure the continuation of financial hardship applications can be addressed and assessed.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

Within a week of Council's resolution the amended delegation will be included in the City's Delegation of Authority Register and the updated Policy will be placed on the City's website.

COUNCIL POLICY


Council Policy Name: COVID-19 Financial Hardship

Responsible Directorate: Finance and Corporate Services

Version: CURRENT DRAFT

## 1. PURPOSE

- 1.1. The City of Busselton recognises the likelihood that COVID-19 will increase the occurrence of Financial Hardship and vulnerability in our community.
- 1.2. The purpose of this Policy is to ensure that the City of Busselton provides fair, equitable, consistent and dignified support to ratepayers suffering hardship, while treating all members of the community with respect and understanding at what is a difficult time.

## 2. SCOPE

- 2.1. This Policy is intended to apply to all ratepayers experiencing Financial Hardship regardless of their status, be they a property owner, tenant, business owner, etc., and is applicable to:
  - a. outstanding rates and service charges as at the date of adoption of this Policy; ~~and~~
  - b. rates and service charges levied for the 2020/21 financial year; ~~and~~
  - ~~b.c. Lease and or rental charges owed to the City of Busselton from commercial or residential tenancy arrangements~~

## 3. DEFINITIONS

Term	Meaning
Act	Local Government Act 1995
<a href="#">WA Code of Conduct</a>	<a href="#">Schedule 1 Code of Conduct of the Commercial Tenancies (COVID-19 Response) Regulations 2020</a>
Financial Hardship	where a change in a person's circumstances results in them being unable to pay rates and service charges without affecting their ability to meet their basic living needs, or the basic living needs of their dependants
Policy	this City of Busselton Council policy titled "COVID-19 Financial Hardship"
<a href="#">Ministerial Order</a>	<a href="#">The Local Government (COVID-19) Ministerial Order 2020 (SL 2020/67 – Gazetted 8 May 2020)</a>
Ratepayer	A person or entity that is responsible for the payment of rates to the City of Busselton

## 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. The City recognises that many ratepayers will and / or are already experiencing Financial Hardship due to the COVID-19 pandemic. The City respects and anticipates the probability that additional financial difficulties will arise when rates and service charges are received by the community.
- 5.2. The City will seek to support Ratepayers and the community more generally in dealing with Financial Hardship and other challenges arising from the COVID-19 pandemic.
- 5.3. The City will write to Ratepayers at the time their account falls in arrears, to advise them of the terms of this Policy and encourage eligible Ratepayers to apply for hardship consideration. Where possible and appropriate, we will also provide contact information for a recognised financial counsellor and/or other relevant support services.

### Financial Hardship Criteria

- 5.4. While evidence of hardship will be required, the City recognises that not all circumstance are alike. The City will take a flexible approach to a range of individual circumstances including, but not limited to, the following situations:
  - a. recent unemployment or under-employment
  - b. sickness or recovery from sickness
  - c. low income or loss of income
  - d. unanticipated circumstances such as caring for and supporting extended family.

5.5. Ratepayers will be encouraged to provide any information about their individual circumstances that may be relevant for assessment. This may include demonstrating a capacity to make some payment/s and where possible, entering into a payment proposal. The City will consider all circumstances, applying the principles of fairness, integrity and confidentiality, whilst complying with statutory responsibilities.

5.5.5.6. The City will apply where appropriate, the WA Code of Conduct in relation to lease and rental agreements with the City.

### Payment Arrangements

5.6.5.7. Payment arrangements facilitated in accordance with Section 6.49 of the Act will be of an agreed frequency and amount. These arrangements will consider the following:

- a. whether a Ratepayer has made genuine effort to meet rate and service charge obligations in the past;
- b. whether the payment arrangement will establish a known end date that is realistic and achievable;

5.7.5.8. The Ratepayer will be responsible for informing the City of any change in circumstances that may jeopardise the agreed payment schedule.

5.8.5.9. In the case of severe Financial Hardship, the City may consider waiving additional charges or interest (excluding the late payment interest applicable to the Emergency Services Levy).

### Interest Charges

5.10. A Ratepayer that meets the Financial Hardship Criteria and enters into a payment arrangement may request a suspension or waiver of interest charges. Applications will be assessed on a case by case basis. A Ratepayer that meets the Financial Hardship Criteria will not attract interest or penalty charges on rates/service charge debt in 2020/21, for the period of time that the Ministerial Order remains effective.

5.9.

#### Debt recovery

~~5.10.5.11.~~ The City will suspend its debt recovery processes while negotiating a suitable payment arrangement with a Ratepayer. Where a Ratepayer is unable to make payments in accordance with the agreed payment arrangement and the Ratepayer makes an alternative payment arrangement with the City before defaulting on the 3<sup>rd</sup> due payment, the City will continue to suspend all debt recovery processes.

~~5.11.5.12.~~ Where a Ratepayer has not reasonably adhered to the agreed payment plan, the City will, for any rates and service charge debt that remains outstanding on 1 July 2021, offer the Ratepayer one further opportunity to adhere to a payment arrangement that will clear the total debt by the end of the 2021/22 financial year.

~~5.12.5.13.~~ Rates and service charge debts that remain outstanding at the end of the 2021/22 financial year, will be subject to the rates debt recovery procedures prescribed in the Act.

#### Review

~~5.13.5.14.~~ The City will establish a mechanism for review of decisions made under this Policy, and advise Ratepayers of their right to seek review and the procedure to be followed.

#### Communication and Confidentiality

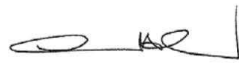
~~5.14.5.15.~~ The City will maintain confidential communications at all times and undertake to communication with a nominated support person or other third party at the Ratepayers request.

~~5.15.5.16.~~ The City will advise Ratepayers of this Policy and its application, when communicating in any format (i.e., verbal or written) with a Ratepayer with an outstanding rate or service charge debt.

### 6. RELATED DOCUMENTATION / LEGISLATION

- 6.1. *Local Government Act 1995*
- 6.2. *Local Government (Financial Management) Regulations 1996*
- 6.3. City of Busselton COVID-19 Financial Hardship Brochure and FAQ's
- 6.4. City of Busselton COVID-19 Financial Hardship Application Form
- 6.5. WALGA Template COVID-19 Financial Hardship Policy
- ~~6.6.~~ Ombudsman Western Australia publication: '*Local Government collection of overdue rates for people in situations of vulnerability: Good Practice Guidance*'
- ~~6.7.~~ *Local Government (COVID-19) Ministerial Order 2020 (SL 2020/67 – Gazetted 8 May 2020)*
- ~~6.6.6.8.~~ *Commercial Tenancies (COVID-19 Response) Regulations 2020*

### 7. REVIEW DETAILS

Review Frequency		To be reviewed within 6 months of adoption		
Council Adoption	DATE	1 April 2020	Resolution #	C2004/104
Adopted under Delegated Authority	DATE	7 April 2020	Verification	



DA 1 – 14	Power to Defer, Grant Discounts, Waive or Write-Off Debts
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POWER / DUTY ASSIGNED TO	Local Government
POWER TO DELEGATE	<i>Local Government Act 1995</i> s.5.42 Delegation of some powers or duties to CEO s.5.43 Limitations on delegations to CEO
DELEGATED TO	Chief Executive Officer
POWER / DUTY DELEGATED	<i>Local Government Act 1995</i> s.6.12(1)(b), s.6.12(1)(c), s.6.12(3)
FUNCTION	<a href="#">s.6.12 Power to defer, grant discounts, waive or write off debts</a>
CONDITIONS	<ol style="list-style-type: none"> <li>Any waiver or granting of concession shall only be up to \$2,000 and considered solely on its merits; and any debt write-off approved shall be less than \$2,000.</li> <li>Any waiver or granting of concession as it applies to any COVID-19 Financial Hardship application, shall only be up to \$50,000 and considered solely on its merits; and any COVID-19 Financial Hardship application approved for debt write-off shall be less than \$50,000 and will take into account the COVID-19 Financial Hardship Policy.</li> <li>The power to defer, grant discounts, waive or write-off debts as it relates to any COVID-19 Financial Hardship application is applicable only until the cessation date of the Western Australian State of Emergency Declaration or any extension thereof.</li> </ol>
POLICY	Council Policy: <a href="#">COVID-19 Financial Hardship</a>
REFERENCE DOCUMENTS	<a href="#">City of Busselton COVID-19 Financial Hardship Brochure and FAQ's</a> <a href="#">City of Busselton COVID-19 Financial Hardship Application Form</a> WALGA Template COVID-19 Financial Hardship Policy

RECORD KEEPING	ECM – GOVN001 'Authorised Delegation of Power/Authority'	
VERIFICATION	Initial Council Resolution C0806/188	Recent Council Resolution C2004/104
RECENT ALTERATIONS	1 April 2020 – Amended monetary amounts due to the City's response to the COVID-19 Crisis.	
PREVIOUS DELEGATION REFERENCE	LG6B – Power to Defer, Grant Discounts, Waive or Write-off Debts	



## 16.2 BUSSELTON FITNESS CLUB SURRENDER AND NEW LEASE

<b>STRATEGIC GOAL</b>	1. COMMUNITY: Welcoming, friendly, healthy
<b>STRATEGIC OBJECTIVE</b>	1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences.
<b>SUBJECT INDEX</b>	Agreements and Contracts
<b>BUSINESS UNIT</b>	Corporate Services
<b>REPORTING OFFICER</b>	Senior Leasing and Property Officer - Ann Strang
<b>AUTHORISING OFFICER</b>	Director Finance and Corporate Services - Tony Nottle
<b>NATURE OF DECISION</b>	Quasi-Judicial: to determine an application/matter that directly affects a person's right and interests e.g. development applications, applications for other permits/licences, leases and other decisions that may be appealable to the State Admin Tribunal.
<b>VOTING REQUIREMENT</b>	Simple Majority
<b>ATTACHMENTS</b>	Attachment A Leased Premises Plan - Fitness Club Location Lou Weston  

### OFFICER RECOMMENDATION

That the Council:

1. Resolves to accept the surrender of the current lease between the City of Busselton and Busselton Fitness Club Incorporated.
2. Resolves to enter into a new lease with the Busselton Fitness Club Incorporated for a portion of Lot 539 on Deposited Plan 404860, Volume LR3167, Folio 873, H2 King Street, Busselton as shown outlined blue on Attachment A on the following terms:
  - (a) The term of the lease be 10 years commencing on the date of surrender, with a further 10 year option;
  - (b) The commencement rent to be \$3,412.00 inclusive of GST, being an amount of 50% of the Council rates that would be applicable calculated on the gross rental value of the expanded premises;
  - (c) The rent to be reviewed by CPI on each anniversary of the term;
  - (d) Conditions preventing BFC from running group fitness class activities and private fitness instructors operating from the venue, unless employed direct by the BFC;
  - (e) The requirement to establish and maintain a contingency fund for the purpose of asset management and capital improvements to the Premises the first payment of \$10,000 being payable from the first anniversary of the lease; and
  - (f) All costs associated with the preparation of the lease are to be met by the BFC.
3. Authorises the CEO to negotiate and finalise the new lease.

### EXECUTIVE SUMMARY

Busselton Fitness Club (BFC) wish to develop and improve their current leased premises to accommodate their growing membership and improve the facility generally. Whilst the proposed expansion is within their existing lease footprint their lease is due to expire on 28 June 2021. BFC are therefore seeking a commitment from the City prior to committing the funds towards the construction to provide security of tenure beyond this date.

The Officer Recommendation to Council therefore is to agree to a surrender of the existing lease and a simultaneous grant of a new longer term lease subject to the terms and conditions outlined in this report.

## **BACKGROUND**

Lou Weston Reserve (Lou Weston) is Crown land situated on Lot 539, Reserve 17319, King Street, Busselton, managed by the City for the purpose of 'Recreation'. The management order contains power to lease any part of the reserve for terms up to 21 years subject to the consent of the Minister for Lands. The Busselton Netball Association and the Geographe Bay Yacht Club also have leasehold interests in this Reserve.

BFC became incorporated in 1978. They moved from the Busselton Foreshore to Lou Weston in 1992, originally with a 5-year lease for a peppercorn rent. Further leases were entered into in 1997 and 2006 on the same terms and conditions.

On 22 September 2010, the Council resolved (C1009/325) to approve an application to expand their premises by approximately 150m<sup>2</sup> to the north-east. In conjunction with the planning consent, the Council resolved (C1009/331) to increase their leased area to allow the expansion.

On 27 January 2011, Council further resolved (C1101/021) to enter into a lease for a 5-year term with a further 5-year option which expires on 28 June 2021. Earlier this year, the BFC submitted an application to the City to further expand their building; this report provides details of their expansion and the proposed new lease terms and conditions.

## **OFFICER COMMENT**

BFC approached the City with a proposal for a two storey extension to the south-east corner of their existing building. The ground floor expansion consisted of a gym area, store room, office, communications room and lift shaft - a total floor area of approximately 167m<sup>2</sup>. The first floor consisted of open gym space and store room of approximately 145m<sup>2</sup>. A staircase leading to a roof terrace was also proposed. The roof terrace was approximately 126m<sup>2</sup> and intended for outdoor exercise. One of the drivers of the expansion was the need for the BFC to address safety issues that had arisen due to expanding membership and limited space available for fitness equipment and storage.

At a briefing session on 22 January 2020, City Officers presented Councillors with details of the proposal and potential scenarios concerning the future leasing of the site.

As a result of concerns expressed in relation to the perception from competing businesses and the sensitivities of the locality, BFC were asked to review the scope of their development. Following discussions and noting the concerns raised, BFC reduced the scope of their proposed expansion and provided a revised proposal for consideration.

The most significant difference of the current proposal is that it comprises a ground floor expansion only and excludes any form of roof terrace. BFC advised that the reduced development will still facilitate their need for a floor work-out area which will be predominately free of equipment and enable much needed storage space. The revision also contemplates the installation of solar panels. All costs associated with the development will be met by BFC, including connection to the main sewer.

BFC are seeking long term security of tenure over their premises. Due to the longevity of the club, their demonstrated good governance, and the level of investment in the facility, City Officers are supportive of offering a lease term of 10 years with an option for a further 10 years. This is consistent with the current leasing policy and in line with tenure granted to other clubs with similar credentials.

To provide this security of tenure now, their existing lease will need to be surrendered and a new lease entered into. This also provides an opportunity for the City to review the lease terms and conditions, one being the annual rent and how it is applied fairly across the City.



The current policy of the Council, 'Leasing of City Premises' (the Policy) contemplates negotiation of higher rents where the permitted use enables the tenant to generate a periodic or regular income from their activities.

City Officers discussed the Policy with BFC and advised that the City was considering a formula to apply in these instances. A market rental valuation was undertaken both for their current premises and with the expansion included. This was in the vicinity of \$40,500 - \$60,000 per annum.

Initially it was considered that an annual rent equivalent to council commercial rates should be levied in accordance with the Gross Rental Value (GRV) of their expanded premises. Whilst the BFC were open to an increase in rent, Councillors indicated to Officers that an increase to \$6,825 per annum was unreasonable due to the BFC's not-for-profit status, its service to the community and being a long standing club within the City of Busselton.

Officers have reconsidered the proposed annual rent and a formula based on 50% of the council commercial rates that would be levied in accordance with the GRV of their expanded premises is now being proposed, taking into account the circumstances above. Based on the valuation of the expansion, this will equate to \$3,412.00 per annum inclusive of GST. BFC are aware of the proposed annual rent and are willing to pay this.

The permitted use in the current lease is very broad. It is proposed that the new lease is conditioned to prevent group fitness classes taking place or private fitness instructors operating from the venue, unless employed by BFC. This is to ensure that any concerns of potential competition have been considered. The BFC have indicated that they are comfortable with the proposed conditions.

It is also recommended that this lease includes a requirement for BFC to establish and maintain a fund for the purpose of responsible asset management of the building throughout the term. Similar provisions have been included in recent leases to not-for-profit tenants where appropriate. BFC are in agreement with the principle and the quantum proposed.

### **Statutory Environment**

When disposing of property whether by sale, lease or other means, a local government is bound by the requirement of section 3.58 of the *Local Government Act 1995* which requires giving local public notice when disposing of property. There are exemptions to this process under Regulation 30 (2) (b) (i) and (ii) of the *Local Government (Functions & General) Regulations* which states:

*Disposal of land to incorporated bodies with objects of benevolent, cultural, educational or similar nature and the members of which are not enlisted to receive any pecuniary profit from the body's transactions, are exempt from the advertising and tender requirements of section 3.58 of the Local Government Act.*

The constitution of BFC is such that this exemption applies.

The land on which these premises are located is within Reserve 17319, Lot 539, Deposited Plan 404860, Volume LR3167, Folio 873, being Crown Land for the designated purpose of Recreation. The City is the management body under Management Order N534868. The City has the power to lease or licence for periods up to 21 years, subject to the consent of the Minister for Lands.

Under Section 18(2) of the *Land Administration Act 1997*, approval of the Minister for Lands is required for a lease on a Crown Reserve. Additionally, the lease is to be registered at Landgate in accordance with the *Transfer of Land Act 1893*.

### **Relevant Plans and Policies**

The recommendation to enter into a lease with BFC is generally consistent with the principles of the Policy, adopted by Council on 13 May 2020. While the policy provides that the lease term for a not-for-profit sporting and community organisation would generally be for a period of 5 years with an option to extend the term by a further 5 years, it also contemplates circumstances where it is appropriate to offer a longer lease term. For the reasons given in this report, City Officers consider that the status and considerable investment already made and now proposed by the BFC renders them a fitting candidate for the grant of a longer term of 10 years with an option for a further 10.

### **Financial Implications**

There are no financial implications associated with entering into a new lease with BFC, as the City's standard lease terms include requirements for the tenants to pay outgoings including services and insurance as well as meet the costs of maintenance and repair of the buildings, including structural repairs.

The Officer Recommendation to set the rent at 50% of the council commercial rate then increase it annually by CPI is considered a fair compromise and reflective of the Policy which may be applied to tenants who are able to generate an income from the use of Crown land.

### **Stakeholder Consultation**

No external stakeholder consultation was required or undertaken in relation to this matter. There has been extensive consultation undertaken with BFC in respect of their expansion to the building and the future lease.

### **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. Resolve to enter into a shorter or longer term lease however not exceeding 21 years.
2. Resolve to apply a different annual rent. However, the rent should not be less than the standard community and sporting group rent which is currently \$230.00 inclusive of GST.

### **CONCLUSION**


The presence of an affordable fitness facility in this location has been of considerable benefit to the community. BFC have demonstrated good governance, consistent standards of service and a reasonable and realistic approach to their desired expansion and development. City Officers therefore consider it appropriate to recommend that the club are provided with the security of tenure requested and which is in keeping with other similar not for profit groups operating in this Reserve. The surrender of the existing lease and grant of a new term also present the opportunity to include up to date and relevant provisions and conditions in relation to rent and the permitted use.

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

It is anticipated that the lease and surrender would be forwarded to the BFC and executed by all parties no later than 30 September 2020.



16.3 CORPORATE BUSINESS PLAN 2020 - 2024

<b>STRATEGIC GOAL</b>	6. LEADERSHIP Visionary, collaborative, accountable
<b>STRATEGIC OBJECTIVE</b>	6.1 Governance systems, process and practices are responsible, ethical and transparent.
<b>SUBJECT INDEX</b>	Corporate Planning
<b>BUSINESS UNIT</b>	Corporate Services
<b>REPORTING OFFICER</b>	Manager Governance and Corporate Services - Sarah Pierson 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 strategies, plans and policies (excluding local planning policies), tenders, setting and amending budgets, funding, donations and sponsorships, reviewing committee recommendations
<b>VOTING REQUIREMENT</b>	Absolute Majority
<b>ATTACHMENTS</b>	Attachment A Corporate Business Plan <a href="#">↓</a> 

**OFFICER RECOMMENDATION**

**That the Council adopts the Corporate Business Plan 2020 - 2024 in the form attached to this report (Attachment A).**

**EXECUTIVE SUMMARY**

This report presents the attached City of Busselton Corporate Business Plan 2020 – 2024 (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 ten year long term financial plan.

These plans are collectively known as the Integrated Planning and Reporting (IPR) framework. The City of Busselton regularly reviews each plan to ensure they articulate and provide for the delivery of core services and priority initiatives aligned to the community's aspirations.

The direction and focus of the City's corporate business plan, and other IPR plans, is guided by the higher level strategic community plan. The strategic community plan undergoes a major review every four years and a minor (desktop) review every two years. A minor review was undertaken between January and April 2019 and a major review has recently commenced.

The corporate business plan is reviewed every year in conjunction with review of the City's long time financial plan, to determine the priority initiatives for the ensuing four years. Core service objectives are also reviewed, thereby driving the medium term direction of the organisation.

Guidelines relating to the content and standard of IPR plans are found in the IPR Advisory Standard, which was published in September 2016 by the then Department of Local Government and Communities.

The Advisory Standard prescribes categories for assessing the competency of IPR plans; i.e. 'Achieving', 'Intermediate' and 'Advanced'. The standards are described in more detail under the Relevant Plans and Policies section of this report.

## OFFICER COMMENT

The proposed corporate business plan upholds the strategic direction of the Strategic Community Plan 2017 (Review 2019). It also integrates all relevant information contained in the Draft LTFP (Version A), received and acknowledged by Council on 10 June 2020 as a guiding document (requiring further review to take into account the impacts of COVID-19 on the 20/21 budget).

### Format of the Corporate Business Plan

The format of the CBP is overall consistent with the previous year, detailing both core 'business as usual' services that Council delivers to the community, and priority corporate actions to be delivered over the four years of the plan. The services and actions are matched to a strategic community plan key goal area on the basis of 'best fit', acknowledging that there is often a link to more than one strategic goal.

The format of the corporate action tables is consistent with the previous year, the exception being the removal of the Council strategy link and the 'Milestones' column. In many cases the milestone actually duplicated the action itself and so was considered unnecessary. The Council strategy link was removed to streamline the document, recognising that actions often contribute to the achievement of multiple strategic outcomes and, as per above, a best fit linking method has been applied.

In total the proposed CBP contains 76 priority actions:

- 20 in Key Goal Area 1: Community (26 in 2019-2020)
- 11 in Key Goal Area 2: Places and Spaces (12 in 2019-2020)
- 13 in Key Goal Area 3: Environment (13 in 2019-2020)
- 11 in Key Goal Area 4: Economy (11 in 2019-2020)
- 8 in Key Goal Area 5: Transport (8 in 2019-2020)
- 13 in Key Goal Area 5: Leadership (18 in 2019-2020)

An operational action is identified as one which forms part of the core service delivery. A capital action is an action linked to the City's capital works plan and creates or improves an asset. Capital actions which require external funding to fully deliver them are indicated as such through a tick in the column titled 'External Funding'.

Expected timeframes for delivery of the actions are shown. As noted on the 'Our Plan Explained' page and in the 'Resourcing Our Plan' section, these timeframes are subject to regular review, and will require review due to the COVID-19 Pandemic.

It is important to note that this CBP has been developed using the Draft LTFP (Version A), with this being the version of the LTFP resolved upon by Council. As per Council's resolution however, the LTFP was developed before the COVID-19 Pandemic and will require remodelling to take into account its impacts particularly its impacts on the 20/21 financial year – year 1 of the plan. The Resourcing Our Plan section sets this out and explains that the CBP actions have been set at a point in time and will require review. There are provisions in the Act which allow for a local government to report in their Annual Report any significant deviations from their CBP each year.

More broadly, the 'Resourcing Our Plan' section outlines the City's general approach to funding infrastructure projects. Given the current uncertainty we have not provided an estimated capital cost for each capital action, but have instead only provided cost estimates for the major priorities and the Draft LTFP high level forecasts, along with the (current) draft budget.



A full explanation of how to read the CBP is found under the heading 'Our Plan Explained'.

### **New, carried over, amended and deleted actions**

Several new actions have been included in the proposed CBP. Other actions have been carried over from the previous plan unchanged or have been amended to better describe the action. Actions have also been deleted because they have either been completed, supplanted by other priority actions or are considered 'business as usual' and better captured within the service descriptors.

Significant actions carried over include the:

- Continued expansion of the Busselton Margaret River Airport involving the construction of a new terminal;
- Continued redevelopment of the Busselton foreshore and work toward the establishment of hotel accommodation and microbrewery establishments;
- Advancing road and traffic improvements as outlined in the Busselton Traffic Study to improve traffic flow in and around the Busselton City centre;
- Construction of a performing arts and convention centre in Busselton; and
- Continued provision of recreation and active open spaces through implementation of the recently adopted Sport and Recreation Facilities Strategy.

All actions in the plan are accounted for in the Draft LTFP (Version A). Table 1 below provides a high level summary of the differences between the proposed CBP and the Corporate Business Plan 2019-2023, with Tables 2-7 providing more detail. Actions carried over into the proposed plan with only minor wording amendments are not included in the tables.

