



Council Agenda

31 July 2019

ALL INFORMATION AVAILABLE IN VARIOUS FORMATS ON REQUEST

city@busselton.wa.gov.au

CITY OF BUSSELTON

MEETING NOTICE AND AGENDA – 31 JULY 2019

TO: THE MAYOR AND COUNCILLORS

NOTICE is given that a meeting of the Council will be held in the the Council Chambers, Administration Building, Southern Drive, Busselton on Wednesday, 31 July 2019, 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.



PAUL NEEDHAM

A/CHIEF EXECUTIVE OFFICER

19 July 2019

CITY OF BUSSELTON

AGENDA FOR THE COUNCIL MEETING TO BE HELD ON 31 JULY 2019

TABLE OF CONTENTS

ITEM NO.	SUBJECT	PAGE NO.
1.	DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS	4
2.	ATTENDANCE	4
3.	PRAYER	4
4.	APPLICATION FOR LEAVE OF ABSENCE.....	4
5.	DISCLOSURE OF INTERESTS	4
6.	ANNOUNCEMENTS WITHOUT DISCUSSION	4
7.	QUESTION TIME FOR PUBLIC	4
8.	CONFIRMATION AND RECEIPT OF MINUTES	4
	Previous Council Meetings	4
	8.1 Minutes of the Council Meeting held 26 June 2019.....	4
9.	RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS.....	4
10.	QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN (WITHOUT DISCUSSION)	4
11.	ITEMS BROUGHT FORWARD FOR THE CONVENIENCE OF THOSE IN THE PUBLIC GALLERY.....	4
12.	REPORTS OF COMMITTEE	4
13.	PLANNING AND DEVELOPMENT SERVICES REPORT	4
14.	ENGINEERING AND WORK SERVICES REPORT	5
	14.1 Award of Tender RFT07/19 - Arboriculture Services	5
15.	COMMUNITY AND COMMERCIAL SERVICES REPORT.....	10
	15.1 COMMUNITY BIDS 2019/2020 ROUND 1 ALLOCATIONS.....	10
16.	FINANCE AND CORPORATE SERVICES REPORT	16
	16.1 CORPORATE BUSINESS PLAN 2019 - 2023	16
17.	CHIEF EXECUTIVE OFFICERS REPORT	82
	17.1 COUNCILLORS' INFORMATION BULLETIN	82
18.	MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN	86
19.	URGENT BUSINESS.....	86
20.	CONFIDENTIAL MATTERS.....	86
21.	CLOSURE	86

1. DECLARATION OF OPENING AND ANNOUNCEMENT OF VISITORS

2. ATTENDANCE

Apologies

Approved Leave of Absence

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 26 June 2019

RECOMMENDATION

That the Minutes of the Council Meeting held 26 June 2019 be confirmed as a true and correct record.

9. RECEIVING OF PETITIONS, PRESENTATIONS AND DEPUTATIONS

Petitions

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

14.1 Award of Tender RFT07/19 - Arboriculture Services

SUBJECT INDEX:	Award of Tender RFT07/19 - Arboriculture Services
STRATEGIC OBJECTIVE:	Assets are well maintained and responsibly managed.
BUSINESS UNIT:	Operation and Works Services
ACTIVITY UNIT:	Parks and Gardens
REPORTING OFFICER:	Manager, Operation and Works Services - Matthew Twyman
AUTHORISING OFFICER:	Director, Engineering and Works Services - Oliver Darby
VOTING REQUIREMENT:	Absolute Majority
ATTACHMENTS:	Attachment A Confidential RFT07/19 Tender Recommendation Report, Evaluations and Panel Consensus Score Sheets

Attachment A is confidential under Section 5.23 - 2(c) of the Local Government Act 1995 in that it deals with “a contract entered into or which may be entered into, by the local government”. Copies have been provided to Councillors, the Chief Executive Officer and Directors Only.