**Table 1: Summary of action changes**

New actions in proposed plan	Actions significantly amended	Actions deleted from 2019-2023	Actions reassigned to a different Key Goal Area and/or objective
19	9	37	0

**Table 2: Key Goal Area 1 Community - Welcoming, Friendly, Healthy**

STATUS	Action description	20/21	21/22	22/23	23/24
<b>1.1 A friendly and safe community with a strong community spirit</b>					
New	<b>Fire and Community Facilities Building</b> Construct a new fire shed and community facility on City Reserve Lot 401 Biddle Road, Quindalup.			●	
New	<b>CCTV Precinct Extension – Safer Cities</b> Continue to extend CCTV facilities as part of the Safer Cities program.	●	●	●	●
Deleted	<b>Disability Access and Inclusion Plan</b> Implement the Disability Action and Inclusion Plan 2018-2022.	Core service			
Deleted	<b>Support Community Initiatives and Facilities</b> Promote and administer two rounds of community grants each financial year.	Core service			
Deleted	<b>Community Safety and Security Strategy Implementation</b> Implement the Community Safety and Security Strategy for the Busselton and Dunsborough town centres and surrounding districts.	Core service			

Deleted	<b>Community Services Directory Review</b> Review the Need and Hand and other City service directories with the aim of improving the content and distribution of community services information.	Action complete			
1.2 A community with access to life-long health and education opportunities					
Deleted	<b>Children and Family Services</b> Support intervention programs that promote the importance and value of a child’s early development.	Core service			
1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences					
New	<b>New Squash Court Facility</b> Partner with the Busselton Squash Club and Busselton Golf Club to investigate opportunities for the rebuilding of squash courts at the Busselton Golf Club.	●	●		
New	<b>Geographe Leisure Centre Swimming Pool Improvements</b> Increase carrying capacity at the GLC by creating a dedicated lap pool and program pool through reconfiguration of the 25m pool and leisure pool.				●
New	<b>Sir Stewart Bovell Sport Park</b> Complete a masterplan to detail the opportunities to develop a future sports talent hub.	●			
New	<b>Vasse Sporting Precinct – Floodlights</b> Install sports field lighting to the Vasse Playing Fields			●	
Amended	<b>Naturaliste Community Centre (NCC)</b> Further develop the masterplan to detail opportunities at the Dunsborough Playing Fields and NCC.  <u>19/20 action</u> Naturaliste Community Centre Upgrades <i>Upgrade the Naturaliste Community Centre, including the expansion of the customer service centre, library and plan for expanded stadium and car parking facilities.</i>	●			
Amended	<b>Performing Arts and Convention Centre - Construction</b> Construct a performing arts and convention space in the Busselton Cultural Precinct  <u>19/20 action</u> Busselton Entertainment Arts and Culture Hub (BEACH) – Construction <i>Progress the design and development of a performing arts and convention space in the Busselton Cultural Precinct.</i>	●	●		
Deleted	<b>Sport and Recreation Facilities Strategy</b> <i>Prepare a sport and recreational facilities strategy to guide future development of facilities to meet the needs of the local community, in addition to providing facilities capable of hosting sporting events</i>	Sport and Recreation Strategy now adopted. Implementation actions programmed.			
Deleted	<b>Settlement Art Project</b> Complete the Busselton Settlement Art Project through the completion and installation of the Pioneer Woman sculpture.	Action complete			
Deleted	<b>Vasse Newtown Oval</b> Complete temporary carpark construction adjacent to the Vasse Newtown (Kaloorup) Oval	Action Complete			
Deleted	<b>Geographe Leisure Centre Master Plan</b> Complete environmental studies and design work to progress the future expansion of the Geographe Leisure Centre.	Now part of the Sport and Recreation Facilities Strategy action			
Deleted	<b>Lou Weston Oval Upgrade</b> Upgrade the club facilities at Lou Weston Oval according to the approved detailed design.	Action complete			
Deleted	<b>Busselton Tennis Club Facilities Relocation</b> Finalise relocation to the new Busselton Tennis Centre.	Action complete			

Deleted	<b>Yalyalup Development</b> Continue to plan for the development of sport and community facilities at Yalyalup.	Now part of the Sport and Recreation Facilities Strategy action			
<b>1.4 Work with key partners to provide a range of community services and programs that support people of all ages and backgrounds</b>					
New	<b>Dunsborough Country Club Extension</b> Partner with the Dunsborough and Districts Club to maximize the opportunities at this site.	●	●	●	
Deleted	<b>Youth Initiatives Implementation</b> Implement actions from the Youth Services section of the City's Social Plan.	Core service			
Deleted	<b>Seniors Initiatives Implementation</b> Implement actions from the Senior Services section of the City's Social Plan.	Core service			

**Table 3: Key Goal Area 2 Places and Spaces - Vibrant, Attractive, Affordable**

STATUS	Action description	20/21	21/22	22/23	23/24
2.1 Planning strategies that foster the development of neighbourhoods that meet our needs as we grow					
Amended	<b>Non-Potable Water Network</b> Establish production bores with capacity to deliver water to Dunsborough Lakes ovals and recreation spaces.	●			
	<u>19/20 action description</u> Non-Potable Water Supply Dunsborough <i>Complete hydro-geological studies as part of work towards securing a non-potable water supply to facilitate the development of future sporting ovals at Dunsborough Lakes Sporting Facilities.</i>				
Deleted	<b>Local Planning Strategy</b> Finalise the Local Planning Strategy following approval by the WA Planning Commission.	Action complete			
Deleted	<b>Strategic Land Review</b> Continue to implement the recommendations of the Strategic Land Review	Core service			
2.2 Attractive parks and open spaces that create opportunities for people to come together, socialise and enjoy a range of activities					
New	<b>Old Dunsborough Boat Ramp Precinct</b> Assess opportunities for the construction of a café/kiosk at the old Dunsborough boat ramp.		●		
2.3 Creative urban design that produces vibrant, mixed-use town centres and public spaces					
Nil					

**Table 4: Key Goal Area 3: Environment – Valued, Conserved, Enjoyed**

STATUS	Action description	20/21	21/22	22/23	23/24
<b>3.1 Development is managed sustainable and our environment valued</b>					
Deleted	<b>Port Geographe Waterways</b> Work in the State government and key partners to fulfil the City's role in the ongoing management of Port Geographe waterways.	Core service			



Deleted	<b>Reserve Management Plans</b> Continue to implement and periodically review management plans for City reserves.	Core service			
Deleted	<b>Rehabilitate the Dunsborough Waste Facility</b> Update and implement the rehabilitation plan for the Dunsborough Waste Facility.	Core service			
3.2 Natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations					
Deleted	<b>Meelup Regional Park Coastal Nodes</b> Progressively implement the Meelup Regional Park Coastal Nodes Management Plan to ensure visitor safety and prevent adverse impacts on Park values.	Core service			
Deleted	<b>Contaminated Sites</b> Continue to work with department of Water and Environmental Regulation and key stakeholders to appropriately manage and where possible remediate contaminated sites.	Core service			
Deleted	<b>Corella Management</b> Implement a regional collaborative approach for the management and control of Little Corella ( <i>Cacatua sanguine gymnopsis</i> ) and the Eastern Long Billed Corella ( <i>Cacatua tenuirostris</i> ).	Regional Cooperation has stalled due to priorities of other local governments			
Deleted	<b>Street and Park Tree Enhancement</b> Implement the street and park tree planting program for street and park enhancement and habitat improvement.	Core service			
3.3 The health and attractiveness of our waterways and wetlands is improved to enhance community amenity.					
New	<b>Lower Vasse River Management Advisory Group</b> Work with the Lower Vasse River Management Advisory Group to refine and implement actions to significantly improve the amenity of the Lower Vasse River.	●	●	●	●
Deleted	<b>Revitalising Geographe Waterways</b> Actively work with key stakeholders including the State Government and community representatives to progress long term water quality improvements.	Lower Vasse River and Toby Inlet Management Plans adopted and replaced now with new Management Advisory Group action.			
3.4 Climate change risks and impacts are understood, acknowledged and responded to through appropriate planning and community education					
New	<b>LED Lighting Upgrades</b> Progressively upgrade street lighting to LED to improve the energy efficiency of City owned lighting infrastructure	●	●	●	●
New	<b>Improving sustainability and energy management</b> Develop a policy and guideline document outlining matters to be considered when procuring, constructing and operating all new City assets to ensure that improved energy management is achieved.	●			
New	<b>Solar Farm Construction</b> Establish a solar farm at Lot 27 Rendezvous Road to improve the energy efficiency of City owned buildings.		●		
New	<b>Parks and Gardens Technology Improvements</b> Implement smart technologies in City parks, gardens and reserves to reduce water and power use.	●	●	●	●
Deleted	<b>Energy Master Plan</b> Adopt and implement an energy master plan to assist the City achieve energy savings and reduce greenhouse gas emissions.	Energy Master Plan adopted. Implementation actions now programmed			

**Table 5: Key Goal Area 4 Economy – Diverse, Robust, Prosperous**

STATUS	Action description	20/21	21/22	22/23	23/24
4.1 An innovative and diversified economy that provides a variety of business and employment					
New	<a href="#">Busselton Foreshore Microbrewery</a> Facilitate completion of the Microbrewery at the Busselton foreshore.	●			
New	<a href="#">Busselton Foreshore Hotel Site</a> Facilitate the development of hotel site 1 at the Busselton foreshore.	●			
Deleted	<b>Busselton Foreshore Commercial Opportunities</b> Facilitate commercial investment at the Busselton foreshore, including two hotel sites, restaurant/microbrewery and a tourist oriented retail site.	Covered by other actions and core service			
Deleted	<b>Economic Development Strategy</b> Facilitate the implementation of the Economic Development Strategy.	Core service			
4.2 A community where local business is supported and in turn drives our economy					
New	<a href="#">Smart City</a> Implement the Smart City Strategy 2020-2024 by adopting an implementation plan focusing on initiatives that improve the City's digital economy.	●			
New	<a href="#">Industry Sector Analysis</a> Work with stakeholders to identify industry development and growth opportunities and to establish a value proposition for investment.	●	●		
Deleted	<b>Business Support</b> Continue to work with individual business, chamber of commerce groups, progress associations and government agencies to identify opportunities to support local and small businesses.	Core service			
4.3 Events and unique tourism experiences that aid in attractive visitors and investment					
New	<a href="#">Australian Underwater Discovery Centre</a> Facilitate in partnership with the Busselton Jetty Inc. progression of the Australian Underwater Discovery Centre.	●			
Amended	<a href="#">Events Strategy</a> Review the Events Strategy post COVID-19 to ensure it continues to deliver positive returns to the City's community and economy.	●			
	<u>19/20 action description</u> Event Strategy Complete the review of the Events Strategy	●			
Deleted	<b>Events Prospectus</b> Prepare an events/film industry prospectus to actively target and attract new high profile events and film makers.	Close to complete at end of 19/20			
Deleted	<b>Marketing and Events Reference Group</b> Continue to ensure the economic benefit of events is maximised through effective operation of the Marketing and Events Reference Group.	Core service			

**Table 6: Key Goal Area 5 Transport – Smart, Connective, Accessible**

STATUS	Action description	20/21	21/22	22/23	23/24
<b>5.1 Public transport services that meet the needs of the community.</b>					
Nil					
<b>5.2 Road Networks that provide for a growing population and the safe movement of all users through the district</b>					
Amended	<p><b>Busselton Traffic Improvements</b> Duplicate Causeway Road from Rosemary Drive (West) to Molloy Street, upgrade Peel Terrace / Causeway Road roundabout, and install a roundabout at Albert Street / Queen Street.</p> <p><u>19/20 action description</u> Busselton Traffic Improvements Progress the City Centre Eastern Link (Stage 1) component of the Busselton Traffic Study and progressively implement improvements to other City centre intersections to improve traffic flow.</p>	●	●	●	●
<b>5.3 Pathways and cycle ways that connect our communities and provide alternative transport.</b>					
Nil					

**Table 7: Key Goal Area 6 Leadership –Visionary, Collaborative, Accountable**

STATUS	Action description	20/21	21/22	22/23	23/24
<b>6.1 Governance systems, process and practices are responsible, ethical and transparent</b>					
New	<p><b>Rating Strategy</b> Draft a rating strategy that delivers a fair and equitable rating burden and achieves long term financial plan targets.</p>	●			
Amended	<p><b>Fair Value</b> Realign the fair value assessment of the City's assets from a staggered three year cycle to an aligned five year cycle as provided for in the <i>Local Government (Financial Management) Regulations 1996</i>.</p> <p><u>19/20 action description</u> <b>Fair Value</b> Assess the worth of all asset classes every three years.</p>	●	●	●	●
Deleted	<p><b>Financial Audit</b> Conduct an annual audit to ensure financial compliance with legislative requirements.</p>	Core service			
Deleted	<p><b>Statutory Compliance Audit</b> Conduct an annual audit to ensure statutory compliance with legislative requirements.</p>	Core service			
Deleted	<p><b>Integrated Planning and Reporting</b> Maintain and develop processes and systems in relation to integrated planning, budgeting and reporting.</p>	Core service			
Deleted	<p><b>Governance Systems Review</b> Implement agreed recommendation of the Governance Systems Review.</p>	Action complete			

6.2 Council engages broadly and proactively with the community					
Amended	<b>Community Engagement Policy</b> Review the City’s Community Engagement Policy as the first step to building a community engagement framework.	●			
	<b>19/20 Action Description</b> Engagement Policy Review the City’s Community Engagement Policy.				
6.3 Accountable leadership that is supported by a skilled and professional workforce					
Amended	<b>Strategic Community Plan Reviews</b> Undertake the four year major review of the Strategic Community Plan.	●			
	<b>19/20 Action Description</b> Strategic Community Plan Reviews <i>Regularly review the Strategic Community Plan to ensure it maintains relevance with the community’s visions, aspirations and objectives.</i>				
Amended	<b>Long Term Financial Plan</b> Review the City’s LTFP in light of the reviewed Strategic Community Plan	●	●		
	<b>19/20 Action Description</b> Long Term Financial Plan <i>Maintain a rolling ten year financial plan to assist and guide the City in strategic financial decision making processes.</i>				
Deleted	<b>Enhancing Integrated Corporate Systems</b> Continuously improve and upgrade corporate enterprise systems and infrastructure.	Core service			
Deleted	<b>Annual Budget</b> Prepare an annual budget which aligns with the City’s Corporate Business Plan and Strategic Community Plan objectives	Core service			
Deleted	<b>Workforce Planning</b> Implement strategies and actions contained in the Workforce Plan, including strategies aimed at developing a high performance culture.	Core service			

The final section of the CBP contains 11 corporate performance indicators. These help to measure the progress and trends of the organisation's financial and service performance, as well as the progress of corporate business plan actions.

There are three proposed amendments to the corporate performance indicators.

1. CPI 9: Development Assessment: Achievement of established targets

In past years, the City has not been meeting its own internal turnaround targets for planning applications. The results are a reflection of the continued high numbers of applications and enquiries received over a long period, and applications being submitted with inadequate supporting information. Results are also impacted where applications rely on feedback from State agencies.

The targets were last reviewed in 2017-2018 and were designed to be challenging. However, it is now considered that the targets are too challenging. The targets have again been reviewed based on a review of the last three years assessment timeframes. A comparison of the current target versus the proposed targets (included in the plan) is shown in Table 8 below.

**Table 8: Corporate Performance Indicator 9 – Target Comparison**

Application type	Target	Proposed Target
<b>Simple</b> no additional information or referrals required	100% turnaround within 21 calendar days	90% within 21 calendar days
<b>Standard</b> additional information or formal advertising required	100% within 42 calendar days	80% within 42 calendar days
<b>Complex:</b> referral to a State Government agency required	100% within 70 calendar days	70% within 70 calendar days

2. CPI 10: Energy Use: Energy plan targets determined by end 2019-2020

The direction for the City's energy master plan targets have been in abeyance pending the endorsement of the City's Energy Strategy (endorsed 11 December 2019). A revised measure and target for this corporate performance indicator has been drafted and included in the draft corporate business plan. A comparison of the new corporate performance indicator measure and target is illustrated in Table 9 below.

**Table 9: Corporate Performance Indicator 10 – Measure and Target Comparison**

2019-2020 Measure	Proposed Measure and Target
<i>Measure:</i> Energy plan targets determined by end 2019-2020	<i>Measure:</i> Energy plan targets met.
<i>Target:</i> Targets set	<i>Target:</i> By 2030, City of Busselton corporate carbon emissions per capita are 50% less compared to 2017-2018 emission levels.

3. CPI 11: Safety: LTIFR

The Lost Time Injury Frequency Rate (LTIFR), currently used to report on safety performance, is a measure used by industries to determine the number of lost-time injuries within a given period, relative to the total number of hours worked. A multiplier of one million is used and LTIFR is reported as the number of lost-time injuries per million hours worked as follows:

$$\frac{\text{\# of LTIs} \times 1\,000\,000}{\text{\# of hours worked}}$$

While it is a good measure for the purposes of benchmarking, and ensures that the level of hours worked is accounted for (more work performed the more risk of injury occurring), it can be difficult to understand. Councillors have raised this as a concern. Therefore it is recommended that we report on the raw number of lost time injuries (LTI's) moving forward.

### **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:

- a) have a minimum four year outlook;
- b) 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;
- c) state the services, operations and projects that a local government will deliver over the period of the plan, the method for delivering these and the associated cost;
- d) reference resourcing considerations such as asset management plans, finances and workforce plans; and
- e) be adopted by an Absolute Majority of the Council.

### **Relevant Plans and Policies**

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' standard documents reflect the higher levels of planning and integration practices that a local government should be moving steadily through on a pathway of continuous improvement.

Officers are confident that the City's proposed CBP satisfies the 'Achieving' standard.

### **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 2017 (Review 2019), which, as its title indicates, underwent a minor review earlier this year. The minor SCP review involved consultation with both City Officers and the community. Overall, the feedback received through this process validated the City's current strategic direction with minor amendments made to two objectives and 13 strategies of the SCP. Those amendments have not however resulted in significant changes to services or the priorities of the City in the medium term.

**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.

The key threat to the successful delivery of the CBP is the availability of external funding and the potential for anticipated funding to be reduced.

**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 Corporate Business Plan is a key component of the IPR framework. The proposed CBP meets the "Achieving" standard required by the Department of Local Government, Sport and Cultural Industries Advisory Standard and integrates relevant information from the City's Draft LTFP (Version A).

The proposed CBP supports the Council's strategies outlined in the SCP and advances many of the key initiatives that the City has progressed 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.





#### 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.

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## MESSAGE FROM THE MAYOR AND CEO

Welcome to the  
City of Busselton Corporate Business Plan  
2020 - 2024



We are pleased to present the City of Busselton 2020-2024 Corporate Business Plan.

In recent months the COVID 19 pandemic has affected our community in ways we could not have foreseen. The economic impact on sectors of our community have been especially hard felt. As a local government, we are conscious of the need to offer support and assistance to our ratepayers while at the same time acting to provide economic stimulus where we can.

This Corporate Business Plan, together with the City's long term financial planning, continues to provide services and essential capital works while also responding to the community's need for new and improved recreational infrastructure, including a new sporting precinct at Dunsborough Lakes, and the construction of a performing arts and convention centre in Busselton.

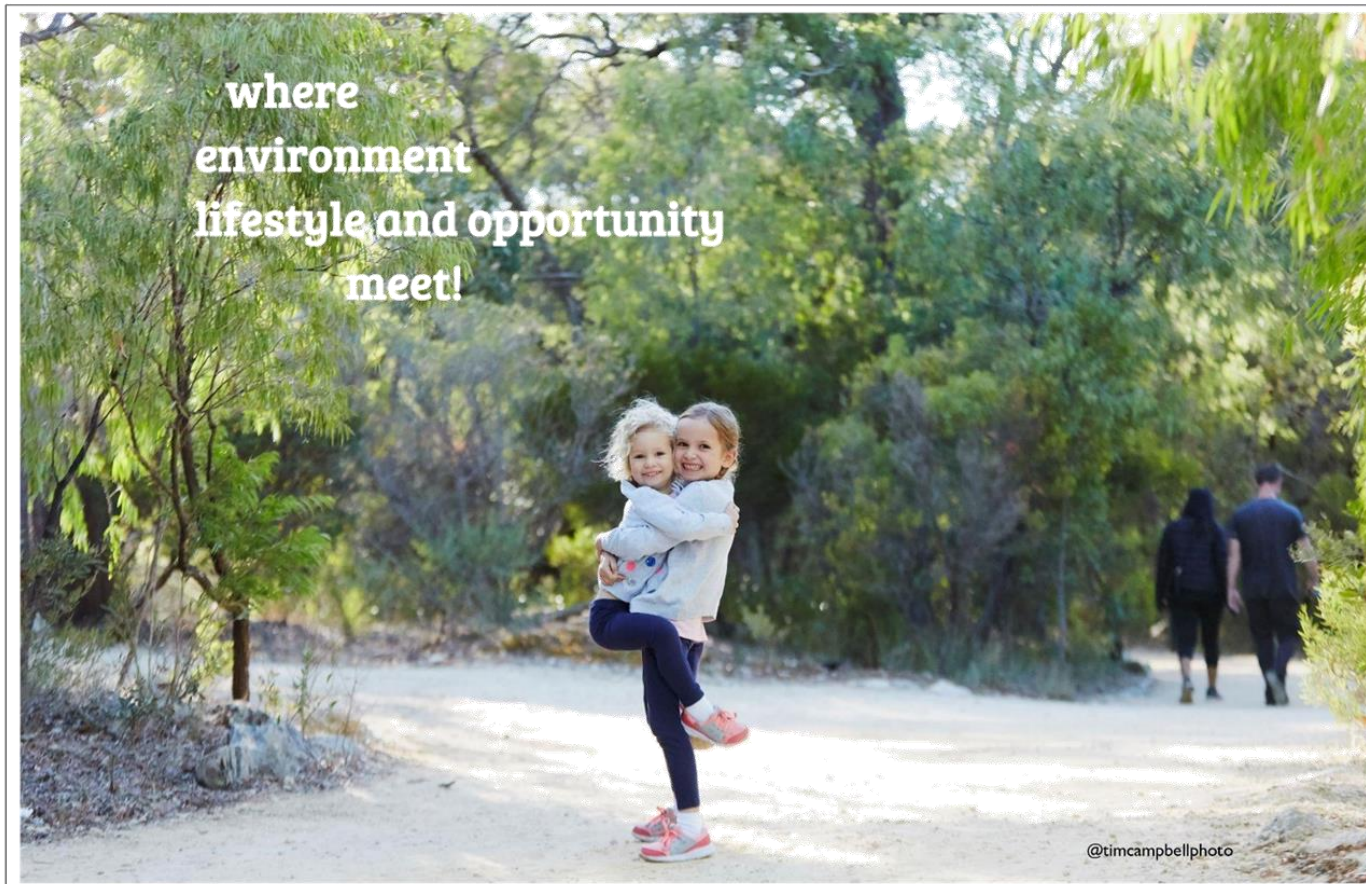
The freezing of rates and fees and charges in 2020-2021 will provide ratepayers with some much needed relief at this time and in line with our corporate values of Listening, Considered Decision Making, Appreciation, Respect and Teamwork, Council and City staff will work together to ensure that our services deliver the best possible advantage to the community.

This Plan is firmly focused on our community vision: that the City of Busselton continues to be the place *"Where environment, lifestyle and opportunity meet"*.

Grant Henley  
Mayor

Mike Archer  
CEO

### Our Community's Vision



## Our Directorates: Working for the Community



The service areas of each Directorate work in a team focused environment to achieve the community's objectives.

Team plans are reviewed each year and their priority activities included in the Corporate Business Plans. Each team plan takes into account their

- Service structure
- Mandatory obligations
- Changes and trends in service needs
- Existing priority actions, programs and projects
- Operating revenue
- Operating expenditure
- Workforce capacity
- Risk assessment framework
- Key performance measures

### Community and Commercial Services



DIRECTOR: **Naomi Searle**

PURPOSE: *To inspire a community and support an economy where opportunities thrive.*

EMPLOYEES: 48.322 full time equivalent

### Engineering and Works Services



DIRECTOR: **Oliver Darby**

PURPOSE: *Take the community vision from idea to reality through the efficient delivery of services.*

EMPLOYEES: 144.92 full time equivalent

### Finance and Corporate Services



DIRECTOR: **Tony Nottle**

PURPOSE: *To support the provision of City services and informed decision making through the delivery of professional and responsive advice, services and information.*

EMPLOYEES: 70.95 full time equivalent

### Planning and Development Services



DIRECTOR: **Paul Needham**

PURPOSE: *Working together to make our place even better; safe, healthy, green, fair, inviting and thriving.*

EMPLOYEES: 58.32 full time equivalent



### Our Corporate Values

**Listening**

**Considered  
decision  
making**

**Appreciation**

**Respect**


















**Teamwork**



## Our Service Structure

DIRECTORATES													
Chief Executive Officer	Community and Commercial Services		Engineering and Work Services				Finance and Corporate Services			Planning and Development Services			
BUSINESS UNITS													
Executive Services	Community Services	Commercial Services	Engineering and Technical Services	Major Projects and Facility Services	Operations Services	Waste and Fleet Services	Governance and Corporate Services	Legal and Property Services	Finance Services	Information Services	Development Services	Environmental Services	Strategic Planning
ACTIVITY UNITS													
Executive Services	Community Development	Airport Services	Asset Management	Facility Services	Maintenance and Construction	Fleet Management Services	Human Resources and Risk	Legal Services	Finance	Customer Services	Building Services	Ranger and Emergency Services	Strategic Planning
	Cultural Services	Economic and Business Development	Coastal Protection	Major Projects	Parks and Gardens	Waste Management	Governance	Land and Property Leasing	Rates	Information Technology	Statutory Planning	Environmental Health	
	Library Services	Events Services	Design and Survey				Public Relations			Records	Development Compliance	Environmental Management	
	Recreation Services	Tourist Park Services	Development Control							Venue Support Services			
			Landscape Architecture										

## Quick Facts

<b>POPULATION</b>  <b>39,623*</b>	<b>SEALED ROADS</b>  <b>953.7kms</b>	<b>REGIONAL AIRPORT</b>  <b>1</b>	<b>NATURE RESERVES</b>  <b>2,386 hectares</b>	<b>FOOTPATHS</b>  <b>271kms</b>
<b>POPULATION GROWTH 2018-2019</b>  <b>1.8%*</b>	<b>UNSEALED ROADS</b>  <b>253.6kms</b>	<b>HEALTH CAMPUS</b>  <b>1</b>	<b>BBQs</b>  <b>34</b>	<b>COMMUNITY GARDENS</b>  <b>2</b>
<b>PERSONS PER Km2 2018-2019</b>  <b>27.3*</b>	<b>ACROD BAYS</b>  <b>112</b>	<b>LIBRARIES</b>  <b>2</b>	<b>PLAYGROUNDS</b>  <b>93</b>	<b>MENS SHEDS</b>  <b>2</b>
<b>AVERAGE AGE</b>  <b>42.4♦</b>	<b>CAR PARK BAYS</b>  <b>4,322</b>	<b>RATEABLE PROPERTIES</b>  <b>23,475</b>	<b>SPORT AND REC OPEN SPACE</b>  <b>1,144 hectares</b>	<b>SPORTING CLUBS</b>  <b>96</b>

\*3218.0 Regional Population Growth, Australia ABS Estimated Residential Population 2019 Released 25 March 2020

♦ 3235.0 Regional Population By Age and Sex, Australia ABS Summary Statistics 2018 Released 29 August 2019



## Our Plan Explained

The Corporate Business Plan is based on the six key goal areas described in the City's Strategic Community Plan 2017 (Review 2019). Each Key Goal Area represents a community aspiration which was defined in 2017 and reaffirmed in 2019 through public consultation.



### Community Objectives and Council Strategies

Our key goal areas are defined by specific objectives. To support the achievement of these objectives, Council has adopted a number of strategies. These strategies are supported by our service priorities and the actions listed in this Corporate Business Plan.

### City Services

The services we provide may contribute to the achievement of more than one objective. The link between services and a Key Goal Area is therefore determined on the basis of 'best fit'.

### Corporate Action

These are our priority actions and projects for the next four years. As with our services, the connection between actions, projects and community objectives is determined on the basis of 'best fit'.

### Action type

- **OPERATIONAL** – an action which mostly forms part of the core activities and services provided by the City. As such no cost estimate is provided.
- **CAPITAL** – an action linked to the City's capital works plan, generally involving the development or improvement of an asset.

### Informing documents

The plans that guide Corporate Business Plan actions and services.

### External Funding

The progress of the action is dependent upon funds provided by sources other than the City's own funds.

### Delivery

The timeframe for delivering the action, noting that these are subject to regular review.

## Resourcing Our Corporate Business Plan

The City's Draft Long Term Financial Plan (LTFP) 20/21 – 30/31, Asset Management Plans and Workforce Plan combine to inform our the delivery of services and actions over the life of this plan.

Council has been assessing its long term financial position over the last 12 months through the development of a Draft Long Term Financial Plan (LTFP). This Draft LTFP was endorsed by Council as a guiding document on 10 June 2020 (C2006/047), with Council noting that further modifications and review of the LTFP is required to acknowledge the impacts of the COVID-19 pandemic.

Overall, the City's financial position is considered strong, with significant cash reserves available for asset management, and a strong ability to generate rates income through high levels of growth and development. The City plans to invest significantly in capital projects over the next 10 years to support our growing economy. The LTFP assumes very little external grant revenue for these projects due to the uncertainty and competitive nature of grant programs such as the Community Sport and Recreation Facility Fund (CSRFF).

Significant inter-generational facilities and improvements such as a performing arts and convention centre, are funded by using loan facilities. With a debt service coverage ratio well within the Department's ratio target, and the availability of record low interest rates, this is considered to be a fair and prudent funding strategy for both current and future generations. The City also continues to actively seek external grant funding for many of its initiatives. Those that require external funding also noted.

While the Draft LTFP guides the City's investment decisions and this plan, careful budgeting each financial year seeks to achieve returns that are most advantageous to our ratepayers, and can result in adjustments. Review of the City's financial position as we assess the impacts of COVID-19 will also require a degree of flexibility.

A high level summary of the current forecast operating revenue and expenditure and capital and investment activity for the four years of the Corporate Business Plan follows, noting again that this is based on the Draft LTFP and is currently undergoing review due to COVID. For comparison purposes the draft 20/21 Annual Budget data is also provided.

The City notes that its financial position is not accurately reflected in the Financial Health Indicators used by the Department of Local Government, due to the non-inclusion of cash reserves in the ratio calculations and the relative 'youth of the City's considerable asset base. The City's has auditor has supported the City as being in a strong financial position over consecutive years.



Resourcing our Plan

Account Type	Nature and Type	20/21	FORECASTS - Draft LTFF			
		Draft Budget	2020/2021	2021/2022	2022/2023	2023/2024
Revenue	Rates	52,759,360	53,988,879	56,415,275	59,265,659	62,260,054
	Operating grants, subsidies and contributions	4,157,401	4,942,271	5,000,946	5,048,705	5,134,450
	Non-operating grants, subsidies and contributions	21,822,003	17,745,687	19,331,502	23,907,022	7,943,414
	Fees and charges	16,402,498	18,263,298	19,072,305	21,332,106	22,243,363
	Interest earnings	1,133,040	1,248,138	1,211,125	1,355,382	1,467,794
	Profit on asset disposal	19,193				
	Other revenue	424,730	482,810	518,318	524,675	531,447
Total Revenue		96,718,225	96,671,083	101,549,471	111,433,549	99,580,522
Expenses	Employee costs	-33494706	-34,210,021	-35,286,667	-37,042,293	-38,213,282
	Materials and contracts	-18532878	-17,373,911	-18,206,634	-19,570,961	-20,381,943
	Materials and contracts - Donated assets and new assets	0	-210,000	-430,500	-661,894	-904,588
	Utility charges (electricity, gas, water etc.)	-2770956	-2,779,696	-2,919,182	-3,065,682	-3,219,524
	Depreciation on non-current assets	-23512724	-23,475,780	-25,472,390	-27,114,213	-28,742,027
	Insurance expense	-770664	-745,983	-768,363	-791,419	-815,166
	Interest expenses	-1283051	-1,198,851	-1,227,493	-1,243,076	-1,207,406
	Other expenditure	-5278437	-6,795,625	-5,280,966	-4,726,259	-4,562,875
	Loss on asset disposal	-90673				
	Discretionary operational funding	0	-258,019	-269,615	-283,237	-297,548
Total Expenses		-85,734,089	-87,047,886	-89,861,810	-94,499,034	-98,344,359
Allocations		2,425,700	2,259,537	2,316,017	2,373,905	2,433,252
Grand Total		13,409,836	11,882,734	-1,227,493	-1,243,076	-1,207,406
Adjustments for Cash Requirements	Depreciation on Assets	23,512,724	23,475,780	-1,227,493	-1,243,076	-1,207,406
	Profit/Loss on Sale of Assets	71,480				
	Movement in Non-Current Liabilities		580,000	-1,227,493	-1,243,076	-1,207,406
Net Income Available for Capital		36,994,040	35,938,514	40,058,568	47,023,133	32,991,942

Resourcing our Plan

Account Type	Nature and Type	20/21	FORECASTS - Draft LTFF			
		Draft Budget	2020/2021	2021/2022	2022/2023	2023/2024
Capital and Investing Activities	Purchase - Land	-18,184,354	-2,230,000	-164,000	-168,100	-172,303
	Purchase - Buildings		-11,737,504	-12,345,909	-4,541,424	-5,642,451
	Purchase - Plant and Equipment	-2,204,000	-2,435,000	-4,240,400	-2,642,300	-2,800,300
	Purchase - Furniture and Equipment	-461,088	-553,000	-566,537	-580,562	-687,252
	Purchase - Roads		-10,256,873	-5,321,174	-5,946,079	-6,207,796
	Purchase - Bridges		-567,000	-6,600,000	0	-400,000
	Purchase - Car Parks		-490,001	-256,875	-1,063,939	-771,197
	Purchase - Footpaths and Cycle ways		-1,732,077	-1,795,961	-1,868,387	-1,944,015
	Purchase - Parks, Gardens and Reserves		-5,370,169	-3,706,010	-4,101,952	-2,990,665
	Purchase - Drainage		-357,000	-365,925	-375,073	-384,450
	Purchase - Regional Airport and Industrial Park Infrastructure		-1	0	-16,500,000	0
	Purchase - Other Infrastructure		-2,820,000	-3,158,500	-1,503,063	-1,897,689
	Donated Assets	-6,597,200	-5,814,623	-5,989,062	-6,168,735	-6,353,796
	Proceeds From Sale of Assets	448,500	553,906	864,007	891,218	885,571
	Repayment of Loan Principal - Council - Existing Loans		-2,976,397	-2,961,067	-3,025,693	-3,068,417
	Repayment of Loan Principal - Council - New Loans		-203,674	-639,997	-1,014,942	-1,327,972
	Repayment of Loan Principal - Self Supporting Loans - Existing		-68,628	-51,104	-49,584	-51,224
	Repayment of Loan Principal - Self Supporting Loans - New		-9,052	-208,482	-413,532	-441,807
	Proceeds from Borrowings	7,700,000	4,700,000	9,200,000	3,275,000	3,850,000
	Income from Developer Contributions	575,000				
	Principal Elements of Finance Lease Payments	-444,728				
	Advances to Community Groups	-200,000	-200,000	-4,200,000	-200,000	-250,000
	Self-Supporting Loan Principal Income	76,082	77,680	259,586	463,116	493,031
	Transfers to Restricted Assets - Contributions	-62,570	-	-	-	-
	Transfers from Restricted Assets	1,845,978	-	-	-	-
	Transfers to Reserves	-19,014,272	-17,700,592	-18,383,184	-19,166,976	-19,986,287
	Transfers from Reserves	32,387,083	25,439,037	22,127,916	18,761,337	18,844,647
	Transfers to Building Reserves		-1,864,963	-2,211,694	-2,397,006	-2,750,818
	Transfers from Building Reserves		1,075,875	848,530	1,288,186	1,288,213
	Transfers to Busselton Jetty Tourist Park Reserve		-546,002	-552,945	-560,087	-562,818
	Transfers from Busselton Jetty Tourist Park Reserve		243,600	217,690	401,882	441,179
Total Capital Expenditure		-37,418,980	-35,842,458	-40,201,097	-47,206,694	-32,888,616
Surplus (Deficit) Prior to Application of Surplus C/F		-424,940	96,056	-142,529	-183,561	103,326



*Four Year Priorities*

**Four Year Priorities**

Non-Potable Water Supply  
Dunsborough

*Projected Funding: \$500,000*

Implement the first stage of a non-potable water network to service future ovals and recreation areas south and east of the Dunsborough town site.

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.

Busselton Traffic  
Improvements

*Projected Funding: \$6M*

Deliver key projects, including the Eastern Link and Causeway Road Duplication (Stage 1), to improve traffic management in and around Busselton's City Centre.

City Solar Farm

*Projected Funding: \$1M*

Establish a solar farm to improve the energy efficiency of City owned buildings.

Busselton Foreshore

*Projected Funding: \$1.3M*

Complete the redevelopment of the Busselton Foreshore to provide for the enjoyment of the community and visitors.

Busselton Margaret River  
Airport

*Projected Funding: \$16.5M*

Complete the construction of a new terminal building in line with the Busselton Margaret River Airport Master Plan.



@timcambellophoto

Key Goal Area **1**

## Key Goal Area 1: Community

### Community objectives

- 1.1 A friendly and safe community with a strong community spirit.
- 1.2 A community with access to life-long health and education opportunities.
- 1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences.
- 1.4 Work with key partners to provide a range of community services and programs that support people of all ages and backgrounds.

### Council strategies supporting community objectives

- a. Explore ways to improve social connectedness and inclusion in our community, in particular youth and those who are disadvantaged.
- b. Advocate for and support providers to deliver specialist, mental health and substance support services.
- c. Work with the community and other key partners to keep our community safe.
- d. Advocate for the establishment of higher education facilities providing transitional learning opportunities.
- e. Create sport and recreation hubs to service local and regional communities.
- f. Establish a performing arts facility for the District.
- g. Host and facilitate events and programs that bring the community together.



Key Goal Area 1

City services linked to Key Goal Area 1

Community Objective	Services	Service Objective	What we do
1.1 1.4	Community Development	Support and assist the local community with initiatives that promote and enhance health, safety, accessibility and/or local economy.	<ul style="list-style-type: none"> <li>• Coordinate and implement the Disability Access and Inclusion Plan and Reference Group.</li> <li>• Promote and administer two rounds of community grants each financial year.</li> <li>• Implement actions from the Senior Services section of the City's Social Plan.</li> <li>• Implement the Community Safety and Security Strategy</li> </ul>
1.3	Cultural Services	Engage and encourage residents and visitors to participate in and benefit from art and heritage.	<ul style="list-style-type: none"> <li>• Manage and promote exhibitions at ArtGeo and the Old Courthouse.</li> <li>• Manage the City's art collection.</li> <li>• Identify innovative means to incorporate new and vibrant arts and event opportunities in the Cultural Precinct.</li> <li>• Implement the City's REFLECT RAP in partnership with the District's local Aboriginal community.</li> </ul>
1.2	Library Services	Help to create a literate and informed community by providing responsive and inclusive library services to the community.	<ul style="list-style-type: none"> <li>• Operate the Busselton and Dunsborough libraries, including eResources and interlibrary loan services.</li> <li>• Provide library programs for children and teens</li> <li>• Provide home bound library services to seniors.</li> <li>• Conduct special school holiday library events and second hand book sales.</li> <li>• Provide a dedicated local studies service and managed archive facility.</li> </ul>
1.3	Recreation Services	Provide safe and affordable fitness, sport, recreation and leisure experiences where people can meet, have fun, keep fit and learn new skills.	<ul style="list-style-type: none"> <li>• Manage and operate the Geographe Leisure Centre, providing stadium facilities and programs, gym services, group fitness classes and aquatics programs.</li> <li>• Manage and operate the Naturaliste Community Centre, providing sport and leisure facilities, recreation programs, fitness, and community interest and well-being opportunities</li> <li>• Provide crèche and vacation care services.</li> </ul>
1.3	Recreation Planning	Guide the forward planning, funding and delivery of sport and recreation facilities across the City of Busselton to meet the needs of the community	<ul style="list-style-type: none"> <li>• Coordinate and implement the Sport and Recreation Strategy.</li> <li>• Contribute to the development and implementation of policies and procedures to support actions associated with the Sport and Recreation Facilities Strategy.</li> <li>• Identify and apply for external funding opportunities for sport and recreation projects.</li> </ul>
1.4	Youth Services	Advocate for the rights and needs of young people and develop a coordinated response to identified youth needs within the City of Busselton and at a regional level.	<ul style="list-style-type: none"> <li>• Coordinate and facilitate youth programs, events and activities for youth in accordance with the City's Social Plan.</li> <li>• Consult and work with young people to build their capacity through development and participation opportunities.</li> <li>• Oversee the day to day operational and administration needs for youth services at the Youth and Community Activity Centre Building.</li> </ul>

Key Goal Area **1**

**City services linked to Key Goal Area 1**

1.3	Venue Support Services	Manage and market the hire of City owned assets to facilitate access to spaces for cultural and art, social and recreational community functions and events.	<ul style="list-style-type: none"> <li>• Manage booking for the hire of City owned and City managed buildings, sporting ground and lighting facilities</li> <li>• Assist with after-hours event management.</li> </ul>
1.1	Environmental Health	Protect the health and wellbeing of the community by assessing, correcting, controlling and prevent where possible, factors that have the potential to adversely affect the community.	<ul style="list-style-type: none"> <li>• Inspect public buildings, food and accommodation premises, public swimming pools and conduct noise monitoring as required.</li> <li>• Investigate and report on all infectious disease notifications.</li> <li>• Carry out public health education programs, including programs regarding mosquito and pest control.</li> <li>• Assess events for legislative compliance.</li> </ul>
1.1 3.4	Emergency Services	Plan, develop, manage and implement community emergency services in accordance to ensure compliance with State Government legislation, Council policies and local laws.	<ul style="list-style-type: none"> <li>• Coordinate the City's emergency management prevention, preparedness, response and recovery functions.</li> <li>• Coordinate bushfire mitigation activities and assist and support volunteer bushfire brigades</li> <li>• Manage the local State Emergency Services administration, financial and resourcing processes</li> </ul>
1.1 1.4	Ranger Services	Assist in the provision of a safe and secure community through proactive surveillance, law enforcement, and community education.	<ul style="list-style-type: none"> <li>• General enforcement of compliance with local laws, including dog and cat control.</li> <li>• Implement parking and traffic management controls.</li> </ul>



Key Goal Area **1****Corporate Actions**

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
1.1	<b>Bushfire Risk Management Plan (BRMP)</b> Complete Part 2 of the BRMP to facilitate implementation of the plan.	RANGER AND EMERGENCY SERVICES	OPERATIONAL	✓	○			
1.1	<b>Fire and Community Facilities Building</b> Construct a new fire shed and community facility on City Reserve Lot 401 Biddle Road, Quindalup.	RANGER AND EMERGENCY SERVICES	CAPITAL	✓			○	
1.1	<b>Reconciliation Action Plan (RAP)</b> Implement the City's REFLECT RAP in partnership with the District's local Aboriginal community.	COMMUNITY DEVELOPMENT	OPERATIONAL		○	○	○	○
1.1	<b>CCTV Precinct Extension – Safer Cities</b> Continue to extend CCTV facilities as part of the Safer Cities program.	INFORMATION SERVICES	CAPITAL		○	○	○	○
1.2	<b>Busselton Library Upgrade</b> Upgrade the children's section and back of house facilities at the Busselton Library.	COMMUNITY DEVELOPMENT	CAPITAL		○			
1.2	<b>Public Health Plan</b> Prepare a Public Health Plan that meets the requirements of the <i>Public Health Act 2016</i> and guides the City's overall planning for public health delivery.	ENVIRONMENTAL HEALTH	OPERATIONAL		○	○		
1.2	<b>Mosquito Control</b> Review the City's Mosquito Management Program (2004).	ENVIRONMENTAL HEALTH	OPERATIONAL		○	○		

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
1.3	<b>Performing Arts and Convention Centre - Construction</b> Construct a performing arts and convention space in the Busselton Cultural Precinct.	MAJOR PROJECTS	CAPITAL	✓	○	○		
1.3	<b>Performing Arts and Convention Centre - Operational Planning</b> Develop a comprehensive operation plan for the management of the Performing Arts and Convention Centre.	COMMUNITY DEVELOPMENT	OPERATIONAL		○	○	○	
1.3	<b>Sir Stewart Bovell Sport Park</b> Complete a masterplan to detail the opportunities to develop a future sports talent hub.	COMMUNITY DEVELOPMENT	OPERATIONAL	✓	○			
1.3	<b>New Squash Court Facility</b> Partner with the Busselton Squash Club and Busselton Golf Club to investigate the opportunity for the rebuilding of squash courts at the Busselton Golf Club.	COMMUNITY DEVELOPMENT	OPERATIONAL		○	○		
1.3	<b>Geographe Leisure Centre (GLC) Swimming Pool Improvements</b> Increase carrying capacity at the GLC by creating a dedicated lap pool and program pool through reconfiguration of the 25m pool and leisure pool.	COMMUNITY DEVELOPMENT	CAPITAL	✓				○
1.3	<b>Vasse Sporting Precinct - Carpark</b> Formalise the carpark at the Vasse Sporting Precinct.	OPERATIONS SERVICES	CAPITAL		○			
1.3	<b>Vasse Sporting Precinct – Floodlights</b> Install sports field lighting to the Vasse Playing Fields.	OPERATIONS SERVICES	CAPITAL	✓			○	

Key Goal Area 1

Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
1.3	<b>Churchill Park Upgrades</b> Progressively upgrade the ovals and facilities at Churchill Park as per the Master Plan.	OPERATIONS SERVICES	CAPITAL		○	○	○	○
1.3	<b>Dunsborough Lakes Sporting Precinct – Playing Fields</b> Construct playing fields at Dunsborough Lakes.	OPERATIONS SERVICES	CAPITAL		○			
1.3	<b>Dunsborough Lakes Sporting Precinct – Courts and Pavilion</b> Construct multi-use courts and a sporting pavilion at Dunsborough Lakes Oval.	OPERATIONS SERVICES	CAPITAL				○	
1.3	<b>Naturaliste Community Centre (NCC)</b> Further develop the masterplan to detail opportunities at the Dunsborough Playing Fields and NCC.	OPERATIONS SERVICES	OPERATIONAL		○			
1.4	<b>Busselton Senior Citizens Centre Expansion</b> Lead a project to expand and complete the Busselton Senior Citizens Centre.	MAJOR PROJECTS	CAPITAL		○			
1.4	<b>Dunsborough Country Club Extension</b> Partner with the Dunsborough and Districts Club to maximize the opportunities at this site.	COMMUNITY DEVELOPMENT	CAPITAL		○	○	○	

KEY GOAL AREA 1

Key Informing Documents.

Busselton Foreshore Master Plan  
 Disability Access and Inclusion Plan 2018-2022  
 Geographe Leisure Centre Master Plan 2017  
 Local Cultural Planning Strategy 2011  
 Naturaliste Community Centre Master Plan 2017  
 Port Geographe Boat Ramp Marine Structures Study  
 Social Plan 2015-2025  
 Sport and Recreation Facilities Strategy 2020-2030

## Key Goal Area 2: Places and Spaces

### Community objectives

- 2.1 Planning strategies that foster the development of neighbourhoods that meet our needs as we grow.
- 2.2 Attractive parks and open spaces that create opportunities for people to come together, socialise and enjoy a range of activity.
- 2.3 Creative urban design that produces vibrant, mixed-use town centres and public spaces.

### Council strategies supporting community objectives

- a. Continue to develop the foreshore reserves as family friendly places.
- b. Develop and maintain rural and suburban parks and playgrounds for the enjoyment of the community.
- c. Develop and maintain a City with pedestrian access, green spaces, shady trees, and high quality public amenities.
- d. Advocate, plan for and develop functional neighbourhoods, with a focus on minimising urban sprawl and offering a range of diverse and affordable housing choices.
- e. Continue to revitalise and activate the Busselton City and Dunsborough town centres.