PRÉCIS

The Council is requested to consider the submission from Contractors in response to Request for Tender RFT07/19 Arboriculture Services (the Tender). The Tender has now closed and tender submissions have been received and evaluated. This report summarises the submissions received and recommends that the Council endorse the outcome of the evaluation panel’s assessment and delegate authority to the CEO to negotiate and agree on final terms and conditions and award a contract to Finebrand Pty Ltd ATF The Badger Family Trust T/A Arbor Guy (Arbor Guy).

BACKGROUND

The Contract is for the provision of arboriculture services comprising all aspects of tree pruning, removal and specialist arboriculture services. The work involves pruning, on-site chipping and disposal of chippings and tree branches, on public roads and reserves and other Council owned or managed property.

The Tender invited suitably qualified and experienced contractors to make submissions to enter into a Contract for the provision of arboriculture services throughout the City of Busselton in accordance with the Specification.

The Requirements were broken down into two “Tasks” as detailed in section 3.2 of the Request for Tender. The Requirements of each Task included:

- Task 1 – Scheduled and emergency arboriculture services; and
- Task 2 – Consultancy and specialised arboriculture services.

Tenderers were invited to submit tenders for all Tasks or any combination thereof on the basis that any submission for each Task must be submitted for the entirety of the Requirements of that Task.

STATUTORY ENVIRONMENT

The contract value is greater than \$500,000, therefore, in accordance with section 5.43(b) of the *Local Government Act 1995 (Act)*, read with Delegation 3J, the tender must be accepted by the Council and will require a report to the Council.

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

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

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

RELEVANT PLANS AND POLICIES

The City's purchasing policies and its occupational health and safety, asset management and engineering technical standards and specifications were all relevant to the Tender, and have been adhered to in the process of requesting and evaluating tenders.

FINANCIAL IMPLICATIONS

This Contract is funded by the City of Busselton's Engineering & Works Services Capital & Operating Budgets.

The estimated total value of the procurement over the full contract term of two years plus two 1-year options to renew is \$1,550,000 (inc. GST). The estimated total value of the initial contract of two (2) years is \$775,000 (inc. GST).

The application of appropriate selection criteria has contributed to ensuring that the successful tenderer is offering the "best value" with respect to the provision of arboriculture services within the City of Busselton.

The contract was separated into Task 1 – Scheduled and Emergency Arboriculture Services and Task 2 Consultancy and Specialised Arboriculture Services. This was to provide a distinction between the types of works being undertaken by the Contractor and to ensure the City was obtaining competitive pricing. The separation of Tasks within the Contract will result in an improved level of service from the successful tenderer.

Comparison of existing and tendered rates indicate an overall 5.75% increase in price since award of the current tender in September 2015, noting CPI increase in the same period was 3.8%. This is inclusive of the provision for traffic management by the preferred tenderer. Labour and plant/equipment rates excluding traffic management indicate an increase of 3.9%, in line with CPI. Traffic management rates within this tender are comparable to the City's current contract rates for Traffic Management Services.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

The costs associated with this project have been included in the City's Long Term Financial Plan and therefore the officer recommendation does not give rise to any long term financial plan implications.

STRATEGIC COMMUNITY OBJECTIVES

The officer recommendation primarily aligns with the following Key Goal Area and Community Objective of the City of Busselton's Strategic Community Plan 2017:

Key Goal Area 6: - LEADERSHIP: Visionary, collaborative, accountable.

6.4: Assets are well maintained and responsibly managed.

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 such risks have been identified.

CONSULTATION

The Tender was advertised in the West Australian newspaper and the City of Busselton tenders website (Tenderlink) on Saturday 15 June 2019. The closing time and date for lodgement of a response was 2.00pm on Friday 5 July 2019.

Officers have undertaken reference checks of the preferred tenderer.