Key Goal Area **2**

City services linked to Key Goal Area 2

Community Objective	Services	Service Objective	What we do
2.1	Building Services	Ensure building proposals are compliant with all regulations and are designed to an acceptable standard under the authority of the <i>Building Act 2011</i> .	<ul style="list-style-type: none"> <li>Inspect structures and private pools to ensure they are fit for intended use.</li> <li>Assess and determine building applications within statutory timeframes.</li> <li>Advise on and manage compliance matters.</li> <li>Provide advice to the public on building related matters.</li> </ul>
2.1	Development Compliance	Ensure compliance with the legislative requirements pertaining to development.	<ul style="list-style-type: none"> <li>Investigate complaints and monitor compliance in relation to development matters.</li> <li>Ensure responsive action is taken to remedy unauthorised development within the City or development not in accordance with development approval conditions.</li> <li>Inspect private swimming pools every four years.</li> </ul>
2.1 2.3	Statutory Planning	Provide a regulatory service administering the subdivision of land, the use of land, and the design of buildings and their operation.	<ul style="list-style-type: none"> <li>Assess and determine subdivision and development applications within statutory timeframes.</li> <li>Develop planning policies.</li> <li>Provide technical advice and guidance to planning consultants, architects, builders, engineers and the community.</li> </ul>
2.1 2.3	Strategic Planning	Plan and guide the future growth and development of the City to ensure consistency with the objectives of the Strategic Community Plan.	<ul style="list-style-type: none"> <li>Prepare, maintain and review the City's strategic planning instruments, including the Local Planning Strategy (2019), Local Planning Scheme<sup>21</sup> (currently under review) and Developer Contributions Framework.</li> <li>Plan for the use of land in a way that promotes and enhances social and economic wellbeing while balancing environmental preservation.</li> <li>Assess and determine applications for Scheme amendments and Structure Plans.</li> <li>Engage with the local community, Council, land development industry, peak governmental authorities and other relevant stakeholder on strategic planning matters</li> </ul>
2.1	Development Control	Manage and supervise the engineering aspects of subdivision functions and services to ensure City requirements are met.	<ul style="list-style-type: none"> <li>Assess infrastructure as part of the sub-division and development process to ensure compliance with approved engineering conditions and standards.</li> <li>Provide engineering advice regarding subdivisions and developments to staff, consultants, developers and residents.</li> <li>Review and approve engineering documents and drawings.</li> </ul>

Key Goal Area **2**

**City services linked to Key Goal Area 2**

2.2	Landscape Architecture	Provide specialist design advice in relation to landscape architecture associated with urban enhancement projects and public open space development.	<ul style="list-style-type: none"> <li>Assess and prepare landscape concepts, detailed design drawings and technical specifications for City owned land, town site streetscapes, subdivisions, business and residential verge landscape developments.</li> <li>Provide advice and liaise with developers, consultants and community on policy, strategy and landscape development.</li> </ul>
2.2 2.3	Major Projects	Provide project planning and management of major infrastructure projects that contribute to a more vibrant and active City.	<ul style="list-style-type: none"> <li>Manage the design, procurement and construction of major project new City assets including infrastructure, buildings and facilities.</li> <li>Oversee the delivery of capital works associated with the major upgrade of City assets.</li> <li>Collaborate with community groups to develop community infrastructure projects.</li> </ul>
2.2	Parks and Gardens	Deliver horticultural, irrigation, maintenance and turf services for parks, sporting grounds, gardens and public open spaces.	<ul style="list-style-type: none"> <li>Maintain parks, foreshores and reserves, public open spaces, town centres, and verges and roundabouts.</li> <li>Design, install and maintain irrigation systems.</li> <li>Install and maintain infrastructure such as street furniture, barbeques, playground equipment, stairs, fencing, signs and event related infrastructure.</li> <li>Maintain cemetery grounds and assist with cemetery burials and ashes interments.</li> </ul>
2.1 2.3	Strategic Planning	Plan and guide the future growth and development of the City consistent with the objectives of the Strategic Community Plan.	<ul style="list-style-type: none"> <li>Prepare, maintain and review the City's strategic planning instruments, including the Local Planning Strategy, the Town Planning Scheme and developer contributions arrangements.</li> <li>Plan for the use of land in a way that promotes and enhances social and economic wellbeing while balancing environmental preservation.</li> <li>Assess and determine applications for scheme amendments and structure plans.</li> <li>Engage with the local community on strategic planning matters. Continue to implement the recommendations of the Strategic Land Review.</li> <li></li> </ul>



Key Goal Area **2**

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
2.1	<b>Local Planning Scheme Review</b> Complete the Local Planning Scheme 21 review and prepare a new and replacement Scheme.	STRATEGIC PLANNING	OPERATIONAL		○	○		
2.1	<b>Non-Potable Water Network</b> Establish production bores with capacity to deliver water to Dunsborough Lakes ovals and recreation spaces.	STRATEGIC PLANNING	CAPITAL	✓	○			
2.1	<b>Busselton Cemetery Expansion</b> 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.	INFORMATION SERVICES	OPERATIONAL		○			
2.1	<b>Developer Contributions Plan Review</b> Review the Developer Contributions Plan 2008 and replace with a Developer Contributions Framework.	STRATEGIC PLANNING	OPERATIONAL		○	○		
2.2	<b>Busselton Foreshore Redevelopment</b> Complete improvements to parking, lighting and landscaping at Barnard Park East and commercial sites.	MAJOR PROJECTS AND FACILITIES	CAPITAL		○	○		
2.2	<b>Dunsborough Playground</b> Design and construct a playground in Dunsborough.	OPERATIONS SERVICES	CAPITAL	✓	○	○		
2.2	<b>Mitchell Park Upgrade</b> Redevelop Mitchell Park to improve the public amenity of the park and enhance the social vibrancy of the Busselton Town Centre.	OPERATIONS SERVICES	CAPITAL	✓	○	○		

Key Goal Area **2**

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
2.2	<b>Old Dunsborough Boat Ramp Precinct</b> Assess opportunities for the construction of a café/kiosk at the old Dunsborough boat ramp.	COMMERCIAL SERVICES	OPERATIONAL			○		
2.3	<b>Busselton War Memorial Relocation</b> Relocate the Busselton War Memorial to the Rotary Park precinct.	ENGINEERING AND TECHNICAL SERVICES	CAPITAL	✓		○		
2.3	<b>Dunsborough Activity Centre Plan</b> Complete an Activity Centre Plan for the Dunsborough Town Centre.	STRATEGIC PLANNING	OPERATIONAL	✓	○			
2.3	<b>Busselton Activity Centre Plan</b> Complete an Activity Centre Plan for the Busselton City Centre.	STRATEGIC PLANNING	OPERATIONAL		○	○		

### KEY GOAL AREA 2

#### Key Informing Documents.

Busselton Activity Centre Conceptual Plan 2014  
 Busselton Foreshore Master Plan  
 Busselton Traffic Study  
 Dunsborough Lakes Estate Developer Contributions Plan 2017  
 Dunsborough Town Centre Conceptual Plan 2014  
 Local Planning Scheme  
 Vasse Developer Contributions and Staging Plan 2015  
 Yalyalup Developer Contributions and Staging Plan 2010



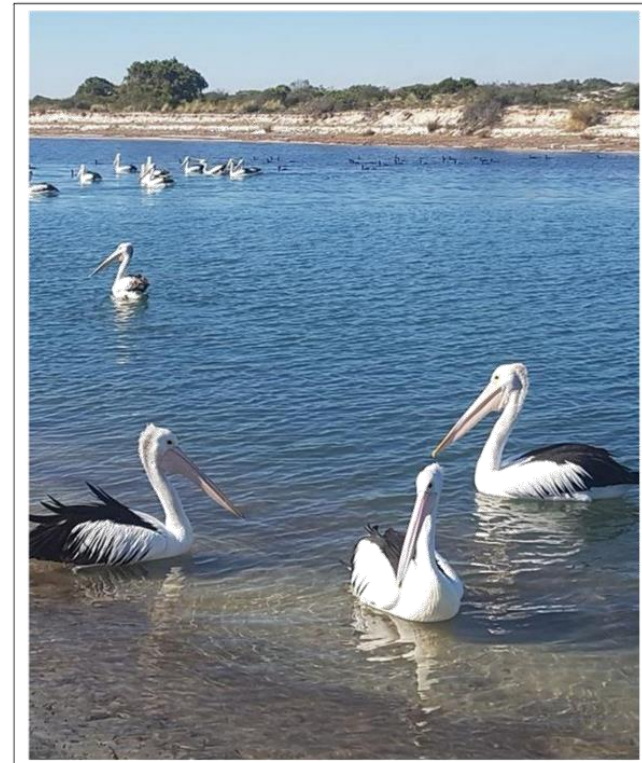
### Key Goal Area 3: Environment

#### Community objectives

- 3.1 Development is managed sustainably and our environment valued.
- 3.2 Natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations.
- 3.3 The health and attractiveness of our waterways and wetlands is improved to enhance community amenity.
- 3.4 Climate change risks and impacts are understood, acknowledged and responded to through appropriate planning and community education.

#### Council strategies supporting community objectives

- a. Ensure that environmental values are considered as part of land use planning and management.
- b. Manage the City's carbon footprint through the adoption of environmentally friendly and financially viable technologies and practices.
- c. Work with the community to implement the City's environment strategy.
- d. Continue to work with key partners to manage our dynamic coastline, including the potential adverse impacts arising from climate change.
- e. Continue to develop and implement waste management strategies with a focus on waste avoidance, reduction, re-use and recycling.
- f. Continue to work with key partner to improve the health of waterways in the Geopraphe Catchment.



Key Goal Area **3**

**City services linked to Key Goal Area 3**

Community Objective	Services	Service Objective	What we do
3.2 3.3	Environmental Management	Provide advice on development proposals. Develop plans, policies and programs for the protection and enhancement of natural assets.	<ul style="list-style-type: none"> <li>• Provide advice on development proposals.</li> <li>• Develop plans, policies and strategies for managing natural areas, reserves and waterways.</li> <li>• Support community groups and volunteers with implementing environmental management practices.</li> <li>• Monitor and promote sustainability practices including the implementation of the City's Water and Energy Action Plans.</li> </ul>
3.2	Meelup Regional Park	Provide oversight and management of Meelup Regional Park for conservation and environmental enhancement as well as recreational usage.	<ul style="list-style-type: none"> <li>• Support the Meelup Regional Park Management Committee to ensure the Park is appropriately managed for conservation and recreational values.</li> <li>• Progressively implement the Meelup Regional Park Management Plan and Meelup Regional Park Coastal Nodes Management Plan to ensure visitor safety and prevent adverse impacts on Park values.</li> <li>• Facilitate education and awareness raising of Park values.</li> </ul>
3.1	Waste Management	Provide waste management services to the community and work toward adopting best practice strategies that promote waste minimisation and recycling.	<ul style="list-style-type: none"> <li>• Provide weekly waste collection and disposal services and fortnightly yellow bin recycling services.</li> <li>• Operate the Busselton Transfer Station and Dunsborough Waste Facility.</li> <li>• Provide waste education presentations to schools, community groups and local businesses on request.</li> <li>• Contribute to the design and implementation of a regional waste management system for the South West of Western Australia.</li> </ul>

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
3.1	<a href="#">Municipal Heritage Inventory Review</a> Undertake the five yearly Heritage List/Municipal Heritage Inventory review.	DEVELOPMENT SERVICES	OPERATIONAL			○		
3.1	<a href="#">Future Regional Waste Facility</a> In conjunction with the South West Regional Waste Group of Councils continue to investigate the viability of implementing a regional waste management system for the South West Regional Waste Group.	WASTE MANAGEMENT	OPERATIONAL		○	○	○	○
3.2	<a href="#">Meelup Regional Park Management Plan</a> Complete the review of the Meelup Regional Park Management Plan following consultation with the community.	ENVIRONMENTAL SERVICES	OPERATIONAL		○			
3.2	<a href="#">Meelup Former Waste Site</a> Achieve reclassification of the former waste site at Meelup to enable public use by mountain bikers.	ENVIRONMENTAL SERVICES	OPERATIONAL		○			
3.2	<a href="#">Western Ringtail Possum Habitat Protection</a> Undertake a period of public consultation on the Western Ringtail Possum Directions Paper with the objective of protecting the Western Ringtail Possum and enhancing Western Ringtail Possum habitat.	ENVIRONMENTAL SERVICES	OPERATIONAL		○			
3.3	<a href="#">Vasse River Beautification – Bridge to Bridge</a> Progressively enhance the natural amenity and public enjoyment of the Lower Vasse River foreshore reserve between Peel Terrace and Strelly Street.	ENGINEERING AND TECHNICAL SERVICES	CAPITAL		○	○	○	○
3.3	<a href="#">Lower Vasse River Management Advisory Group</a> Work with the Lower Vasse River Management Advisory Group to refine and implement actions to significantly improve the amenity of the Lower Vasse River.	ENVIRONMENTAL SERVICES	OPERATIONAL		○	○	○	○
3.4	<a href="#">Coastal Adaptation Strategy</a> Complete the preparation of the Coastal Adaptation Strategy.	STRATEGIC PLANNING	CAPITAL	✓	○			

## Key Goal Area 3

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
3.4	<b>Coastal Protection</b> Progressively implement coastal protection as outlined in the Coastal Protection Management Plan.	ENGINEERING AND TECHNICAL SERVICES	OPERATIONAL	✓	○	○	○	○
3.4	<b>LED Lighting Upgrades</b> Progressively upgrade street lighting to LED to the improve energy efficiency of City owned lighting infrastructure.	MAJOR PROJECTS AND FACILITIES	CAPITAL		○	○	○	○
3.4	<b>Improving sustainability and energy management</b> Develop a policy and guideline document outlining matters to be considered when procuring, constructing and operating all new City assets to ensure that improved energy management is achieved.	MAJOR PROJECTS AND FACILITIES	OPERATIONAL		○			
3.4	<b>Solar Farm Construction</b> Establish a solar farm at Lot 27 Rendezvous Road to improve the energy efficiency of City owned buildings.	MAJOR PROJECTS AND FACILITIES	CAPITAL			○		
3.4	<b>Parks and Gardens Technology Improvements</b> Implement smart technologies in City parks, gardens and reserves to reduce water and power use.	OPERATIONS SERVICES	CAPITAL		○	○	○	○

## KEY GOAL AREA 3

## Key Informing Documents.

Coastal Adaptation Strategy  
 Coastal Protection Management Plan  
 Energy Strategy 2020-2025  
 Environment Strategy 2016-2021  
 Lower Vasse River Waterway Management Plan 2019  
 Meelup Regional Park Coastal Nodes Management Plan  
 Meelup Regional Park Management Plan  
 Meelup Regional Park Trails Masterplan  
 Toby Inlet Waterway Management Plan 2019  
 Vasse Geopraphe Strategy

## Key GoalArea 4: Economy

### Community objectives

- 4.1 An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice.
- 4.2 A community where local business is supported.
- 4.3 Events and unique tourism experiences that aid in attracting visitors and investment.

### Council strategies supporting community objectives

- a. Continue to promote the City as the destination of choice for regional events.
- b. Implement plans for expanding the Busselton Margaret River Airport and the development of aviation and freight opportunities.
- c. Continue to attract and support business investment and diversity in the economy.
- d. Work with key partners to develop initiatives that support new local businesses.
- e. Work with key partners to improve digital and internet connectivity across the District.





Key Goal Area 4

City services linked to Key Goal Area 4

Community Objective	Services	Service Objective	What we do
4.1 4.2	Economic Development	Advocate with business and industry for development opportunities to improve the economic profile of the District.	<ul style="list-style-type: none"> <li>Facilitate commercial activation of property on land controlled, owned or managed by the City of Busselton.</li> <li>Implement the Economic Development Strategy and coordinate the Economic Development Reference Group Taskforce and relevant sub groups.</li> <li>Assist Busselton and Dunsborough businesses with place making activation in town centres.</li> </ul>
4.3	Events	Attract and promote events that attract visitor numbers and produce economic and social benefits for the community.	<ul style="list-style-type: none"> <li>Administer the City's events policy and strategy including liaising with event organisers and external agencies to attract events and retain existing hallmark events.</li> <li>Coordinate the processing and approving of event applications.</li> <li>Evaluate 'post event' reports to ensure that sponsorship commitments are met.</li> <li>Continue to ensure the economic benefit of events funding is maximised through effective operation of the Marketing and Events Reference Group.</li> </ul>
4.3	Tourist Park Services	Oversee the management of the Busselton Jetty Tourist Park to provide a quality affordable short term accommodation facility for tourists.	<ul style="list-style-type: none"> <li>Plan and provide for the strategic direction and management of the Busselton Jetty Tourist Park such that it provides a sustainable revenue stream.</li> <li>Engage independent on-site managers to manage Park bookings and on-site facilities.</li> </ul>

Key Goal Area 4

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
4.1	<a href="#">Dunsborough Foreshore Café</a> Facilitate commercial investment in a café and kiosk development at the Dunsborough Foreshore.	COMMERCIAL SERVICES	OPERATIONAL		○	○		
4.1	<a href="#">Busselton Foreshore Microbrewery</a> Facilitate completion of the Microbrewery at the Busselton foreshore.	COMMERCIAL SERVICES	OPERATIONAL		○			
4.1	<a href="#">Busselton Foreshore Hotel Site</a> Facilitate the development of hotel site 1 at the Busselton foreshore.	COMMERCIAL SERVICES	OPERATIONAL		○	○	○	
4.1	<a href="#">Busselton Margaret River General Aviation Precinct</a> Secure leasing opportunities for general aviation.	COMMERCIAL SERVICES	OPERATIONAL		○			
4.1	<a href="#">Busselton Margaret River Airport Light Industrial and Commercial Areas</a> Continue to investigate and secure air freight and other enterprise opportunities.	COMMERCIAL SERVICES	OPERATIONAL		○	○	○	○
4.2	<a href="#">Place Project</a> Through the 'Place Project' implement a series of initiatives to activate City centres.	COMMERCIAL SERVICES	OPERATIONAL		○	○	○	○
4.2	<a href="#">Smart City</a> Implement the Smart City Strategy 2020-2024 by adopting an implementation plan focusing on initiatives that improve the City's digital economy.	COMMERCIAL SERVICES	OPERATIONAL		○			
4.2	<a href="#">Industry Sector Analysis</a> Work with stakeholders to identify industry development and growth opportunities and to establish a value proposition for investment.	COMMERCIAL SERVICES	OPERATIONAL		○	○	○	○

## Key Goal Area 4

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
4.3	<a href="#">Events Strategy</a> Review the Events Strategy post COVID-19 to ensure it continues to deliver positive returns to the City's community and economy.	COMMERCIAL SERVICES	OPERATIONAL		O			
4.3	<a href="#">Busselton Jetty Tourist Park</a> Implement the Busselton Jetty Tourist Park Master Plan to guide the management, maintenance and continual upgrade of the Park.	COMMERCIAL SERVICES	CAPITAL		O	O	O	O
4.3	<a href="#">Australian Underwater Discovery Centre</a> Facilitate in partnership with the Busselton Jetty Inc. progression of the Australian Underwater Discovery Centre.	COMMERCIAL SERVICES	OPERATIONAL	✓	O			

## KEY GOAL AREA 4

## Key Informing Documents.

Economic Development Strategy 2016 -2026  
 Events Strategy  
 Busselton Jetty Tourist Park Master Plan  
 Buildings Asset Management Plan  
 Busselton Foreshore Master Plan  
 Busselton Margaret River Airport Master Plan  
 Smart City Strategy 2020 -2024



Key Goal Area **5**

## Key Goal Area 5: Transport

### Community objectives

- 5.1 Public transport services that meet the needs of the community.
- 5.2 Road networks that provide for a growing population and the safe movement of all users through the District.
- 5.3 Pathways and cycleways that connect our communities and provide alternative transport choices.

### Council strategies supporting community objectives

- a. Work with airlines and peak bodies to provide accessible networks to the east coast of Australia, northern VWA and neighbouring South East Asia.
- b. Advocate for improved road infrastructure, in particular a dual lane road between Busselton and Capel and a Vasse-Dunsborough link.
- c. Continue to advocate for the planning of rail infrastructure linking Busselton with Bunbury and Perth.
- d. Work with key stakeholders to improve the accessibility and promotion of public transport services and facilities.
- e. Provide networks of safe, linked cycleways connecting key destinations.
- f. Continue to investigate the options for improving road design around the Busselton town site, including an alternative entry/exit point.



Key Goal Area **5**

**City services linked to Key Goal Area 5**

Community Objective	Services	Service Objective	What we do
5.1	Airport Services	Efficiently manage and maintain the Busselton Margaret River Airport to provide a safe, compliant, functional and financially viable airport in the region.	<ul style="list-style-type: none"> <li>• Ensure aviation operations meet CASA, Home Affairs and EPA (Noise Management Plan) regulations and legislation.</li> <li>• Provide safe and compliant airside runways, taxiways, aprons, and airfield lighting for all aircraft operations.</li> <li>• Maintain high quality terminal facilities, car parking and roads and landside airport precinct.</li> <li>• Promote commercial aviation and non-aviation opportunities to meet the needs of local business and industry, aviation and freight transport sectors</li> <li>• Manage airport operations efficiently to ensure it remains a financially viable and sustainable business unit.</li> </ul>
5.2 5.3	Design and Survey	Prepare detailed designs and cost estimates for the planning, budgeting and implementation of capital works programs.	<ul style="list-style-type: none"> <li>• Design effective road and transport networks, along with associated civil infrastructure.</li> <li>• Provide engineering advice and surveys to ensure the continuous improvement of civil infrastructure.</li> <li>• Promote road and cycle safety and transport options to reduce dependency on private car use.</li> </ul>
5.2 5.3	Maintenance and Construction	Provide civil infrastructure and maintenance services and continually strive to achieve sustainable and best practice management for all City infrastructure assets.	<ul style="list-style-type: none"> <li>• Construct and maintain; roads, footpaths, cycle ways, carparks, storm water drainage, bridges, boat ramps, strategic firebreaks and gravel reserves.</li> <li>• Assist in the development and delivery of Capital Works projects.</li> <li>• Attend emergency situations to manage and reinstate civil infrastructure during instances of bushfire, flood and storms.</li> </ul>

Key Goal Area **5****Corporate Actions**

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
5.1	<b>Busseton Margaret River Airport Expansion</b> Construct a new terminal and progress aviation enterprise opportunities including freight services.	COMMERCIAL SERVICES	CAPITAL	✓			○	
5.1	<b>Public Transport</b> Continue to work with key stakeholders towards improving public transport services and connections across the District.	ENGINEERING AND TECHNICAL SERVICES	OPERATIONAL		○	○	○	○
5.2	<b>Roads Maintenance and Upgrades</b> Implement the roads maintenance program with a focus on narrow country road upgrades.	OPERATIONS SERVICES	CAPITAL	✓	○	○	○	○
5.2	<b>Busseton Traffic Improvements</b> Duplicate Causeway Road from Rosemary Drive west to Molloy Street, upgrade the Peel Terrace/Causeway Road roundabout, and install a roundabout at Albert Street / Queen Street.	ENGINEERING AND TECHNICAL SERVICES	CAPITAL	✓	○	○	○	○
5.2	<b>Transport Links to Regional Centres</b> Continue to advocate for improved domestic, commercial and charter airline services and road infrastructure links to Western Australia's regional centres, including a dual carriageway between Busseton and Capel and the Vasse-Dunsborough Link.	EXECUTIVE SERVICES	OPERATIONAL		○	○	○	○
5.3	<b>Cycleway and Shared Path Network Improvements</b> Progressively implement the City of Busseton Cycling and Shared Path Network Strategy 2019-2023.	ENGINEERING AND TECHNICAL SERVICES	CAPITAL		○	○	○	○

Key Goal Area **5**

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
5.3	<b>Wadandi Track</b> Continue to progressively develop and enhance the Wadandi track.	ENGINEERING AND TECHNICAL SERVICES	CAPITAL		○	○	○	○
5.3	<b>Safe Active Street Study</b> Conduct a feasibility study to determine whether a connective cycling boulevard catering for people of all ages can be implemented in the Busselton town centre.	ENGINEERING AND TECHNICAL SERVICES	OPERATIONAL		○			

### KEY GOAL AREA 5

#### Key Informing Documents.

Busselton Margaret River Airport Freight Strategy  
 Busselton Margaret River Airport Master Plan  
 Busselton Traffic Study  
 Cycling and Shared Path Network Strategy 2019-2023  
 Local Roads Asset Management Plan  
 Local Roads Asset Management Plan  
 Paths Asset Management Plan

## Key GoalArea 6: Leadership

### Community objectives

- 6.1 Governance systems, process and practices are responsible, ethical and transparent.
- 6.2 Council engages broadly and proactively with the community.
- 6.3 Accountable leadership that is supported by a skilled and professional workforce.
- 6.4 Assets are well maintained and responsibly managed.

### Council strategies supporting community objectives

- a. Provide opportunities for the community to contribute to decision making processes.
- b. Engage with the community using a range of accessible two way communication channels.
- c. Deliver long term financial planning that helps to achieve community goals and aspirations in a sustainable and affordable manner.
- d. Develop, maintain and implement asset management plans that maintain community assets at the appropriate standard.
- e. Actively participate in regional, state, national and international alliances to return benefit to the community.
- f. Continuously improve organisational performance and service delivery.





Key Goal Area 6

City services linked to Key Goal Area 6

Community Objective	Services	Service Objective	What we do
6.4	Asset Management	Collect, maintain and assimilate asset condition data to identify and plan an integrated approach for managing City infrastructure assets.	<ul style="list-style-type: none"> <li>Collect and maintain up-to-date asset condition data and review and update data standards.</li> <li>Develop asset management plans in conjunction with long term financial planning to ensure adequate levels of service and longevity of assets.</li> <li>Continuously improve asset management systems.</li> </ul>
6.1 6.3	Governance Services	Coordinate and support Council and corporate governance processes including the development and review of strategic and corporate plans and corporate reporting.	<ul style="list-style-type: none"> <li>Provide governance systems and structures that facilitate the ethical and compliant delivery of services.</li> <li>Provide support to Elected Members, Council and Committee processes.</li> <li>Implement and administer effective business planning and reporting processes, including the City's annual report and key performance reporting.</li> </ul>
6.1 6.3	Human Resources and Risk	Facilitate the building of a capable, safe and empowered workforce using effective human resource and risk management practices and procedures.	<ul style="list-style-type: none"> <li>Facilitate employment processes including staff recruitment, training and development and performance management.</li> <li>Implement strategies and actions contained in the Workforce Plan, including strategies aimed at developing a high performance culture.</li> <li>Provide advice on industrial, safety and employee relations.</li> <li>Deliver an effective payroll service.</li> </ul>
6.2	Public Relations	Coordinate the City's public relations, community engagement initiatives and media communications.	<ul style="list-style-type: none"> <li>Administer the Your Say Busselton and a range of City social media sites to proactively engage and communicate with the community.</li> <li>Produce the Bay to Bay newsletter, media releases and other City information publications.</li> <li>Coordinate City functions and Civic events.</li> <li>Sugito Sister City relationship liaison and support.</li> </ul>
6.1	Finance Services	Provide statutory and internal financial reporting and advice, management and compliance functions.	<ul style="list-style-type: none"> <li>Facilitate the development of the annual budget and long term financial plans.</li> <li>Manage accounts payable and receivable functions, in addition to insurance, investment, purchasing and taxation administration.</li> <li>Provide statutory and internal financial reporting, management and compliance functions.</li> </ul>
6.1	Rates	Administer the levy and subsequent recovery of rates, while maintaining accurate property and financial records according to legislative requirements.	<ul style="list-style-type: none"> <li>Develop, administer and present rating policies, and model rating scenarios, with a focus on maintaining fairness and equity in the rating burden.</li> <li>Inform ratepayers and the community about annual rates and fees through rates notices, the annual budget and other communication platforms managed by the City.</li> <li>Maintain accurate property records.</li> </ul>

Key Goal Area 6

6.2	Customer Services	Provide a responsive first point of contact for the City and a communication and information service between the community and City staff.	<ul style="list-style-type: none"> <li>• Provide a first point of contact information service.</li> <li>• Receipt all incoming revenue.</li> <li>• Manage cemetery operations at Busselton, Dunsborough and Metricup.</li> </ul>
6.1 6.3	Information and Communication Technology	Manage and maintain the City's information and communication technology infrastructure and enhance the delivery of business objectives by advancing digital business systems.	<ul style="list-style-type: none"> <li>• Effectively manage and maintain the City's information technology infrastructure.</li> <li>• Research, scope, implement and support technology solutions that improve organisational efficiency.</li> <li>• Integrate information technologies with core business systems to meet business requirements and standards.</li> <li>• Provide geographical information and mapping services to staff and the community.</li> <li>• Provide a help desk service to support the organisation's use of technology and provide staff support.</li> </ul>
6.1	Records	Facilitate and support the City's record keeping processes in accordance with the City's Record Keeping Plan.	<ul style="list-style-type: none"> <li>• Register and disseminate incoming mail and coordinate outgoing mail.</li> <li>• Administer and continuously seek to improve the City's record keeping system.</li> <li>• Manage current and legacy archives.</li> <li>• Facilitate staff training and education regarding record keeping responsibilities and best practice.</li> </ul>
6.1	Legal Services	Provide professional internal legal advice services to the City's business units.	<ul style="list-style-type: none"> <li>• Provide professional and independent legal services on a range of public and private law matters, in particular commercial law, criminal law and statutory interpretation issues.</li> <li>• Develop and review local laws.</li> <li>• Process Freedom of Information applications and provide in-house advice on tendering and procurement policies, processes and systems.</li> </ul>



Key Goal Area **6**

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
6.1	<b>Fair Value</b> Realign the fair value assessment of the City's assets from a staggered three year cycle to an aligned five year cycle as provided for in the <i>Local Government (Financial Management) Regulations 1996</i> .	FINANCE SERVICES	OPERATIONAL		○	○	○	○
6.1	<b>Financial Health Indicators</b> Continue to lobby for changes to the Financial Health Indicators to ensure they consider cash reserves and adequately reflect a local government's financial standing.	FINANCE SERVICES	OPERATIONAL		○			
6.1	<b>Assets IT Business Software</b> Introduce a new system to track the progress of asset management.	INFORMATION SERVICES	CAPITAL		○	○		
6.1	<b>Rating Strategy</b> Draft a rating strategy that delivers a fair and equitable rating burden and achieves long term financial plan targets.	FINANCE SERVICES	OPERATIONAL		○			
6.2	<b>Website Improvements</b> Refresh the City's websites in order to improve communication with the community.	GOVERNANCE AND CORPORATE SERVICES	CAPITAL		○	○	○	
6.2	<b>Community Survey</b> Conduct a biennial survey to assess the level of community satisfaction with City services and facilities and help plan for the future.	GOVERNANCE AND CORPORATE SERVICES	OPERATIONAL			○		○
6.2	<b>Community Engagement Policy</b> Review the City's Community Engagement Policy as the first step to building a community engagement framework.	GOVERNANCE AND CORPORATE SERVICES	OPERATIONAL		○			
6.3	<b>Strategic Community Plan Reviews</b> Undertake the four year major review of the Strategic Community Plan.	GOVERNANCE AND CORPORATE SERVICES	OPERATIONAL		○			
6.3	<b>Long Term Financial Plan</b> Review the City's Long Term Financial Plan in light of the reviewed Strategic Community Plan.	FINANCE SERVICES	OPERATIONAL		○	○		

Key Goal Area 6

## Corporate Actions

Community Objective	Action	Reporting Responsibility	Operational / Capital \$	External Funding	Delivery			
					20/21	21/22	22/23	23/24
6.3	<b>Enterprise Agreement</b> Renegotiate the City's Enterprise Agreement.	GOVERNANCE AND CORPORATE SERVICES	OPERATIONAL		○			
6.3	<b>Staff Engagement</b> Undertake a staff engagement survey to monitor progress towards the development of a high performing culture.	GOVERNANCE AND CORPORATE SERVICES	OPERATIONAL		○			
6.4	<b>Overall Asset Management Plan</b> Review and update the overall Asset Management Plan with the aim of allocating enough funding to sustainably manage the City's assets.	ENGINEERING AND TECHNICAL SERVICES	OPERATIONAL		○	○	○	○
6.4	<b>Winderlup Court Improvements</b> Undertake works to refurbish and improve facilities at the Winderlup Court complex.	LEGAL AND PROPERTY SERVICES	CAPITAL		○	○		

### KEY GOAL AREA 6

#### Key Informing Documents.

Asset Management Plan  
Buildings Asset Management  
ICT Plan  
Long Term Financial Plan  
Workforce Plan

## Strategic Risk Management

The following risks are identified as key strategic risks to achievement of the City's strategic and corporate goals.

RISK CATEGORY	RISK DESCRIPTION	EXISTING KEY CONTROLS
Operational	COVID-19 Pandemic threatening major disruption to business-as-usual activity	<ul style="list-style-type: none"> <li>• Business Continuity Plan</li> <li>• Draft Pandemic Plan</li> </ul>
Political	Change in State Government policies in conflict with City of Busselton strategic direction	<ul style="list-style-type: none"> <li>• Strategic Community Plan</li> <li>• Ongoing advocacy</li> </ul>
Financial	Changes to Local Government rating powers	<ul style="list-style-type: none"> <li>• Strategic Community Plan</li> <li>• Long Term Financial Plan</li> <li>• Ongoing advocacy</li> </ul>
Operational	Breakdown in functional and effective relationship between Council and Administration	<ul style="list-style-type: none"> <li>• Governance Structures</li> <li>• Councilor induction and training</li> <li>• Staff induction and training</li> </ul>
Reputational	Statutory and Legislative Compliance	<ul style="list-style-type: none"> <li>• Qualified Staff</li> <li>• Governance structures</li> <li>• Staff induction and training</li> </ul>
Financial	A decline in economic growth in the district	<ul style="list-style-type: none"> <li>• Local Planning Strategy</li> <li>• Economic Development Strategy</li> </ul>
Environment	Climate change and sea level rise	<ul style="list-style-type: none"> <li>• Coastal Adaptation Strategy</li> <li>• Coastal Protection Management Plan</li> <li>• Cooperation with external agencies on sustainability project</li> <li>• Energy Master Plan</li> </ul>

RISK CATEGORY	RISK DESCRIPTION	• EXISTING KEY CONTROLS
Environment	Natural disaster	<ul style="list-style-type: none"> <li>• Local Emergency Management Arrangements</li> <li>• Fire Management Plans</li> <li>• Business Continuity Plan</li> </ul>
Environment	Failure to future proof waste management	<ul style="list-style-type: none"> <li>• Development of a regional waste management site</li> <li>• Waste Levy and Reserve</li> <li>• Continue to work with neighbouring local governments and local communities</li> </ul>
Financial	Increased costs impacting on delivery of capital works program	<ul style="list-style-type: none"> <li>• Long Term Financial Plan</li> <li>• Budget processes</li> <li>• Procurement processes</li> </ul>
Financial	Revenue shortfall due to factors such as external funding, fees and charges, and / or economic downturn	<ul style="list-style-type: none"> <li>• Long Term Financial Plan</li> <li>• Budget processes</li> <li>• Asset Management Plans</li> </ul>
Operational	Higher than expected staff turnover	<ul style="list-style-type: none"> <li>• Workforce Plan</li> </ul>
Reputation	Inconsistent and potentially incorrect information / commentary relayed to the public	<ul style="list-style-type: none"> <li>• Media and Public Statements Policy</li> </ul>
Operational	Major failure of information technology impacting on service delivery	<ul style="list-style-type: none"> <li>• Continuous upgrade of information technology infrastructure</li> <li>• Disaster Recovery Plan</li> <li>• IT Business Continuity Plan</li> </ul>

## Corporate Performance Indicators

### Council's performance indicators

**CPI 1** Corporate Business Plan progress report

MEASURE: *Percent of actions achieving milestones or targets.*

TARGET **>90%**

**CPI 2** Financial Ratios

MEASURE: *"Standard" benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard.*

TARGET **100%**

**CPI 3** Asset Ratios

MEASURE: *"Standard" benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard*

TARGET **100%**

**CPI 4** Airport Services

MEASURE:

*Net cost compared to budget.*

TARGET **Budget Achieved**

MEASURE: *Charter and Regular Passenger Transport (RPT) numbers.*

TREND **Increasing**

**CPI 5** Geopaphe Leisure Centre

MEASURE: *Net cost compared to budget.*

TARGET **Budget Achieved**

MEASURE: *Member numbers*

TREND **Stable**

MEASURE: *Member retention – average number of members renewing membership within 12 months of expiry date.*

TARGET **55%**

**CPI 6** Busselton Jetty Tourist Park

MEASURE: *Net cost compared to budget.*

TARGET **Budget Achieved**

**CPI 7** Complaints

MEASURE: *Number of complaints recorded per head of population.*

TARGET **Decreasing**

MEASURE: *Average time taken to resolve complaints recorded*

TREND **Decreasing**

**CPI 8** Waste

MEASURE: *Percent of solid waste diverted from landfill (recycled/reused).*

TARGET **25%**

**CPI 9** Development Assessment

MEASURE: *21 calendar days to complete simple development applications.*

TARGET **90% Achieved**

MEASURE: *42 calendar days to complete standard development applications.*

TARGET **80% Achieved**

MEASURE: *70 calendar days to complete complex development applications.*

TARGET **70% Achieved**

**CPI 10** Energy Use

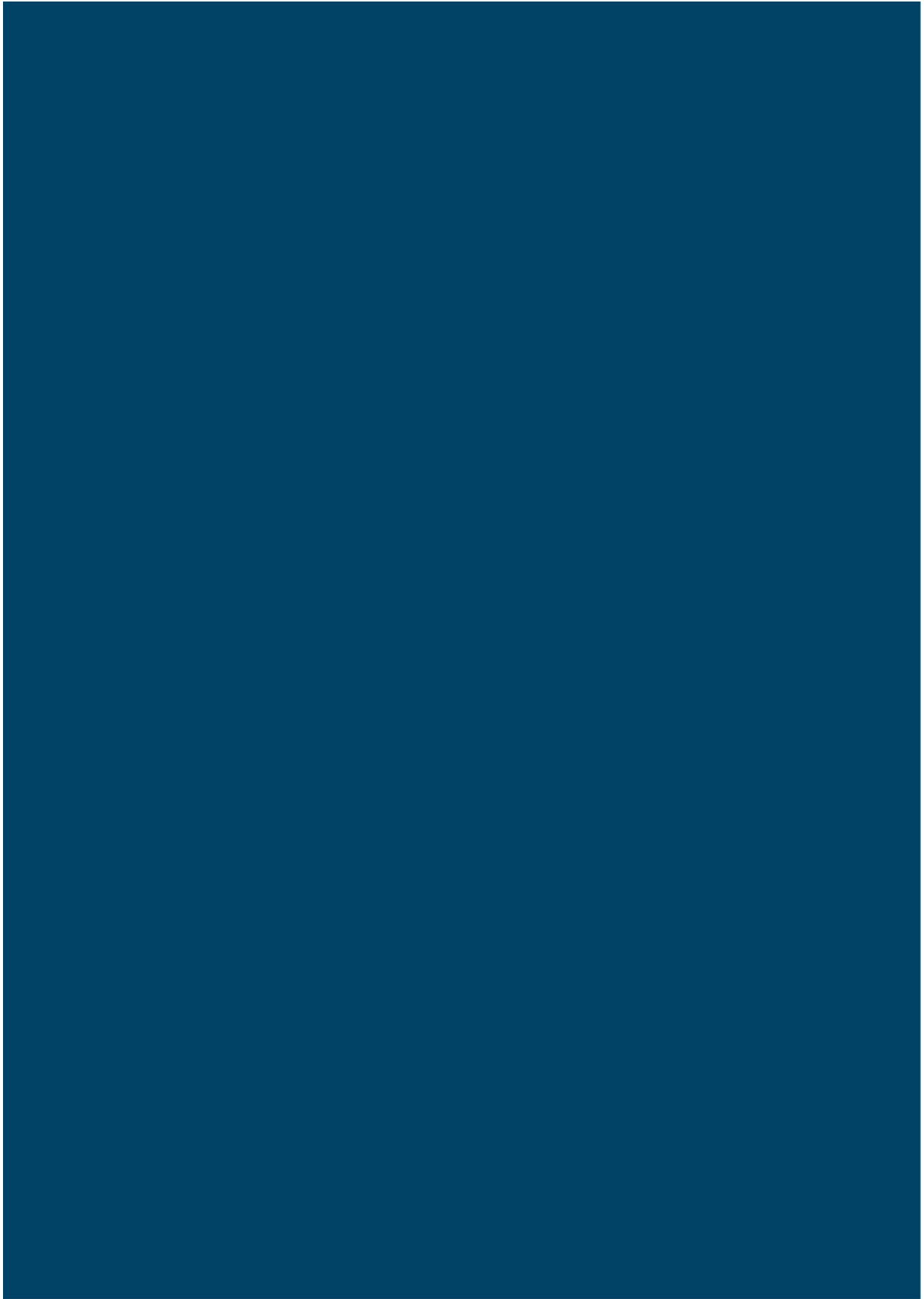
MEASURE: *Energy plan targets met.*

TARGET **By 2030, City of Busselton corporate carbon emissions per capita are 50% less compared to 2017-2018 emission levels**

**CPI 11** Safety

MEASURE: *Lost time injuries.*

TARGET **<10**







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#### 16.4 BUSSELTON COMMUNITY RESOURCE CENTRE REVIEW OF RENT

<b>STRATEGIC GOAL</b>	6. LEADERSHIP Visionary, collaborative, accountable
<b>STRATEGIC OBJECTIVE</b>	6.4 Assets are well maintained and responsibly managed.
<b>SUBJECT INDEX</b>	Leases
<b>BUSINESS UNIT</b>	Corporate Services
<b>REPORTING OFFICER</b>	Property Management Coordinator - Sharon Woodford-Jones Senior Leasing and Property Officer - Ann Strang
<b>AUTHORISING OFFICER</b>	Director Finance and Corporate Services - Tony Nottle
<b>NATURE OF DECISION</b>	Quasi-Judicial: to determine an application/matter that directly affects a person's right and interests e.g. development applications, applications for other permits/licences, leases and other decisions that may be appealable to the State Admin Tribunal.
<b>VOTING REQUIREMENT</b>	Simple Majority
<b>ATTACHMENTS</b>	Nil

#### OFFICER RECOMMENDATION

That the Council:

1. Delegates to the CEO the power to, subject to the consent of the Minister for Lands, enter into leases, sub leases or licences with not for profit organisations that meet the eligibility criteria set by Lotterywest from time to time for the occupation of portions of Reserve 41445 Lot 502, Deposited Plan 73254, Volume LR3162 Folio 147, 19 Cammilleri Street, Busselton, known as the Busselton Community Resource Centre; and
2. Endorses the provisions of the lease or licence in accordance with the following:
  - a. Leases or licences will be consistent with the City's community group format prepared specifically for this facility;
  - b. The term of the lease or licence may be for any period up to 10 years;
  - c. Annual rents commencing in the 2020/21 financial year will be \$150.00 per square metre, reviewed annually by CPI;
  - d. Rent for short term leases or licences will be calculated on a pro rata basis;
  - e. Tenants will be responsible for a proportion of electricity usage charges based on the percentage of floor space occupied by them; and
  - f. Tenants will be responsible for interior cleaning and maintenance of their leased areas.

#### EXECUTIVE SUMMARY

Since its construction in 2012, Busselton Community Resource Centre (CRC) has been leased to a number of different community groups. Of the original nine organisations committed to occupying the facility, only four remain. Whilst the turnover of tenants had not been an issue in the past, there has been minimal interest in the three offices recently vacated by the Uniting Church, YMCA toy library and ACTIV.

City Officers are concerned that the formula for annual increases of rent previously set by Council has seen rents escalate to a level that some community organisations struggle to meet and where they may be off-putting to potential new lessees. With the benefit of an up-to-date rental valuation of the premises, City Officers consider it is the appropriate time to recommend a review of the means by which increases are calculated and set the starting rent for 2020/2021 financial year at a level that reflects the current rental climate.

It is also an opportunity to introduce flexibility in terms of the type and duration of tenure that might be offered.

## **BACKGROUND**

The CRC is located on Reserve 41445, Lot 502, H19 Cammilleri Street, Busselton, adjacent to the Busselton Library. It is Crown land managed by the City. The management order contains certain conditions, such as the permitted use. The City has the power to lease or licence any part of the reserve for terms up to 21 years subject to the consent of the Minister for Lands.

The CRC was constructed in 2012 to house a range of administration services and facilities for not for profit organisations; meeting rooms for hire by tenants and members of the community; a local studies and archival facility for the Busselton Family History Society and server room and storage for the City.

A substantial component of the construction costs of the CRC was funded by Lotterywest. The City entered into a Grant Agreement with Lotterywest on 20 September 2010, in which they committed to use the building for 'benevolent and charitable' purposes and lease or licence space to 'eligible organisations'. The Grant Agreement expires in 2030.

Of the original nine not for profit organisations leasing the CRC, the Busselton Dunsborough Environment Centre, Citizens Advice Bureau of WA, Young Men's Christian Association and the Busselton Family History Society remain in occupation. They are now joined by Cam Can, Life Without Barriers and Pathways South West/The Family Planning Association of WA.

In the last 12 months, the MS Society chose not to exercise their option for a further lease term and moved to commercial premises in Vasse, largely due to space issues rather than funding. Life Without Barriers relocated from the reception area to the MS Society office space.

Uniting Church vacated their office (approximately 28m<sup>2</sup>) following the fire at the Match Factory premises, which severely impacted their funding source, and YMCA declined to renew the lease of their ground floor storage space used as a toy library (approximately 40m<sup>2</sup>).

In May, the Activ Foundation relocated to their consolidated premises in the LIA leaving a large (105m<sup>2</sup>) ground floor office space vacant.

## **OFFICER COMMENT**

Up until recently, there had been a healthy interest from community groups wishing to lease space within the building when they became vacant. At one point, circa 2016, the City were contemplating converting one of the first floor meeting rooms into office space to accommodate community groups keen to have a presence there. A deal was also struck with the Central Queensland University in 2016 that necessitated partially enclosing the reception area to create a space suitable for them to house their new coordinator and establish a presence in Busselton.

In the last 6-8 months, a number of tenants, namely the Uniting Church, YMCA and ACTIV have left. Advertising in the local paper and on social media has not resulted in any enquiries and those community groups that had previously expressed an interest were contacted but had either found alternative facilities or disbanded. Recently, Cam Can, a long-standing tenant of offices on the first floor, indicated they may wish to take up the space formerly leased by ACTIV. A sister group to Life Without Barriers, also on the first floor, have expressed an interest in moving to the Uniting Church office. This will result in all the ground floor offices (other than the former toy library) being occupied but leave two offices vacant on the first floor.

The City Library staff are currently utilising some of the vacant spaces for their administration and storage purposes throughout the Busselton Library renovation. This is anticipated to be for a period of up to 3 months.

Prior to entering into the first leases of the CRC in 2012, the City undertook a detailed process to determine the annual rent. As a result City Officers recommended that the rent commence at \$2.50 per square metre per week (\$130 per square metre per annum) and be reviewed annually by CPI.

Council resolved to adopt this recommendation subject to the inclusion of an additional annual increase of \$0.10 per square metre per week (\$5.20 per square metre per annum). Applying this per square metre increase as well as CPI has seen the rents increase from \$130 per square metre to \$179.40 per square metre per annum (all inclusive of GST).

City Officers have investigated current market indications which showed a fall in the rental market through 2016 and 2017 by up to 30% in some instances. In the past 18 months to 2 years, the indication is that the market has remained flat. The review of the rents within the CBD identified that some office spaces are being leased at a rate below that applied to the CRC. Whilst the comparable rent excludes variable outgoings and the CRC rent is inclusive with the exception of electricity, the original intent was to calculate a rent that reflected the cost to the City of managing and maintaining the asset. It was not intended to be or to exceed market rent. It is also worthy of note that at the time the decision on rental increments was made there was no indication of how much revenue would be generated from the hire of the meeting rooms. Whilst hire of the meeting rooms was slow and intermittent at the outset, regular users and greater awareness have seen revenue gradually increase in recent years.

With this fall in the market, the gap is narrowing between the CRC rent and the market rent and some tenants are struggling. The internal market valuation recommends that the rent should be no greater than \$150.00 per square metre. It is therefore recommended that in the 2020/21 financial year, the rent commence at \$150.00 per square metre inclusive of outgoings except electricity, then increase annually by CPI only.

It is also recommended that flexibility be introduced in terms of lease duration and the ability to offer short-term licences. This is motivated by the potential to attract use that might appeal to community groups who have limited funding or seasonal/periodic needs. This would not be seen as competing with meeting room hire as enquiries in the past have been for short term use of office space or 'hot desk' arrangements. This may therefore attract interest from users who only require space for one or two days a week. Although it is accepted that this will be more of an administrative burden so far as the turnover of documentation and issue of access cards is concerned, it may be worthy of trial.

### **Statutory Environment**

Leasing office space within the CRC is regarded under section 3.58 of the *Local Government Act 1995* (Act) as a disposal of property. A Local Government is bound by the requirement of section 3.58 of the Act which requires giving local public notice when disposing of property. There are exemptions to this process under Regulation 30 (2) (b) (i) and (ii) of the *Local Government (Functions & General) Regulations* which states "disposal of land to incorporated bodies with objects of benevolent, cultural, educational or similar nature and the member of which are not enlisted to receive any pecuniary profit from the body's transactions, are exempt from the advertising and tender requirements of section 3.58 of the Act". An eligible organisation under the Grant Agreement would be exempt from this.

The land on which the CRC is located is within Reserve 41445, Lot 502, Deposited Plan 73254, Volume LR3162, Folio 147, being Crown Land for the designated purpose of Parking and Community.

The City is the management body under Management Order L878359. The City has the power to lease or licence for periods up to 21 years, subject to the consent of the Minister for Lands.

Under Section 18(2) of the *Land Administration Act 1997*, approval of the Minister for Lands is required for a lease on a Crown Reserve. Additionally, the lease is to be lodged with Landgate in accordance with the *Transfer of Land Act 1893* (TLA).

### **Relevant Plans and Policies**

The recommendation in respect of leasing terms and conditions is consistent with the principles of the Leasing of City Premises Policy, adopted by Council on the 13 May 2020.

### **Financial Implications**

Excluding the reception area (which only became a rentable space to accommodate Central Queensland University) there is currently 176m<sup>2</sup> of vacant office space. Based on the current rate per square metre, this equates to a loss of potential income in the 2020/2021 financial year of \$28,704.00 (exclusive of GST).

If we can retain our current tenants and secure new tenants for the vacant offices, the proposed decrease in the rate per square metre will have a minimal impact on the 2020/21 financial year budget. Some vacancies had been allowed for in the proposed budget for the 2020/2021 financial year. Should the proposal to reduce the per square metre rate be approved, the reduction to the projected income would be in the region of \$4,000, depending on how much of the space is actually leased during this time.

### **Stakeholder Consultation**

City Officers meet periodically with tenant representatives to discuss issues and concerns. With the exception of some anti-social behaviour in the publicly accessible areas and liberties being taken by hirers of meeting rooms in assuming anything in the common areas is common property, the current tenants are happy being in the CRC. Some however have expressed concern over the increase in rents and the cost of hire of the meeting rooms. The latter has been addressed to a great extent by the recent changes to the fees and charges that allocate a community rate and permit hourly rates for CRC tenants.