OFFICER COMMENT

The City received a total of five submissions as follows:

Adrian John Bennetts T/A AJ's Tree Cutters (AJ's Tree Cutters)
Finebrand Pty Ltd ATF The Guy Badger Family Trust T/A Arbor Guy (Arbor Guy)
Dale Arron Rule ATF The DAR Trist T/A BDA Treelopping (BDA Tree Lopping)
Thomas Howlett and David Simmonds T/A Tom's Tree Services (Tom's Tree Service)
KBB Pty Ltd ATF The KB Family Trust T/A A-Cut Tree Services (A-Cut Tree Services)

The compliance criteria specified for this Request were:

- (a) Compliance with and completion of the Price Schedule;
- (b) Compliance with the Specification as contained in this Request for Tender; and
- (c) Compliance with City of Busselton OSH Requirements.

The tender assessment was carried out by a tender evaluation panel in accordance with normal practice.

Tenders were evaluated using the tendered prices and information provided by tenderers in response to the qualitative criteria specified in the Tender. A scoring and weighting system was used to assess the tendered prices and the responses against the qualitative criteria.

The following weightings were applied to the qualitative criteria and to price:

- | | |
|----------------------------------|-----|
| • Relevant Experience | 15% |
| • Local Benefit | 5% |
| • Respondent's Resources | 10% |
| • Demonstrated Understanding | 20% |
| • Occupational Health and Safety | 5% |

The City adopted a best value for money approach to this Tender. This means that, although price was a consideration, the tender containing the lowest price was not necessarily accepted, nor was the tender ranked the highest in relation to the qualitative criteria.

The extent to which a tender demonstrated greater satisfaction of each of the qualitative criteria resulted in a greater score. The tendered prices were then assessed together with the weighted qualitative criteria and the tenders scored and ranked to determine the most advantageous outcome to the City.

The outcomes of the Evaluation Panel's review are detailed in the attached confidential Tender Evaluation and Recommendation Report (Attachment A).

In summary, the final ranking demonstrated that the tender from Finebrand Pty Ltd ATF The Guy Badger Family Trust T/A Arbor Guy (**Arbor Guy**) represents the most advantageous tender for the City.

CONCLUSION

The tender evaluation panel has completed their assessment of the Tender in line with the City's tender process and it is recommended that Council endorse the outcome of the evaluation panel's assessment and delegate authority to the CEO to negotiate and agree final terms and conditions with and to award a contract for the following tasks:

- Task 1 – Scheduled and emergency arboriculture services Pruning: Finebrand Pty Ltd ATF The Guy Badger Family Trust T/A Arbor Guy; and
- Task 2 Consultancy and specialist arboriculture work: Finebrand Pty Ltd ATF The Guy Badger Family Trust T/A Arbor Guy.

OPTIONS

The Council may consider the following alternate options:

1. To award the Tender to an alternative tenderer/s. In the view of the officers this could result in the Tender being awarded to a tenderer that is not most advantageous to the City.
2. To not award the Tender. This would mean going back out to tender, resulting in significant delays to the contract award and potential significant delays to the provision of cleaning services to City owned facilities. The current interim contract would also need to be extended with the Contractors who are currently engaged to provide these services.

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

If any Councillor is minded to either of the above options, officers can assist on the drafting of a suitable alternative motion.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

The selection of the preferred tenderer can be made immediately after the Council has endorsed the officer's recommendation. Subject to negotiation and agreement on scope and budget the successful Tenderers will then receive formal written notification. All tender applicants not selected as preferred will also be notified at this time.

OFFICER RECOMMENDATION

That the Council:

1. Endorse the outcomes of the tender evaluation panel's assessment in relation to RFT07/19– Arboriculture Services, which recommend the tender submitted by Finebrand Pty Ltd ATF The Guy Badger Family Trust T/A Arbor Guy being assessed as providing the most advantageous to the City of Busselton.
2. Delegate power and authority to the CEO to:
 - a. Negotiate and agree with the Preferred Tenderers variations in accordance with Regulations 20 and 21A of the *Local Government (Functions and General) Regulations 1996* subject to such variations not to exceed the overall project budget;
 - b. Negotiate and agree with the Preferred Tenderer the final terms and conditions of the contract (including rates/contract prices); and
 - c. Pursuant to resolutions 2.a and b. enter into contracts with the Preferred Tenderer for supply of the relevant goods and services.