As a major stakeholder in the concept, we engage with Lotterywest to seek their input and consent for use that may be outside the permitted purpose or with a lessee that is not classified as an eligible organisation. It was necessary therefore to seek approval for use of the reception area by the Central Queensland University and temporary occupation of the vacant spaces on the ground floor by library staff. Lotterywest have been both accommodating and flexible in their approach but we are aware they would like to see the CRC fully utilised and activated.

### **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 resolve to apply a different rental rate per square metre per annum.

**CONCLUSION**











The provision of a centrally located modern facility to assist with the provision of community services in the district will always need to evolve to reflect economic and social change. The vacancies within the CRC have arisen for a number of reasons and the impact of the current global pandemic will be felt for a long time. By introducing flexibility for rental periods and making the facility more affordable it is hoped that the CRC will attract sufficient interest to see it fully and effectively utilised or the foreseeable future.

**TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION**

Notification of the change to the rent for the 2020/2021 financial year will be made to the lessees within 10 days of the date of the resolution of Council. Advertising of the vacant spaces at the varied rent will commence as soon as possible.

## 17. CHIEF EXECUTIVE OFFICERS REPORT

### 17.1 COUNCILLORS' INFORMATION BULLETIN

<b>STRATEGIC GOAL</b>	6. LEADERSHIP Visionary, collaborative, accountable
<b>STRATEGIC OBJECTIVE</b>	6.1 Governance systems, process and practices are responsible, ethical and transparent.
<b>SUBJECT INDEX</b>	Councillors' Information Bulletin
<b>BUSINESS UNIT</b>	Executive Services
<b>REPORTING OFFICER</b>	Reporting Officers - Various
<b>AUTHORISING OFFICER</b>	Director Finance and Corporate Services - Tony Nottle
<b>NATURE OF DECISION</b>	Noting: the item does not require a decision of Council and is simply for information purposes and noting
<b>VOTING REQUIREMENT</b>	Simple Majority
<b>ATTACHMENTS</b>	Attachment A Current SAT Reviews  
	Attachment B Lower Vasse River Management Advisory Group Meeting Notes  
	Attachment C Lower Vasse River Circulation Report  
	Attachment D Letter from Bureau of Meteorology  
	Attachment E Letter of thanks - Jarrahwood Community Association Inc.  

### OFFICER RECOMMENDATION

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

17.1.1 State Administrative Tribunal Reviews

17.1.2 Current Active Tenders

17.1.2 Transfer of Ownership of Public Library Stock

17.1.4 Lower Vasse River Management Advisory Group Meeting Notes – 24 June 2020

17.1.5 Lower Vasse River Circulation Trial 2019-2020

17.1.6 Letter from Bureau of Meteorology

17.1.7 Thank you letter from Jarrahwood Community Association Inc.

### 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 Tribunal reviews is provided at Attachment A.

### 17.1.2 Current Active Tenders

Note: Information in *italics* has previously been provided to Council, and is again provided for completeness.

#### **RFT03/20 CONSTRUCTION OF BORE(S) – DUNSBOROUGH NON-POTABLE WATER PROJECT**

- Requirement – to engage an adequately skilled and experienced Contractor to:
  - a) construct, test and equip exploration, production and/or monitoring bore(s) on Mewitt Road, Quindalup (defined in the Request for Tender as the Bore Site) as part of the City's Dunsborough Non-Potable Water Network Project;
  - b) comply with DWER requirements in relation to a Hydrogeological Assessment Report for these bores (as specified in the Drilling Licence); and
  - c) if required, provide the City with a report on the beneficial use (availability, volume, quality and sustainability) of groundwater available for extraction from this bore(s).
- A Request for Tender was advertised on 18 July 2020 with a closing date of 20 August 2020.
- The value of the contract is not expected to exceed the CEO's current delegated authority under Delegation DA 1-07.

#### **RFT05/20 UPGRADE OF MECHANICAL SERVICES TO THE GEOGRAPHE LEISURE CENTRE**

- *Requirement – to supply and install a modification to the existing mechanical system at the Geographe Leisure Centre.*
- *A Request for Tender was advertised on 9 May 2020 with a closing date of 26 May 2020.*
- *Two submissions were received and have been evaluated.*
- *The value of the contract is not expected to exceed the CEO's current delegated authority under Delegation DA 1-07 and it is expected that the evaluation will be completed and a contract will be entered into during June 2020.*
- A contract was awarded by the CEO under delegation to BSA Advanced Property Solutions (WA) Pty Ltd in July 2020.

#### **RFT06/20 BUSSELTON FORESHORE EXERCISE EQUIPMENT – DESIGN, FABRICATION AND INSTALLATION**

- *Requirement – the design, fabrication and installation of six (6) exercise equipment stations at the Busselton Foreshore.*
- *A Request for Tender was advertised on 9 May 2020 with a closing date of 26 May 2020.*
- *The value of the contract is not expected to exceed the CEO's current delegated authority under Delegation DA 1-07 and it is expected that a contract will be entered into during July/August 2020.*
- One submission was received and is currently being evaluated.



**EOI02/20 CONSTRUCTION OF BUSSELTON PERFORMING ARTS AND CONVENTION CENTRE**

- Requirement – the construction of the Busselton Performing Arts and Convention Centre.
- An Expression of Interest was advertised on 11 July 2020 with a closing date of 11 August 2020.
- The process for making a preliminary selection among prospective tenderers has been delegated to the CEO pursuant to delegation DA 1 -08.
- It is expected that a shortlisting of acceptable tenderers will occur in September 2020, with a proposed date for issue of the Request for Tender to acceptable tenderers estimated to be December 2020.

**17.1.3 Transfer of Ownership of Public Library Stock**

On 23 June 2020, the CEO received a letter from the CEO and State Librarian advising the following:

***Transfer of Ownership of Public Library Stock***

*As advised in my letter to you of 20 December 2019, the transfer of ownership of physical library materials purchased with State Government funding will take place as planned on 30 June 2020.*

*This initiative is a milestone in the implementation of the new tiered model for delivering public library services developed as part of the WA Public Libraries Strategy, endorsed by the WALGA State Council and the Library Board of Western Australia.*

*Over the past six months, all public library services in Tier One local governments have worked with the State Library to complete a reconciliation of library materials to ensure accurate figures for the transfer of stock.*

*I would like to thank library staff for their work in ensuring the completion of this project, particularly in the context of COVID-19.*

*The library materials to be transferred to your local government as of 30 June 2020 are:*

***Number of volumes transferred 32,446***

***Dollar value of volumes transferred \$444,808***

*The dollar value of the volumes transferred has been based on the depreciated cost according to the age of the items held by your local government's public libraries. As this stock will now be owned by your Local Government, the policies and procedures of individual local governments should be used to determine whether-or-not stock is treated as an asset and depreciated in the future.*

*If you require any further information please contact Sue North, Project Manager Public Library Strategy [sue.north@slwa.wa.gov.au](mailto:sue.north@slwa.wa.gov.au) or 9427 3219.*

*We look forward to continuing to work with you and your staff as we implement this new model.*

**Officer Comment**

The State Government provides funding via the State Library of Western Australia to support public libraries services in Western Australia. Funds are provided to local governments on an annual basis via grants, based on an agreed allocation model.

For many years, local governments and the West Australian Local Government Association (WALGA) have argued for greater autonomy and for the ability to tailor services according to the capacity of their library as well as the needs of individual communities.

As part of the WA Public Libraries Strategy, endorsed by the WALGA State Council and the Library Board of Western Australia, State Library has been working with Local Governments on a new tiered model for delivering public library services. City of Busselton libraries, due to the size of population and its needs has been classified as a Tier One Local Government service which will provide us with more flexibility in how State funding may be spent.

All Tier One local governments may elect to apply for up to 20% of their annual public library funding allocation to be received as a Library Priority Grant to be spent on specific projects other than library materials. Tier One local governments must spend a minimum of 80% of their total funding allocation on the purchase of library materials through the State Library's centralised purchasing arrangement. The implementation of Library Priority Grants is scheduled for 1 January 2021.

As such transfer of ownership of physical library materials purchased with State Government funding will take place on 30 June 2020.

The library materials to be transferred to the City of Busselton as of 30 June 2020 are:

**Number of volumes transferred** 32,446

**Dollar value of volumes transferred** \$444,808.

The dollar value of the volumes transferred has been based on the depreciated cost according to the age of the items held

In 2020/21 City of Busselton libraries have been allocated \$77,362 in State Funding to purchase materials from the State Library. Funding this year is to be received as 2 separate instalments of \$38,681 each in July 2020 and January 2021.

#### **17.1.4 Lower Vasse River Management Advisory Group Meeting Notes – 24 June 2020**

As per the terms of reference for the Lower Vasse River Management Advisory Group, the notes from the meeting held on 24 June 2020 are provided at Attachment B.

#### **17.1.5 Lower Vasse River Circulation Trial 2019-2020**

The Technical Report to the City of Busselton of the Lower Vasse River Circulation Trial 2019-2020 prepared by Robyn Paice, Ottelia Ecology, is provided at Attachment C.

#### **17.1.6 Letter from Bureau of Meteorology**

As resolved by Council at its meeting on 29 January 2020 (C2001/023), in response to the Motion carried at the General Meeting of Electors on 2 December 2019 (C1912/245), the CEO wrote to the Bureau of Meteorology to seek the installation of weather stations in the Busselton and Dunsborough town sites.

A letter of response to this request from the Bureau of Meteorology is provided at Attachment D.

Officers are investigating the option of an automatic weather station and the cost of its installation.

**17.1.7 Thank you letter from Jarrahwood Community Association Inc.**

Correspondence received from the Jarrahwood Community Association Inc. is provided at Attachment E.

**As at 13 July 2020**

APPLICATION (Name, No. and City File Reference)	PROPERTY	DATE COMMENCED	DECISION BEING REVIEWED	RESPONSIBLE OFFICER	STAGE COMPLETED	NEXT ACTION AND DATE OF ACTION AS PER SAT ORDERS	DATE COMPLETED / CLOSED
<b>CITY OF BUSSELTON</b>							
Lindberg v City of Busselton	4822 Bussell Highway, Busselton	October 2019	Review of a decision to give a direction under s.214.	Ben Whitehill / Lee 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> </ul>	Directions Hearing 7 August 2020	
Bishop v City of Busselton	545 Gale Road, Kaloorup	November 2019 - (DR 227 of 2019)  April 2020 – (DR 59 of 2020)	Review of a decision to give a direction under s.214 (concrete batching and dumping rubbish)  Review of a decision to refuse to grant develop approval for a 'Research Establishment'	Ben Whitehill / Joanna Wilson	<ul style="list-style-type: none"> <li>• Directions hearing on the 29 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 13 December 2019 in order for the applicant to seek legal advice</li> <li>• Directions hearing listed for 13 December 2019 was vacated</li> <li>• S 214 direction issued by the City is stayed until further orders are made.</li> <li>• The matter is listed for a directions hearing on 7 February 2020.</li> <li>• Directions hearing on 7 February 2020 where it was resolved that : <ul style="list-style-type: none"> <li>- adjourned to a further direction hearing on 4 March 2020;</li> </ul> </li> </ul>	Mediation 19 August 2020	

APPLICATION (Name, No. and City File Reference)	PROPERTY	DATE COMMENCED	DECISION BEING REVIEWED	RESPONSIBLE OFFICER	STAGE COMPLETED	NEXT ACTION AND DATE OF ACTION AS PER SAT ORDERS	DATE COMPLETED / CLOSED
					<ul style="list-style-type: none"> <li>- By 6 March 2020, the respondent must file a statement of issues, facts and contentions and bundle of documents required under s 24 of the State Administrative Tribunal Act 2004.</li> <li>• Directions on 4 March 2020, where it was discussed that City likely to refuse Application for DA for Research Establishment, that the order for City to file documents be revoked, and adjourned to 3 April 2020</li> <li>• City refused Application for DA for Research Establishment on 12 March 2020</li> <li>• Mr Bishop has applied to the SAT to have refusal reviewed</li> <li>• Directions hearing on the 3 April 2020 adjourned to 17 April 2020 due to non-appearance of Mr Bishop.</li> <li>• Directions hearing on the 17 April was vacated and listed for a directions hearing on 24 April 2020.</li> <li>• Both review applications have now been listed for Mediation on 6 May 2020;</li> <li>• Directions hearing on 5 May 2020 in order for both parties to agree on vacating the mediation on 6 May 2020 and re-listing for 3 June 2020.</li> <li>• DR 277 of 2019 (relating to s214 notice for concrete batching) withdrawn and DR 59/2020 (relating to the refusal of the DA for Research Establishment) adjourned to a further mediation on 19 August 2020.</li> </ul>		
Hotait v City of Busselton	9 Prospect Close, Quindalup	November 2019 and January 2020	Review of a decision to give directions under s.214.	Ben Whitehill / Lee Reddell	<ul style="list-style-type: none"> <li>• City issued 3 s 214 directions (Planning and Development Act 2005) October 2019; review applications lodged with SAT</li> <li>• Due to administrative issues, review applications were dismissed. Re-commenced in January 2020 (DR 16/2020).</li> <li>• Directions hearing held on 31 January 2020, adjourned to 28 February 2020 to enable the parties to confer, with a view to then being directed to mediation.</li> <li>• Directions hearing on 28 February 2020 where the matter was referred to mediation on 16 March 2020.</li> <li>• Mediation on 16 March 2020 where it was resolved that: <ul style="list-style-type: none"> <li>- The parties are to liaise in respect of the additional information required for the determination of the current development applications;</li> <li>- Preparation of a 'livestock management plan' that might form the basis of a development application.</li> <li>- Adjourned to a further mediation on 21 May 2020.</li> </ul> </li> <li>• Adjourned to a Directions Hearing on 24 July 2020, to provide time for Applicants to provide documentation and City to consider applications.</li> </ul>	Directions hearing on 24 July 2020	

<b>APPLICATION (Name, No. and City File Reference)</b>	<b>PROPERTY</b>	<b>DATE COMMENCED</b>	<b>DECISION BEING REVIEWED</b>	<b>RESPONSIBLE OFFICER</b>	<b>STAGE COMPLETED</b>	<b>NEXT ACTION AND DATE OF ACTION AS PER SAT ORDERS</b>	<b>DATE COMPLETED / CLOSED</b>
Harris v City of Busselton		May 2020	Review of a decision to cancel a registration ( <i>Dog Act 1976</i> )	Ben Whitehill / Sharon Woodford-Jones	<ul style="list-style-type: none"> <li>• City cancelled registration of dog on 30 April 2020.</li> <li>• Applicant lodged application for review 11 May 2020.</li> <li>• Directions hearing on 16 June 2020 applicant did not attend adjourned to 7 July 2020.</li> <li>• Directions hearing 7 July 2020, resolved not suitable for mediation and made the following orders:               <ul style="list-style-type: none"> <li>- statement of issues, facts and contentions (<b>SIFC</b>) and s24 bundle of documents to be filed by the City by 4 August 2020;</li> <li>- applicant to file response by 25 August 2020;</li> <li>- adjourned to a further direction hearing on 8 September 2020.</li> </ul> </li> </ul>	4 August 2020 SIFC and s24 bundle to be filed	
<b>JOINT DEVELOPMENT ASSESSMENT PANEL</b>							
NIL							
<b>WESTERN AUSTRALIAN PLANNING COMMISSION</b>							
NIL							



## MEETING NOTES

NOTES OF THE 1ST MEETING OF THE LOWER VASSE RIVER MANAGEMENT ADVISORY GROUP  
HELD IN THE UNDALUP ROOM, CITY OF BUSSELTON ADMINISTRATION BUILDING  
24 JUNE 2020 - MEETING COMMENCED AT 10:30am.

### Attendances:

Members:	
Cr Sue Riccelli (Chair)	City of Busselton
Cr Ross Paine (Deputy Chair)	City of Busselton
Cr Paul Carter	City of Busselton
Mayor Henley (Deputy)	City of Busselton
Paul Needham	City of Busselton
Oliver Darby	City of Busselton
Joel Hall	Department of Water and Environmental Regulation
Suzanne Brown	Water Corporation
Wayne Elliott	Department of Biodiversity Conservation and Attractions
Felicity Bradshaw	Geocatch
Elizabeth Embry	South West Boojarah Working Party
Rachelle Cousins	Undalup Association Inc.
Shannon Clohessy	Undalup Association Inc.
Keith Sims	Community member
Vern Bussell	Community member
Brent Burns	Community member
Adriaan Hendrik Van der Wiele	Community member
Officers and guests:	
Tanya Gillett	City of Busselton
Greg Simpson	City of Busselton
Mathilde Breton	City of Busselton
Angeline Dewson	City of Busselton

### Apologies:

Nichole Councillor	South West Boojarah Working Party
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- **Welcome and Introduction**

The meeting opened at 10:40am. The Chair welcomed the group and also provided an acknowledgement of country.

- **Meet and Greet**

Members introduced themselves and each gave a brief outline of why they joined the group and what they expected to achieve within the group.



- **Presentation on the Management Advisory Group (MAG)**

A presentation on the Lower Vasse River Management Advisory Group encompassing the background, membership, governance and objectives of the MAG; also an overview of the Waterway Management Plan and its implementation and management strategies for the Lower Vasse River, including the Living Streams approach, was presented by Mathilde Breton.

The presentation also tabled an outline for the structure and proposed dates for future meetings. The proposed dates for the next 3 x meetings tabled are: (1) 24 July 2020, (2) 19 August 2020 and (3) 16 September 2020. The format of the meetings will be in the form of presentations followed by workshop sessions.

Paul Needham advised that one focus of the next two meetings will be to ascertain matters the members may want more information about and consider that feedback in setting agendas for future meetings.

**Action: Minute taker to schedule proposed meetings dates and send invitations to MAG members.**

**Action: Members to be given option to attend meetings either via Zoom or in person for future meetings; assistance to be given if required to familiarise members with zoom meeting software.**

- **Documents Distributed with Agenda**

Lower Vasse River Management Advisory Group Terms of Reference (TOR)

The Chair discussed the TOR with the members, advising them to familiarise themselves with the document.

Lower Vasse River Waterway Management Plan (LVRMP)

The Chair noted provision of the hard-copies of the LVRMP to members. The Chair asked members to familiarise themselves with the Plan before the next meeting and also requested that members bring their copy of the Plan to the next meeting.

- **General Discussion**

Queries were raised around whether there would be any funding to implement the decisions /recommendations made by the MAG. The group was advised that there were some funds set aside in the City's budget, but that more substantial actions would require significant additional funding from State and/or Federal level.

Queries were raised as to whether the City would be receiving any of the "new Healthy Estuaries WA", State Government \$25 million commitment funding. The group was advised by Paul Needham that there was an allocation of \$6.4 million to the Vasse-Geographe waterways over a 4 year period. Break-down of the \$6.4 million funding allocation has not yet been determined.

**Action: Paul Needham to supply a break-down of the \$6.4 million funding allocation to the group when available.**

A request was made for electronic copies of any existing documents/studies etc. associated with the management of the Lower Vasse River.

**Action: Mathilde Breton to supply links to relevant documents for distribution to the group.**

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*Meeting Notes LVRMAG 24/06/2020*

- **Site visit**

A walking tour was conducted along the banks of the Lower Vasse River showing members various points of interest and works that have been carried out to date.

- **Proposed next meetings:**

Meeting dates proposed for the next 3 months: 24 July 2020, 19 August 2020 and 16 September 2020

- **Close of meeting:** Meeting closed at approximately 12:00 noon

- **Next meeting date:** Friday, 24 July 2020 - 10:00am – 12:00 noon

## Lower Vasse River Circulation Trial 2019-2020

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### **Technical Report**

April 2020



Report to the City of Busselton

Prepared by Robyn Paice, Ottelia Ecology



*Ottelia Ecology*

Environmental Services | Aquatic Ecosystem Specialists

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## Document Control

Document Status	Prepared by	Reviewed by	Date
Final report	R. Paice		3/06/2020
Final draft report	R. Paice	M. Breton (CoB) G. McGrath (DBCA) L. Kalnejais (DWER)	22/04/2020
Draft Report 2	R. Paice	K. Hastings	22/04/2020
Draft Report 1	R. Paice	K. Hastings	15/04/2020

## Summary

The Lower Vasse River experiences severe blooms of cyanobacteria (blue-green algae) every summer due to very high concentrations of nutrients and optimal physical conditions for phytoplankton growth. Water circulation may have potential to improve water quality in the Lower Vasse River, through addressing the still and 'stagnant' conditions during summer and autumn. This is currently the only option for water movement, as no 'new' water is available for flushing. A trial of water circulation was undertaken from 19<sup>th</sup> December 2019 to 16<sup>th</sup> March 2020 to inform its potential use as a management tool. The Lower Vasse River circulation trial provided circulation of the volume of river water within the trial area every 1-2 days over a period of three months.

Unfortunately, the establishment of the seasonal algal bloom prior to circulation meant that the potential for this approach to prevent formation of a bloom could not be assessed. Although there was a decline in phytoplankton levels following an initial increase, levels remained well in excess of recreational and ecosystem protection guidelines, and the algal bloom persisted. Despite the water movement, still conditions with high nutrient levels remained in the test area. Some treatment of the recirculated water would be required to achieve a beneficial outcome and even then, ongoing nutrient release from internal sediments may be sufficient to fuel algal blooms. There was no effect on oxygen levels, which are consistently very high at this time of year. Other methods of aeration (e.g. fountains) would similarly not increase oxygen levels under already super-saturated conditions.

Management of algal blooms in the Lower Vasse River will require implementation of multiple management tools, as intended to be achieved through a Living Streams approach. The use of separation curtains has been shown that separated areas respond to localised conditions, suggesting that improvements may be achievable within seasonally isolated areas. Creation of deeper areas through removal of accumulated organic sediments may facilitate more effective circulation if deeper, cooler waters have lower algal biomass and can be mixed with surface waters. Providing for some treatment of the recirculated water is essential, and inclusion of channel zones associated to create more turbulence in the system may also be helpful.

The recommendation from this trial is to consider further evaluation of circulation in combination with additional treatment measures within the trial design, such as Phoslock and/or hydrogen peroxide. If pursued further, recommended improvements to the current circulation design are:

- ensure commencement well in advance of the onset of seasonal algal bloom;
- modify the return outflow to incorporate a longer riffle run to create additional time in turbulent flow;
- increase pumping capacity; and
- exclusion of a geotextile bag.

## Introduction

The Lower Vasse River experiences severe blooms of cyanobacteria (blue-green algae) every summer due to very high concentrations of nutrients and optimal physical conditions for phytoplankton growth. Significant work has been undertaken over the past 20 years to reduce nutrients from catchment sources, however algal blooms have prevailed in the river leading managers to explore additional management options. Other factors that contribute to algal blooms are internal nutrient loading from sediments, still warm conditions, and lack of shading.

Water circulation has been thought to have potential to improve water quality in the Lower Vasse River, through addressing the still, 'stagnant conditions' during summer and autumn. Cyanobacteria thrive in warm, still conditions. They benefit from stable water columns, with gas vesicles and formation of large colonies that improve buoyancy (Romo et al. 2013). This allows cells to stay within optimal temperature, light and nutrient conditions for growth. Their buoyancy also results in accumulation of cells at the surface, providing a competitive advantage over other species of phytoplankton (Huisman et al. 2018).

Reducing water residence times through flushing (moving water through the system and replacing it with 'new' water) has been shown to reduce growth of blue-green algae (Stroom et al. 2016). Mixing within a water body can also reduce sedimentation losses of less buoyant species and so increase the growth rate of less harmful species such as diatoms and green algae (Ptacnik et al. 2008). Mixing of deeper lakes can limit cyanobacteria by reducing stratification and diluting with cooler water with lower cell density due to lack of light (Visser et al. 2016). However, in the Lower Vasse River, there is no external water availability for flushing or deep areas for mixing, so internal circulation is the only option to disrupt the stable water column to provide less optimal conditions for growth of cyanobacteria.

A water circulation trial was conducted from December 2019 to March 2020. The trial aimed to evaluate the potential for internal water circulation to limit phytoplankton growth, and assess its potential application in future redesign of the river as part of a Living Streams approach to management. The Living Streams approach proposes changes to river morphology to enhance ecosystem processes and increase resilience to nutrient enrichment by providing less favourable conditions for algal blooms (CoB 2019).

It was planned to commence the trial prior to the onset of an algal bloom, as suppression of phytoplankton growth was considered more achievable than algal bloom treatment. Unfortunately, a dense cyanobacteria bloom became established, earlier in the season than in previous years, before the trial commenced.

## Methodology

The Lower Vasse River circulation trial was set up during 12<sup>th</sup> - 19<sup>th</sup> December 2019 and the pump was turned on in the afternoon of 19<sup>th</sup> December. Pumping of river water in the trial area was maintained at a rate of 60m<sup>3</sup>/hour, providing a residence time of 1-2 days, and continued uninterrupted for three months until 16<sup>th</sup> March 2020.

### Site layout

Three sections of river were isolated using four PVC separation curtains (Figure 1). These sections provided three trial areas for monitoring: a 'downstream' control area approximately 130m in length; a 'test' area approximately 50m in length; and an 'upstream' control area approximately 100m in length. Curtains had a floating top and chain attached to the base to form a barrier throughout the water column. Curtains reached across the width of the river and were tied in place and the edges weighted down. There was some leakage around the edges of the curtains, mainly from wind-driven water movement, however they were considered to provide sufficient separation to measure any water quality differences between trial areas.

The 50m test area had an approximate average width of 30m and depth of 1m, providing a water volume of about 1500 m<sup>3</sup>. To create a residence time of 1-2 days, a 60m<sup>3</sup>/hr capacity submersible pump was installed 1.5m from the bank at the south-east corner of the test area. Water was pumped through 100mm diameter pipe to the outflow area at the north west corner, into a 5m x 2.25m geotextile bag (mesh size 0.2mm) within a plastic-lined bunded 'pond' area and overflow water from the pond returned to the river via a rocky waterfall/riffle zone (Figure 2).

### Water quality monitoring

Water quality monitoring was undertaken prior to the trial commencing (11<sup>th</sup> December 2019); three weeks after commencing (9<sup>th</sup> January 2020); and on a fortnightly basis until 5<sup>th</sup> March 2020. This included fortnightly in-situ measurements of dissolved oxygen, pH, temperature, salinity, and secchi depth; fortnightly laboratory analysis of chlorophyll a and turbidity; and four-weekly analysis of nutrients and phytoplankton (species composition and cells counts). Sites included the test area, downstream and upstream control areas, and the pond in the outflow area.

Within the river, sampling was undertaken from a boat in approximately the centre of each site area. Water samples for laboratory analysis were collected as integrated samples through the water column using a weighted bottle, with three subsamples combined for each sample. Water quality samples were chilled immediately and analysed by the Marine and Freshwater Research Laboratory (NATA accredited). For phytoplankton analysis, both fresh (chilled) and preserved (Lugol's) samples were sent for taxonomic analysis and enumeration by Dalcon Environmental (NATA accredited).

### Maintenance

The circulation trial infrastructure installation was completed, and the pump activated on 19<sup>th</sup> December 2019. The pump operated constantly without any problems. The Geotextile bag mesh became covered with growth of biofilm, which caused the bag to bloat creating concerns about a potential reduction of flow. However, water continued to flow through the bag at the same flow rate, as indicated by an in-line pressure gauge. The bag was periodically washed down with water at high pressure to clean it.



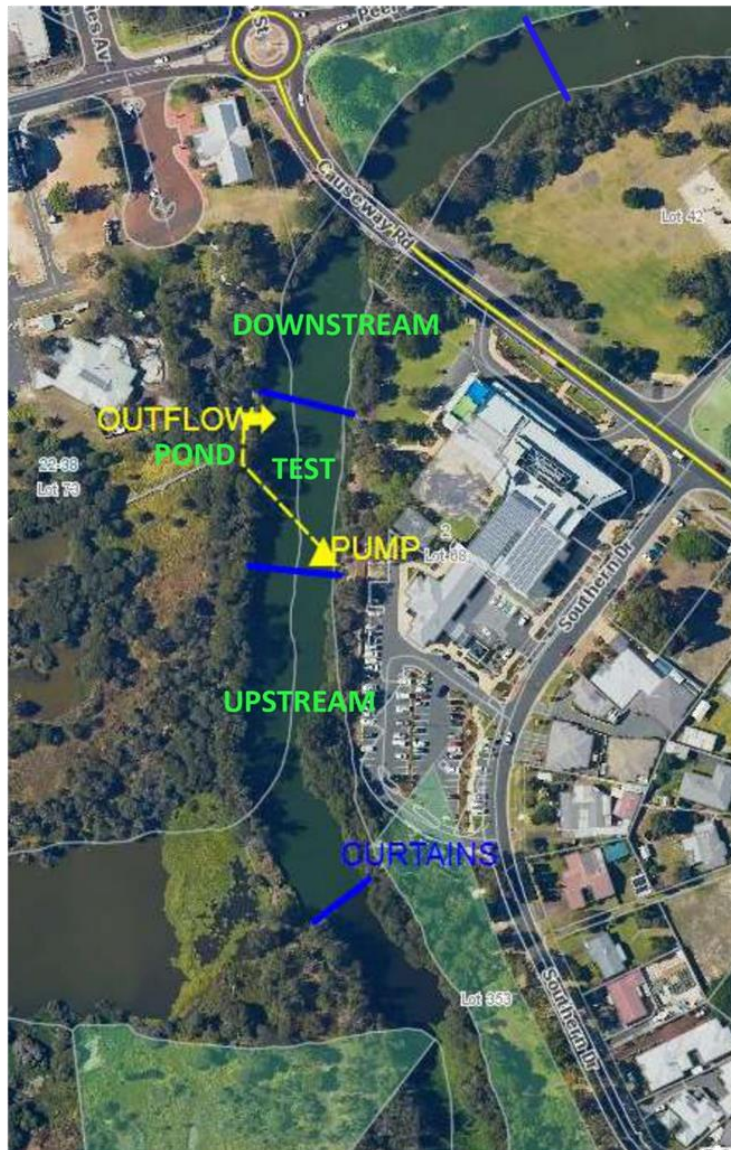


Figure 1. Lower Vasse River circulation trial layout 2019-2020 showing: location of pump, pipe (yellow dashed line) and outflow; separation curtains (blue, approximate location) and water quality monitoring sites (labelled in green).



Figure 2. Circulation trial set-up photos showing: (a) PVC separation curtain, (b) submersible pump, (c) the geotextile bag and pond in the outflow area and (d) the rock riffle return to the river.



Figure 3. Photos from 19<sup>th</sup> December showing the cyanobacterial bloom prior to circulation commencing, with surface scum accumulating on different sides of the curtain in the morning (left) and afternoon (right) due to prevailing winds.

## Results

The presence of a dense cyanobacterial bloom (blue-green algae) was evident prior to the trial commencing, with turbid green water throughout the project area. Scums were present at the surface, accumulating against the separation curtains according to the direction of prevailing winds (Figure 3). Freight delays owing to the upcoming Christmas period made it difficult to get the trial underway sooner.

### Phytoplankton and water clarity

Prior to the trial commencing, the dense bloom of cyanobacteria was reflected by very high chlorophyll *a* (mean 270µg/L) and turbidity (mean 47NTU) (Figure 4) across all sites. Cyanobacteria cell density was also extremely high, and was much higher in the downstream area (1,098,000 cells/mL) than in the test area (595,000 cells/mL) and upstream (479,000 cells/mL). The establishment of the algal bloom was earlier than usually observed, likely owing to very high temperatures in early December, when maximum temperatures of 32.7°C-37.5°C from 1<sup>st</sup> to 6<sup>th</sup> December compared to average temperatures over this time of 25.4 °C (BoM data). All sites remained above ecosystem protection guidelines for chlorophyll *a* and turbidity throughout the trial (Figure 4).

Three weeks after commencement of circulation there was a minor (15%) decrease in chlorophyll *a* in the test area, but substantial decreases in both control areas (downstream 82%; upstream 70%). Chlorophyll *a* in the test area then increased to 410µg/L on 23<sup>rd</sup> January, followed by a consistent decline over the remainder of the trial period by 68% to 130µg/L on 5<sup>th</sup> March (Figure 4a). Chlorophyll *a* in the pond area differed to the test area early in the trial and then results were very similar for the final six weeks. In the downstream control area, chlorophyll *a* remained at comparatively low concentrations (though well above the guideline) with a higher peak on 20<sup>th</sup> February. Concentrations were consistently higher in the upstream than the downstream control (Figure 4a). In the upstream control, chlorophyll *a* rose to 460µg/L on 20<sup>th</sup> February and declined during the final two weeks. Chlorophyll *a* in the pond and test area were similar to the downstream control area from 20<sup>th</sup> February.

Turbidity closely followed the pattern of chlorophyll *a* results, other than no initial decrease observed for the test area (Figure 4b). This confirms phytoplankton as the main source of turbidity in the river. Secchi depths also reflected turbidity results, showing lower water clarity in the test area in January (0.19m) than both controls (downstream 0.39m; upstream 0.29m), but increasing clarity thereafter, and consistently higher clarity in the downstream control (mean 0.41m).

Phytoplankton species composition and cell density counts were completed on three occasions: prior to commencing, three weeks after commencing, and nine weeks after commencing. Cyanobacteria dominated the phytoplankton community at all sites, comprising 98-99% of total cell density. After three weeks of circulation (9<sup>th</sup> January), there was a visual difference in the algal bloom in the test area, which had a brighter green colour (Figure 5). Cyanobacteria density increased by 40% in the test area (829,500) and was 3 to 4 times higher than in control areas and, notably, the pond area (Figure 6a). Despite this difference in cell counts, the pond and test areas had similar chlorophyll *a* levels, which may be explained by relatively high levels of unicellular green algae (Chlorophyceae) in the pond (Figure 6b). The final phytoplankton sampling on 20<sup>th</sup> February (6 weeks



later) found a 42% reduction cyanobacteria density in the test area, with values similar to the downstream control, while density had increased in both control areas.

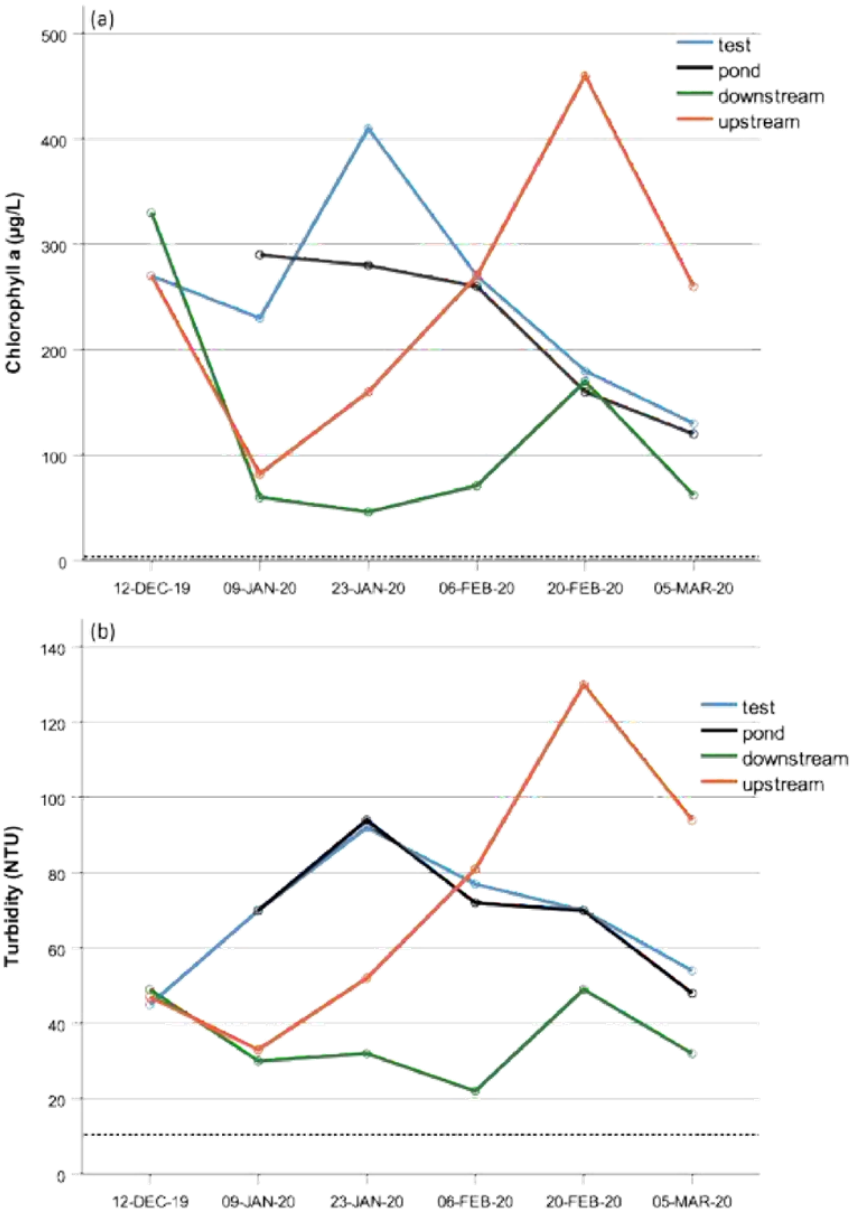


Figure 4. (a) Chlorophyll a concentrations and (b) turbidity levels at each site during the trial, measured at fortnightly intervals. Dashed lines are guidelines for ecosystem protection (ANZECC and ARMCANZ 2000).



Cyanobacteria dominated the phytoplankton community throughout the trial, accounting for more than 98% of cells present in all samples other than two: the pond and upstream control areas on 9<sup>th</sup> January, when 13-15% of cells were unicellular green algae (Chlorophyceae) (Figure 6b). The only phytoplankton groups other than cyanobacteria comprising more than 1% of the community were Chlorophyceae and Bacillariophyceae (diatoms). Phytoplankton analysis results were generally consistent with chlorophyll a concentrations.

Within the group of cyanobacteria (Class Cyanophyceae), sixteen taxa were encountered with most of the biomass comprised of seven taxa. Composition of taxa were similar across sites for each sample date, although densities varied (Figure 6a). When much higher cyanobacteria density was found in the test area in January compared to other sites, composition differed mainly in higher densities of *Dolichospermum circinale* and *Planktolyngbya limnetica* (both toxin-producing). This difference was visible, with the test area appearing a brighter green than control areas. *Microcystis flos-aquae* was also high in both the test and upstream areas in January. The final phytoplankton monitoring on 20<sup>th</sup> February found all open water areas dominated by the common and the toxin-producing species *Microcystis aeruginosa*. *Microcystis* species were also found to dominate the river downstream of the study area in sampling undertaken by Department of Water and Environmental Regulation in late February to early March.

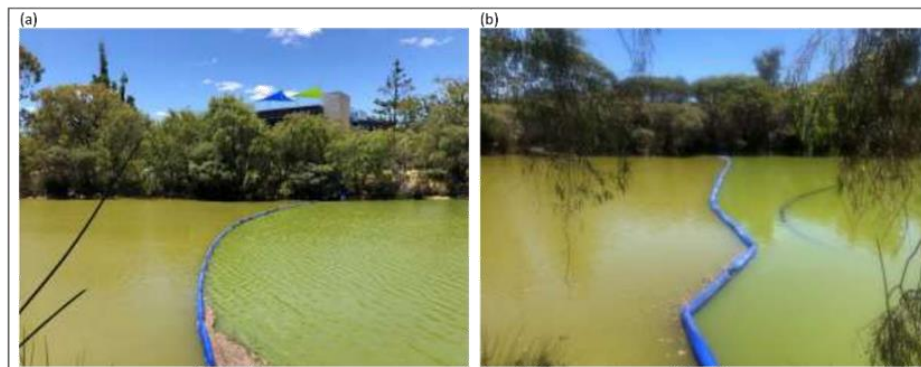


Figure 5. Visual differences between trial and control areas on 9<sup>th</sup> January, three weeks after the trial commencing. The test area is on the right in phot photos, compared with (a) downstream control and (b) upstream control.

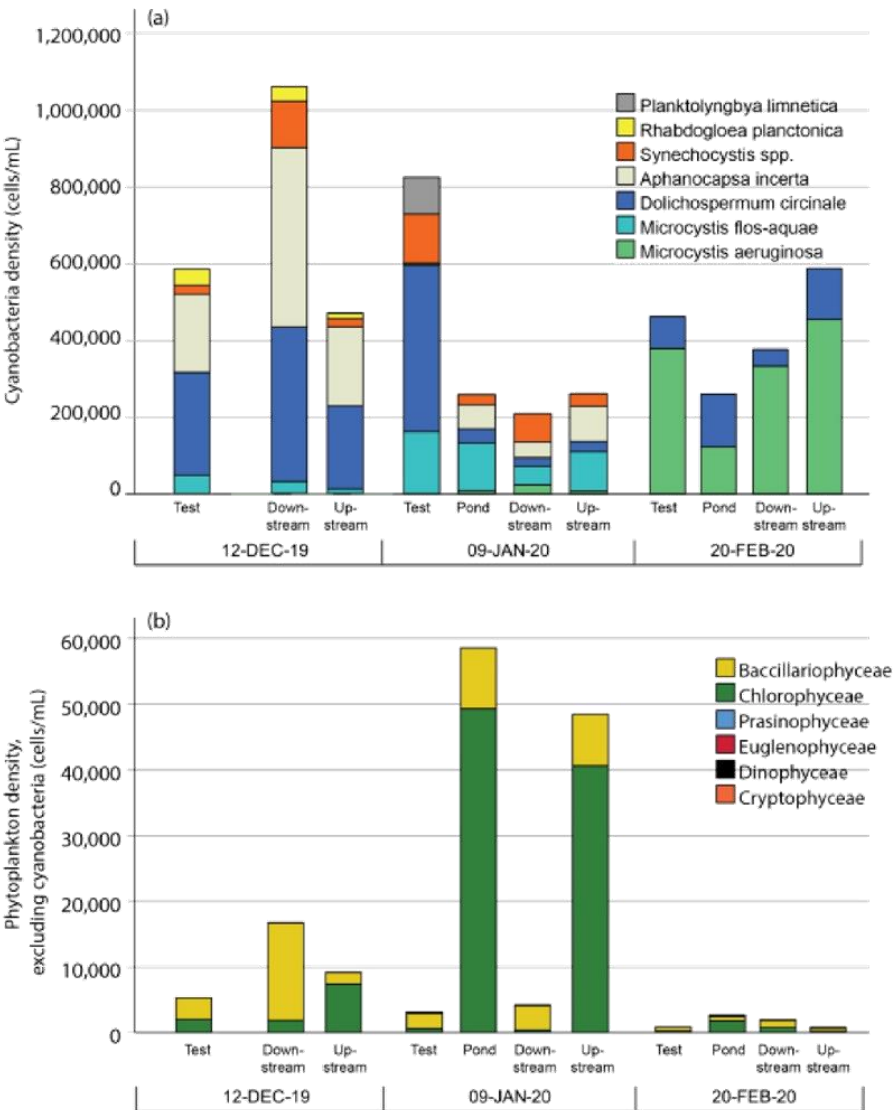


Figure 6. Phytoplankton density and community composition in the study area during the trial: (a) Cyanobacteria and (b) other phytoplankton groups.



### Nutrients

Phosphorus results did not indicate any effect of water circulation. Concentrations of both total and dissolved phosphorus in the pond and treatment area were closely aligned, a likely effect of mixing.

Prior to the trial in December, all areas had similar concentrations of total phosphorus (TP) and dissolved phosphorus, with values greatly above guidelines for ecosystem protection (Figure 7). Following three weeks of circulation, TP had increased slightly in the test and pond areas and was higher than in control areas, but after a further six weeks had declined and was much lower than in the upstream control (Figure 7a). Downstream, TP declined during the trial, while upstream concentrations increased over time. Higher TP in the test and upstream control reflects greater phytoplankton levels in those areas compared with downstream, as phosphorus bound within algal cells is included in TP concentrations.

Dissolved phosphorus (orthophosphate, available phosphate) initially increased in all areas, and then dropped substantially in February, when concentrations were below guideline levels in the test, pond, and downstream control areas (Figure 7b). Dissolved phosphorus was much higher in the upstream control in January than other areas, which may explain increasing phytoplankton growth over time until February sampling, when less phosphorus was available.

Similar to the test area, dissolved phosphorus downstream dropped below guideline levels in February and was also relatively low in the upstream area. This indicates lower phosphorus availability and was followed by a decline in phytoplankton levels (chlorophyll a) in March.

Total nitrogen concentrations in the test area remained similar over the duration of the trial, while greater variability was found in the control areas (Figure 8). Dissolved inorganic nitrogen (ammonium and oxides of nitrogen) remained well-below ecosystem protection guidelines and were also more variable in control areas. Greater consistency of values may be due to increased mixing in the test area, however there was no evidence for any overall effect of circulation on nitrogen levels.

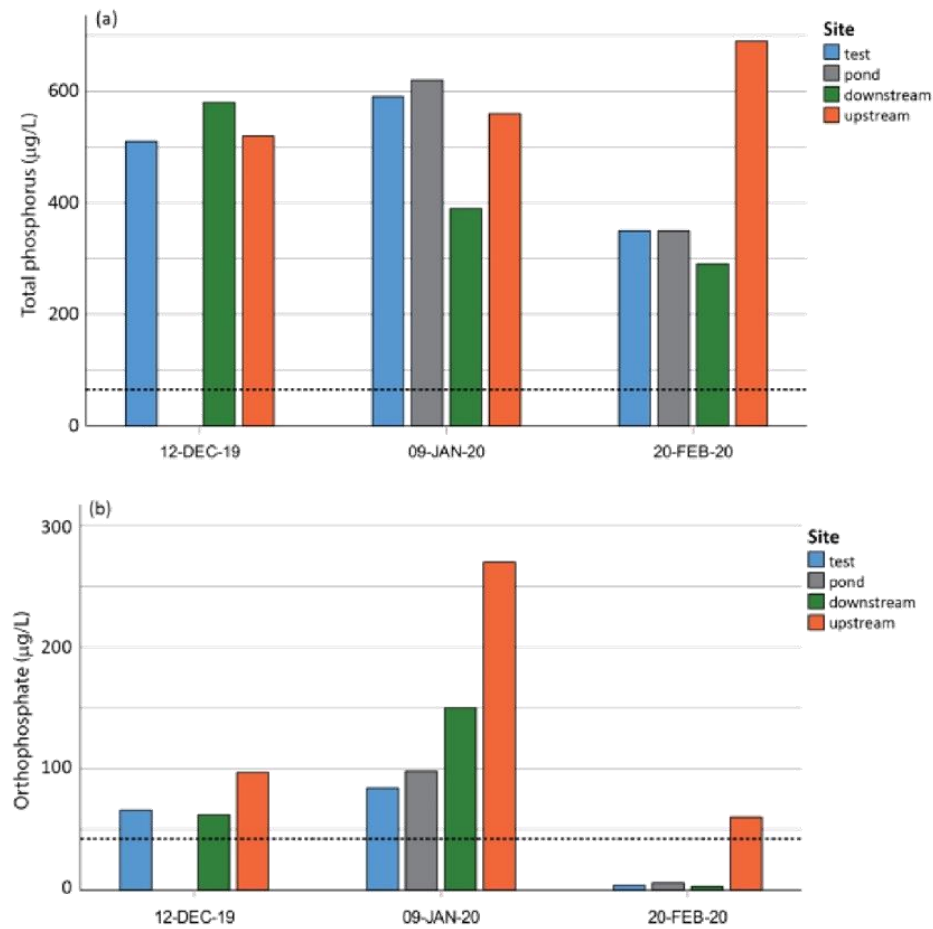


Figure 7. Phosphorus concentrations in the study area during the trial: (a) total phosphorus and (b) orthophosphate (dissolved phosphorus).