15. COMMUNITY AND COMMERCIAL SERVICES REPORT

15.1 COMMUNITY BIDS 2019/2020 ROUND 1 ALLOCATIONS

SUBJECT INDEX:	Donations, Contributions and Subsidies
STRATEGIC CONTEXT:	Key Goal Area: 1. COMMUNITY: Welcoming, friendly, healthy Objective: 1.4 Community services and programs that support people of all ages and backgrounds.
BUSINESS UNIT:	Community Services
ACTIVITY UNIT:	Community Services
REPORTING OFFICER:	Community Development Officer - Naomi Davey
AUTHORISING OFFICER:	Director, Community and Commercial Services - Naomi Searle
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Nil

PRÉCIS

Each year the City of Busselton provides financial assistance to community groups and not-for profit organisations through the Community Bids process. This assistance is provided for specific activities or projects proposed to be undertaken by that group or organisations within the forthcoming financial year.

This report provides a summary of the outcomes from the workshop on 26 June 2019, and seeks formal endorsement of the Community Bid submissions to be funded in the first round of the 2019/20 financial year.

BACKGROUND

In March 2011, the Council resolved (C1103/097) to allocate funding to the Community Bids program as follows:

1. Council allocate a total of 0.5% of estimated rates to be levied to Major Project Assistance Grants to be determined as part of the Community Bids assessment process advertised in the first quarter of each year.
2. Allocate a total of \$50,000 to Minor Project Assistance Grants to be determined twice each year, once as part of the Community Bids process, and once again in September each year.
3. Increases the maximum amount of Minor Project Assistance Grants from \$3,000 to \$5,000 for any one project.

Applications for the first round of Community Bids funding for the 2019/20 financial year opened in April 2019 and a total of nineteen (19) applications were received, including eight (8) minor bid applications requesting a total of \$23,504 in funding and eleven (11) major bid applications requesting \$175,800. The City also has two (2) multi-year funding arrangements with the South West Academy of Sport (\$10,000) and Busselton Senior High School P&C for the Busselton Trade Training Centre (\$10,000).

Applications were assessed by an officer working group, in accordance with Community Bids guidelines, and recommendations were discussed with Councillors at a workshop held on 26 June 2019. The outcomes of the workshop form the basis of the officer recommendations in this report.

Additionally in 2019/20 there are three (3) annual funding agreements outside of the Community Bids program that have expired:

- YouthCARE
- Busselton Senior Citizens Club
- Surf Life Saving WA.

These agreements were discussed at the Community Bids workshop and are also presented for ongoing endorsement.

STATUTORY ENVIRONMENT

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

RELEVANT PLANS AND POLICIES

The Community Bids funding program is an opportunity for community based organisations to seek assistance to implement initiatives that benefit the wider community and is a program contained within the City of Busselton Corporate Business Plan 2018-2022.

FINANCIAL IMPLICATIONS

Based on the current funding model, the total funds available for allocation for round one (1) of the 2019/20 Community Bids program is \$245,800. The proposed funding allocations for minor and major projects detailed in the officer recommendation totals \$173,401. This leaves a balance of \$72,399 for round two (2) of the 2019/20 program.

Budgeted funding allocations for the 2019/20 for the three (3) expired annual funding agreements outside of the Community Bids program are:

YouthCARE	\$40,490
Busselton Senior Citizens Club	\$86,794
Surf Life Saving WA	\$146,855

LONG-TERM FINANCIAL PLAN IMPLICATIONS

The Community Bids program is incorporated in the LTFP in line with Council resolution C1103/097.

STRATEGIC COMMUNITY OBJECTIVES

The officer recommendation aligns primarily to Key Goal Area one 'Community' and specifically to Community Objective 1.4 – 'Work with key partners to provide a range of community services and programs that support people of all ages and backgrounds'.

RISK ASSESSMENT

An assessment of the potential implications of implementing the officer recommendation has been undertaken using the City's risk assessment framework. Risks are identified where the residual risk, once controls have been identified, is identified as 'medium' or greater. There are no such risks identified.

CONSULTATION

The Community Bids funding program was advertised in the Council for the Community page on 27 March, 3 April and 17 April 2019 and the City of Busselton website. Recognised community groups and sporting clubs in the City of Busselton were also notified of the Community Bids process via email. A Community Bids workshop was held on 7 March 2019 in which 30 interested community groups and organisations attended.

OFFICER COMMENT

Applications were assessed by an officer working group using the following criteria:

- Does the project, program or activity meet the Community Bids criteria?
- Has the applicant outlined why the projects, programs or activities are needed by the community?
- Is there an expectation or risk to the community if the project, program or activity does not proceed?
- Did the organisation or group state the level of cash or in kind contribution they will make to the project, program or activity?
- Has the applicant demonstrated attempts at seeking funding from other sources?
- Has the applicant been successful in previous community bids applications and what was the funded amount?
- Does the project align with the City of Busselton's Strategic Community Plan?

Officers presented the applications to Councillors at a workshop on 26 June 2019, where the following recommendations were made:

APPLICANT		PROJECT TITLE	REQUEST	RECOMMENDATION	SPECIAL CONDITIONS
Minor Application					
1	Yallingup Steiner School	Defibrillator at Carbanup Hall	\$1500	\$1,500	
2	Busselton Squash Club	Junior Squash Development Program	\$5,000	\$5,000	
3	Cape Mountain Bikers	Trail Counter System	\$3173	\$3173	
4	Dunsborough Bay Yacht Club	Plakka Trailer Replacement	\$3,000	\$3,000	
5	Yallingup Boardriders Club	YBR Marquee and Water Safety Laptop	\$2,150	\$2,150	
6	Dunsborough and Busselton Wildlife Care Inc.	Operation Monitored Release	\$4,732	\$2,366	Funding for 4 motion sensitive cameras only
7	Busselton Aero Club Inc.	Replacement of 2 air conditioners in Club Rooms	\$2,400	\$1,200	Funding for one air conditioner in training room only
8	Anglicare WA	Busselton Financial Counselling Printer Replacement	\$699	\$0	

APPLICANT		PROJECT TITLE	REQUEST	RECOMMENDATION	SPECIAL CONDITIONS
Major Application					
1	Dunsborough Lakes Golf Club	All weather training facility	\$18,276	\$18,276	
2	Busselton Hockey Stadium Club Inc.	Lighting Upgrade	\$59,000	\$59,000	
3	Dunsborough & Districts Progress Association	Djiljit Mia Community Gathering Space	\$40,000	\$40,000	
4	Busselton Pottery Group Inc.	New Electric Kiln	\$7,000	\$7,000	
5	Dunsborough Junior Soccer Club	Soccer Goals	\$7,500	\$7,500	
6	Ludlow Tuart Forest Restoration Group	Restoration of Truck Shed and new water tank	\$19,000	\$19,000	
7	Dunsborough Community Garden	Stage 3	\$10,529	\$1,800	Funding allocated for pedestrian gate only
8	Busselton Population Medical Research Institute	Equipment for the Busselton Health Survey Study	\$25,250	\$712	Funding for anatomy models only
9	Dunsborough & Districts Country Club	Replacing of CCTV	\$5,835	\$0	
10	FAWNA	Media Upgrade	\$6,951	\$0	
11	Busselton Chamber of Commerce	Busselton Business Hub	\$30,000	\$0	
12	SWAS	SWAS Support Program	\$10,000	\$10,000	3 rd year of 4 year funding agreement
13	Busselton Senior High School P&C	Busselton Trade Training Centre	\$10,000	\$10,000	2 nd year of 3 year funding agreement
			Total	\$191,677	Remaining \$54,123

Since the workshop, the Dunsborough Lakes Golf Club have withdrawn their application as a result of not securing Community Sport and Recreation Facility Funding from the Department of Local Government, Sport and Cultural Industries.