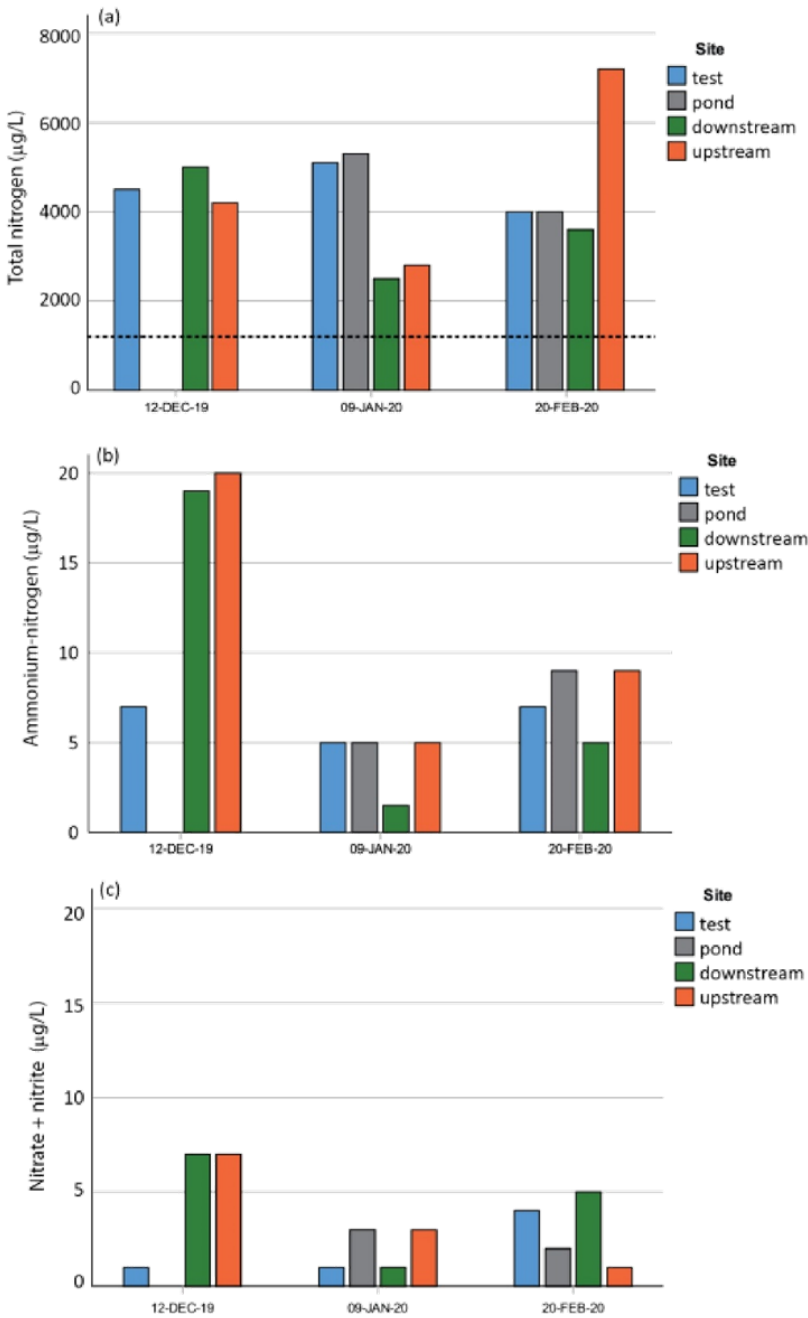


Figure 8. Nitrogen concentrations in the study are during the trial: (a) total nitrogen and dissolved nitrogen forms (b) ammonium and (c) nitrate plus nitrite (oxidised nitrogen).

#### Physicochemical variables

Dissolved oxygen was extremely high throughout the study area prior to circulation commencing, with a mean surface concentration of 23mg/L and 297% saturation (Figure 9a). These were the highest levels observed during the trial. The river was also more stratified at this time than later, with mean dissolved oxygen near the bottom of the water column of 10.95mg/L. This is a result of extremely high levels of photosynthesis associated with the algal bloom during hot, sunny conditions. Oxygen had dropped throughout the study area three weeks after the trial commenced, but was still at very high levels at all sites and remained high for the duration of the trial. Surface concentrations in the test area were similar to control sites, however there was an indication of greater stratification in January to early February, suggesting greater phytoplankton activity near the surface. Dissolved oxygen levels in the pond area were consistently lower than other sites suggesting that although phytoplankton levels were high, photosynthetic activity was lower than in open waters.

Throughout the trial, pH was very high at all sites, generally around 9-10 (Figure 9b). In conditions of algal blooms, high pH is common due to high levels of photosynthesis. Carbon dioxide in water forms a weak acid, lowering pH, but as it is depleted during photosynthesis the pH increases.

Prior to circulation, river temperatures were very high throughout the study area (Figure 10a), particularly at the surface, and the highest temperature was found in the test area. Following commencement of the trial, temperature was consistently slightly lower in the treatment and pond sites than in upstream and downstream control areas.

The river remained relatively fresh throughout the trial, but conductivity did increase over time (Figure 10b). Conductivity remained similar across sites until 20<sup>th</sup> February, when it was slightly higher with distance upstream. This continued into March, when the downstream area declined slightly, the test area remained the same and the upstream area increased slightly. This may be related to greater groundwater input to the deeper waters just downstream of the Causeway bridge.

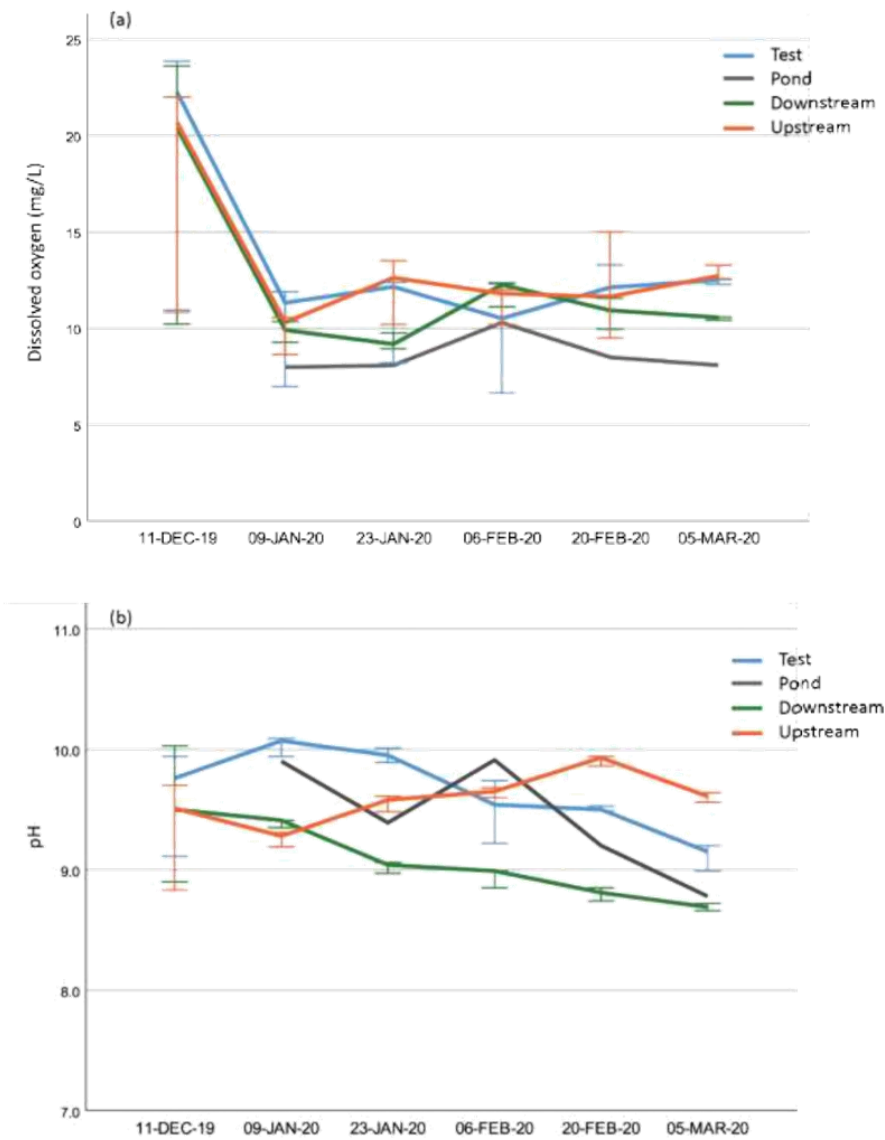


Figure 9. (a) Dissolved oxygen and (b) pH in the study area during the trial. Lines show values at 0.5m depth and error bars show values at surface and close to bottom of water column.

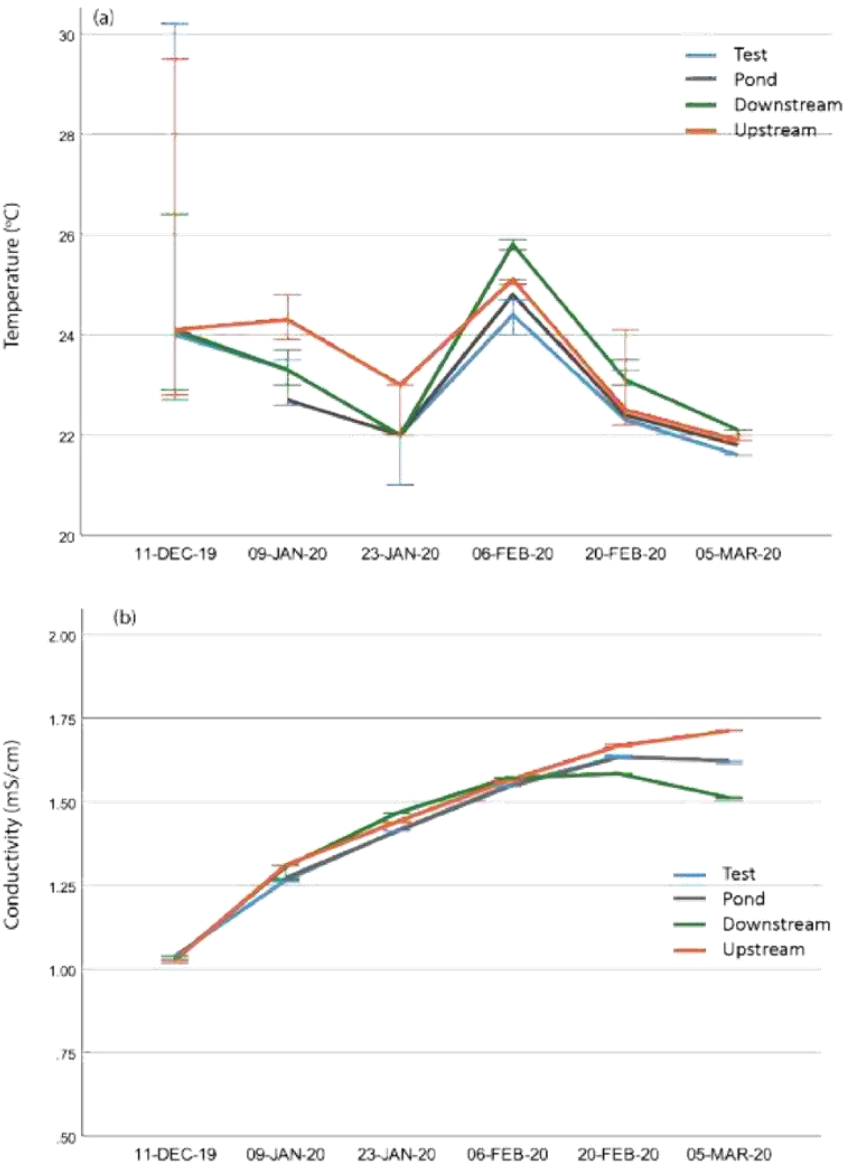


Figure 10. (a) Temperature and (b) conductivity (indicator of salinity) in the study area during the trial. Lines show values at 0.5m depth and error bars show values at surface and close to bottom of water column.

**Geotextile bag**

The geotextile bag was incorporated into the design to provide additional disturbance to phytoplankton cells and potentially break up or trap larger cell colonies. An algal biofilm built up on the bag surface, which caused the bag to bloat, creating concern about blockage (Figure 11a). Washing the bag down with a high-pressure hose was effective in removing the algae. There was also considerable build-up of algal material in the bottom of the pond (Figure 11b). During phytoplankton analyses, material scraped from the geotextile bag and pond liner were sent for identification of dominant algal types. The biofilm growing on the bag was predominantly diatoms, while the algae growing on the pond liner was dominated by cyanobacteria.

Water quality in the pond, which comes directly from the bag, was similar to the treatment area in chlorophyll a, turbidity and nutrient levels, suggesting the bag did not have a significant effect overall. Of interest is after the first three weeks of circulation, substantially lower cyanobacteria density and higher green algae density were found in the pond compared with the treatment area. It is possible that there was some initial benefit provided by the bag. However, the small size of the bag and the need for periodic washing down to prevent blockage would have limited this effect.

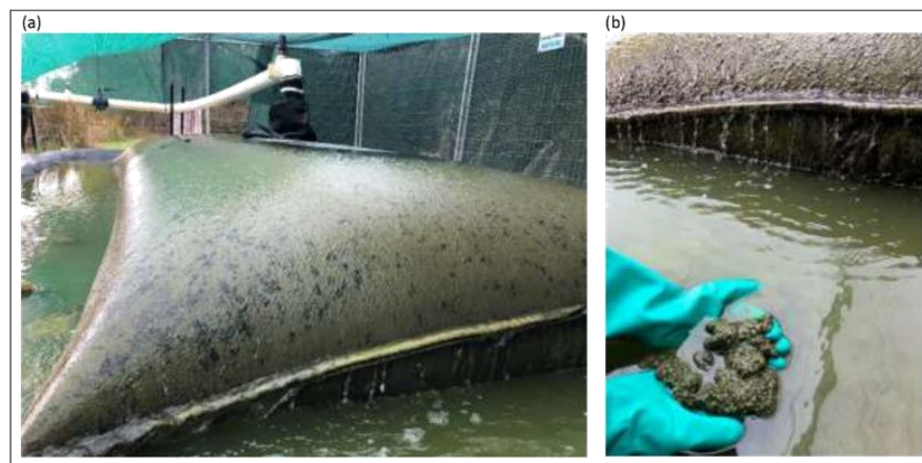


Figure 11. Algal growth on the geotextile bag (a) and scooped from the pond liner (b).



## Discussion

The Lower Vasse River circulation trial provided circulation of the volume of river water within the trial area every 1-2 days over a period of three months from 19<sup>th</sup> December 2019 to 16<sup>th</sup> March 2020. The mixing effect of circulation was evident in the similarity of water quality results for the pond and test area. A severe algal bloom was established in the river prior to commencement of the trial and remained in both test and control areas throughout the trial. Cyanobacteria (blue-green algae) dominated the phytoplankton community throughout the trial, with similar species present in the test and control areas. There was variation in phytoplankton levels between the test area and control areas, and also within control areas, however phytoplankton levels greatly exceeded recreational and ecosystem protection guidelines throughout the study area during the trial period.

Each area of the trial showed a different pattern in phytoplankton levels. In the test area, there was an increase in phytoplankton levels (indicated by chlorophyll *a*) over the first five weeks of circulation five weeks, followed by a consistent gradual decline over the remainder of the trial. In the downstream area, phytoplankton levels declined substantially early in the study and then remained relatively consistent. In the upstream area, an initial decline in phytoplankton levels was followed by a substantial increase over six weeks, when this area exhibited the highest phytoplankton levels found in the study. These differences show effective separation by the PVC curtains, and the contrast in results from the two control areas suggest that localised conditions within the river do influence algal growth. So, differences in the test area over time may also have been due to natural variation rather than an effect of the trial. The potential for localised conditions within the river to influence algal growth does suggest that improvements may be possible within isolated areas (e.g. summer river pools) if this was included in changes to river form through a Living Streams approach.

With the bloom established, it is possible that water movement may have initially enhanced phytoplankton growth. In other studies, this has been caused by increased phosphorus loading from sediments due to disturbance (Lurling et al. 2016). However, results did not suggest an obvious effect of circulation on nutrient levels. Total phosphorus was higher in the test area than control areas at this time, but this was not maintained, and available phosphorus was low in the treatment area. In contrast, the decline in chlorophyll *a* over the final six weeks of the trial was somewhat encouraging, however the role of circulation in this is not clear and it was not sufficient for an observable effect on the algal bloom.

It is interesting to note the presence of green algae and diatoms in the study area, which have been found to become more competitive in mixed conditions (Visser et al. 2016). However, there was no evidence that circulation promoted their growth. Green algae were found at relatively high density in the pond area, but similar levels occurred in the upstream control at the same time.

Very high oxygen levels during the trial occurred throughout the study area due to the algal bloom prevented any assessment of the influence of circulation on oxygen levels. Increased oxygen levels is a common outcome of artificial mixing and has been related to lower internal phosphorus loading (Lehman 2014). The lower Vasse River is typically well-oxygenated from late spring to autumn (CoB 2019), so aeration would be expected to have little benefit at this time. This would also apply to other methods of aeration, such as the use of fountains. It should be noted however, that high oxygen at this time is likely due to phytoplankton productivity (photosynthesis) and may well be much lower in the event of phytoplankton control. If aeration was considered necessary, anoxic conditions would remain within the thick organic sediment layer and this may not be improved by increased oxygen at the water-sediment interface only (Gachter and Wehrli 1998). It is also

important that circulation methods do not disturb the sediment surface, as this may cause phosphorus release and exacerbate cyanobacterial blooms (Lurling et al. 2016).

It is unfortunate that the trial was not able to be established prior to the onset of the seasonal algal bloom. It is extremely difficult to treat cyanobacteria blooms once established, as these organisms have several competitive advantages over other, less harmful species of phytoplankton. Successful control through mixing is more likely for deeper lakes, where deeper water with lower biomass (due to light limitation) and cooler temperatures dilutes surface waters (Visser et al. 2016). Internal circulation is currently the only option for reducing residence times in the Lower Vasse River in an effort to manage algal blooms. However, it does not achieve true reduction in residence time because there is no replacement with better quality water.

This trial shows internal recirculation is not effective in treating a bloom, and it may also have limited potential in preventing a bloom as relatively still conditions with high nutrients would prevail. Some treatment of the water to remove nutrients and/or phytoplankton cells would be required prior to its return to the river. Even if this was achieved, ongoing release from nutrient-rich organic sediments is likely to provide an ongoing internal nutrient source sufficient to fuel algal blooms.

In regard to treatment of cyanobacteria blooms, it is important to note the potential risks involved. Once high cell densities are present, a successful treatment that did result in rapid death would pose a risk deoxygenation of the water column, with impacts on aquatic fauna. If such death is from cell lysis, toxins from within cyanobacteria cells become bioavailable and can harm aquatic life. This limits treatment options to flocculation and removal of phytoplankton from the water column, such as clays that sink algal cells, for example the hydrotalcite clay trialled in the river recently (Tulipani 2019). Other treatment options would almost certainly need to be implemented in a preventive approach to reduce risk. These may benefit from circulation or mixing to increase oxygen levels, because low levels of phytoplankton growth would likely result in reduced available oxygen (due to less photosynthesis).

The pumping rates used in this trial, although designed to reduce residence time to 1-2 days, did not create conditions of flow within the river. Still water conditions remained despite this circulation. Further, the lack of any water treatment meant that nutrient availability remained similar. A higher flow rate may be needed to create sufficient water movement to restrict cyanobacterial growth. The induction of turbulence in the system may be more important than increasing the turnover rate or reducing residence time (Huisman 2004). In the current trial, turbulence was limited to the waterfall outflow area. The length of time water is under turbulent conditions could be extended using a longer return channel that includes riffles.

The design of the circulation trial lends itself to addition of other management approaches, such as phosphorus-stripping clay (Phoslock) and the use of hydrogen peroxide as preventative measures. Interception of return waters with Phoslock has potential to reduce available phosphorus for growth of phytoplankton, which is particularly important for limiting growth of cyanobacteria. Hydrogen peroxide has been shown to selectively control cyanobacteria at very low dose rates without impacting other aquatic organisms (e.g. Matthis et al. 2012). It must be used when cell density is low, because killing of high concentrations of cyanobacteria in the treatment of an established bloom causes cell lysis, potentially releasing harmful toxins. A dosing system combined with mixing would be required to maintain a suitable concentration of hydrogen peroxide to provide ongoing control.

## Conclusion

The establishment of the algal bloom prior to circulation meant that the potential for this approach to prevent formation of a bloom could not be assessed. Rather, the trial looked at potential to treat an existing cyanobacterial bloom, and it was not successful in terms of a visual or measurable improvement in the severity of the algal bloom. A key learning outcome from this trial is to plan intervention management actions well in advance of the algal bloom, taking a preventative rather than a treatment approach.

Although there was a decline in phytoplankton levels following an initial increase, levels remained well in excess of recreational and ecosystem protection guidelines, and the algal bloom remained obvious. Despite the residence time being reduced in the test area, little water movement was created and still conditions remained on the test area. Suppression of cyanobacteria by internal circulation would require inclusion of additional measures to treat nutrient availability and/or phytoplankton.

It is also important to note that disturbance of organic sediments through any mixing or circulation approach should be avoided due to the potential for phosphorus release. These sediments also limit potential for increased oxygen levels (e.g. through aeration) to reduce internal phosphorus loading from the sediments because anoxic conditions within the sediments are conducive to phosphorus release.

The design of the circulation trial may be suitable for additional management techniques to be implemented concurrently, which should be given thorough consideration in the development of a subsequent trial. While trials of individual techniques may be informative, it is very unlikely that algal blooms in the Lower Vasse River can be successfully managed through any single technique. The recommendation from this trial is to consider further evaluation of circulation in combination with additional treatment measures within the trial design, such as Phoslock and/or hydrogen peroxide. If pursued further, recommended improvements to the current circulation design are:

- ensure commencement well in advance of the onset of seasonal algal bloom;
- modify the return outflow to incorporate a longer riffle run to create additional time in turbulent flow;
- increase pumping capacity; and
- exclusion of the geotextile bag.

The Living Streams approach involves alteration of morphology to enhance ecosystem process and create less ideal conditions for algal growth. If this management approach creates deeper areas through removal of accumulated organic sediments, this may facilitate more effective circulation if deeper, cooler waters have lower algal biomass and can be mixed with surface waters. Providing for some treatment of the recirculated water is essential, whether this be by chemical (e.g. specialised clays) or ecological engineering (e.g. in-line treatment wetlands) or physical (e.g. filtration) means. Inclusion of channel zones associated with circulation to create more turbulence in the system may also be helpful. Through this and previous trials in the river, it has been shown that separated areas respond to localised conditions, suggesting that improvements may be achievable within seasonally isolated areas.

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## Appendix 1. Trial photos



9<sup>th</sup> January 2020: Test area (right) and downstream control (left).



9<sup>th</sup> January 2020: Test area (right) and upstream control (left).



23<sup>rd</sup> January 2020: Test area (right) and downstream control (left).



23<sup>th</sup> January 2020: Test area (right) and upstream control (left).



6<sup>th</sup> February 2020: Test area (right) and downstream control (left).



6<sup>th</sup> February 2020: Test area (right) and upstream control (left).



20<sup>th</sup> February 2020: Test area (right) and downstream control (left).



20<sup>th</sup> February 2020: Test area (right) and upstream control (left).



5<sup>th</sup> March 2020: Test area (right) and downstream control (left).



5<sup>th</sup> March 2020: Test area (right) and upstream control (left).

CIB



Australian Government  
Bureau of Meteorology

Western Australia Regional Office  
Bureau of Meteorology  
PO Box 1370 West Perth WA 6872 Australia

In reply please quote

22<sup>nd</sup> June 2020

To: Chief Executive Officer, Mr Mike Archer  
City of Busselton

Dear Sir,

Thankyou for your letter dated 28 February 2020 and apologies for the late reply. I have carefully considered your request to install further Automatic Weather Stations (AWS) in the Busselton and Dunsborough town sites but unfortunately, we must deny your request.

AWSs are installed according to the following guidelines:

- To assist with public weather and marine forecasting
- To assist with aviation forecasting and weather monitoring
- To assist with long term climate monitoring.

The City of Busselton already has 2 weather stations that cover all of these services and is therefore considered appropriate for the greater Busselton region. It is not always possible to cover every aspect of a town with one weather station, particularly a town that has both coastal and inland regions. So we endeavour to find a balance between the two and install at a site where our guidelines are met, but where it can be of most use to the general public. A coastal and an airport site are the most appropriate for the Busselton region.

As you have noted, Dunsborough does not have its own weather station but is close to the Cape Naturaliste AWS (within 13km). This is considered close enough to be representative of the weather at the town, although the AWS is likely to be somewhat windier due to its exposed location.



Notwithstanding this, there are many affordable automated weather station options that the City can explore buying if they wish. They are generally easy to setup and we can host any weather data available on our Weather on the Web (WOW) website, details are available at <http://bom-wow.metoffice.gov.uk>.

If I can be of any further assistance, then please do not hesitate to contact me.

Regards



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Bureau of Meteorology  
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Jarrahwod Community Association Inc  
127 Old Vasse Hwy  
JARRAHWOOD WA 6275

Phone: 08 9756 2240  
E-mail: headcbga@gmail.com

The CEO  
City of Busselton  
Lock Bag 1  
Busselton WA 6280

Dear Sir

City of Busselton	Application No	Receipt No	City of Busselton
	CIO ID		
	02 JUL 2020		
	Property ID	Doc ID	
	Retention		

The Community would like to sincerely thank the City of Busselton Town Councillors for replacing our Toro ride on mower with the Kubota front mower.

The Toro mower finally succumbed to the rough ground it was being used for with major decking parts malfunctioning after 11 years of use

This new replacement mower is ideal for our purposes of clearing flammable material around the Jarrahwod Town site

Yours Sincerely

Cyril Head

Secretary  
Jarrahwod Community  
Assoc Incorp

**18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**19. URGENT BUSINESS**

**20. CONFIDENTIAL MATTERS**

The reports listed below are of a confidential nature, in accordance with section 5.23(2) of the Local Government Act 1995. These reports have been provided to Councillors, the Chief Executive Officer and Directors only.

**RECOMMENDATION**

That the meeting is closed to members of the public to discuss the following items which are confidential for the reasons as shown.

**20.1 PROPOSED AUSTRALIAN UNDERWATER DISCOVERY CENTRE**

This report contains information of a confidential nature in accordance with Section 5.23(2)(e)(ii) of the Local Government Act 1995, as it contains information relating to a matter that if disclosed, would reveal information that has a commercial value to a person, where the information is held by, or is about, a person other than the local government

**21. CLOSURE**