The Busselton Senior Citizens Centre have requested a three (3) year funding agreement to assist with strategic planning and a facility maintenance program.

To give effect to funding decisions, the City will enter into written agreements with the successful applicants. Section 9.49A of the Local Government Act provides power for Council to authorise the CEO or a City employee to sign documents on behalf of the City, including deeds. As the funding is in the nature of a grant, it is considered that deeds are an appropriate form of agreement. It is considered appropriate and efficient for the funding agreement deeds to be signed by the CEO.

CONCLUSION

The Community Bids funding program is constantly evolving and aims to meet community needs, with funding available to further priority goals and objectives identified in the City of Busselton Strategic Community Plan 2017.

It is recommended that Council adopts the funding allocations as outlined in the officer recommendation.

OPTIONS

Council may wish to consider different levels of funding proposed for all or some of the Community Bids applications.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

All Community Bid applicants will be individually advised in writing of the outcome of the Council decision within 21 days. Successful applications will be required to sign a grant agreement with the City and meet any specific conditions of funding. City officers will continue discussions with applicants regarding other grant funding opportunities.

OFFICER RECOMMENDATION

That the Council:

1. Endorses the provision of funding for Round One of the 2019/20 Community Bids funding program as outlined in the table below on the conditions outlined in this report:



Minor Application				
	APPLICANT	PROJECT TITLE	RECOMMENDATION	SPECIAL CONDITIONS
1	Yallingup Steiner School	Defibrillator at Carbanup Hall	\$1,500	
2	Busselton Squash Club	Junior Squash Development Program	\$5,000	
3	Cape Mountain Bikers	Trail Counter System	\$3173	
4	Dunsborough Bay Yacht Club	Plakka Trailer Replacement	\$3,000	
5	Yallingup Boardriders Club	YBR Marquee and Water Safety Laptop	\$2,150	
6	Dunsborough and Busselton Wildlife Care Inc.	Operation Monitored Release	\$2,366	Funding for 4 motion sensitive cameras
7	Busselton Aero Club Inc.	Replacement of 2 air conditioners in Club Rooms	\$1,200	Funding for air conditioner in training room only
8	Anglicare WA	Busselton Financial Counselling Printer Replacement	\$0	

APPLICANT		PROJECT TITLE	RECOMMENDATION	SPECIAL CONDITIONS
Major Application				
1	Busselton Hockey Stadium Club Inc.	Lighting Upgrade	\$59,000	
2	Dunsborough & Districts Progress Association	Djiljit Mia Community Gathering Space	\$40,000	
3	Busselton Pottery Group Inc.	New Electric Kiln	\$7,000	
4	Dunsborough Junior Soccer Club	Soccer Goals	\$7,500	
5	Ludlow Tuart Forest Restoration Group	Restoration of Truck Shed; new water tank	\$19,000	
6	Dunsborough Community Garden	Stage 3	\$1,800	Funding allocated for pedestrian gate only
7	Busselton Population Medical Research Institute	Equipment for the Busselton Health Survey Study	\$712	Funding for anatomy models only
8	Dunsborough & Districts Country Club	Replacing of CCTV	\$0	
9	FAWNA	Media Upgrade	\$0	
10	Busselton Chamber of Commerce	Busselton Business Hub	\$0	
11	SWAS	SWAS Support Program	\$10,000	3 rd year of 4 year funding agreement
12	Busselton Senior High School P&C	Busselton Trade Training Centre	\$10,000	2 nd year of 3 year funding agreement

2. Authorises the CEO to sign on behalf of the City one (1) year funding agreement deeds with the successful applicants;
3. Authorises the CEO to sign on behalf of the City a one (1) year funding agreement deed with YouthCARE for the purpose of providing chaplaincy services for 2019/2020 for an annual contribution of \$40,490;
4. Authorises the CEO to sign on behalf of the City, a three (3) year funding agreement deed with the Busselton Senior Citizens Centre Inc. for the purpose of providing seniors services for 2019/2020 – 2021/22 inclusive for an annual contribution of \$86,794 (indexed per annum);
5. Authorises the CEO to sign on behalf of the City a one (1) year funding agreement deed with Surf Life Saving WA for the purpose of providing lifesaving services for 2019/2020 for an annual contribution of \$146,855;
6. Amalgamate the remaining minor (\$31,611) and major (\$40,788) bids funds for round two (2) 2019/2020 of the Community Bids funding program.

16. FINANCE AND CORPORATE SERVICES REPORT

16.1 CORPORATE BUSINESS PLAN 2019 - 2023

SUBJECT INDEX:	Corporate Planning
STRATEGIC CONTEXT:	Key Goal Area: 6. LEADERSHIP Visionary, collaborative, accountable Objective: 6.1 Governance systems, process and practices are responsible, ethical and transparent.
BUSINESS UNIT:	Corporate Services
ACTIVITY UNIT:	Governance
REPORTING OFFICER:	Manager Governance and Corporate Services - Sarah Pierson Corporate Planning Officer - Cathy Burton
AUTHORISING OFFICER:	Director Finance and Corporate Services - Tony Nottle
VOTING REQUIREMENT:	Absolute Majority
ATTACHMENTS:	Attachment A Corporate Business Plan 2019 - 2023  

PRÉCIS

This report presents the attached City of Busselton Corporate Business Plan 2019 – 2023 (Attachment A) (CBP) and seeks Council's adoption of the plan.

BACKGROUND

The *Local Government Act 1995* 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.

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.

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 with substantial progress being made toward achieving 'Intermediate' 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.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

The financial impact of the proposed CBP for the period 2019-2020 to 2022-2023 is reflected in the draft 2019-2020 annual budget and the first three years of the draft 2020-2021 Long Term Financial Plan (LTFP). The successful roll out and completion of the plan will be substantially delivered by City municipal funds and reserves. In some cases actions will depend on the availability of loans,

Government grants or other sources of external funding. Actions relying on external funding sources are identified as such in the proposed CBP. The draft nature of the LTFP is also noted.

STRATEGIC COMMUNITY OBJECTIVES

The proposed CBP is the City's response to the community objectives of the Strategic Community Plan 2017 (Review 2019) (SCP). Adoption of the proposed CBP links to Key Goal Area six 'Leadership' and specifically to Community Objective 6.3 – 'Governance systems, process and practices are responsible, ethical and transparent'.

RISK ASSESSMENT

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. Notwithstanding, the proposed CBP does include a substantial number of actions and projects which are already underway and are accounted for in the draft LTFP. As such, the risk to the successful delivery of the plan is considered to be low.

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.

OFFICER COMMENT

The proposed CBP upholds the strategic direction of the SCP. It also integrates all relevant information contained in the draft LTFP which includes asset management and workforce growth allocations.

As per previous years, the proposed CBP outlines by key goal area, all of the services that Council delivers to the community and the priority actions that the organisation intends to complete over the four year life of the plan. A "best fit" approach to the linking of services and actions to SCP goals and objectives has been maintained. Priority actions also link to one or more Council strategies.

In total the proposed CBP contains 92 priority actions, comprising –

- 26 in Key Goal Area 1: *Community* (23 in 2018-2019)
- 12 in Key Goal Area 2: *Places and Spaces* (14 in 2018-2019)
- 17 in Key Goal Area 3: *Environment* (20 in 2018-2019)
- 11 in Key Goal Area 4: *Economy* (15 in 2018-2019)
- 8 in Key Goal Area 5: *Transport* (7 in 2018-2019)
- 18 in Key Goal Area 5: *Leadership* (17 in 2018-2019)

Format of the Proposed Corporate Business Plan

The format of the Corporate Action tables is consistent with previous years, with two notable exceptions relating to -

- 1) 'Operational' and 'Capital' actions, and
- 2) Key informing documents.

An operational action is identified as one which forms part of the core service delivery. A capital action is identified as an action linked to the City's capital works plan involving the development or improvement of an asset. Where an action type is identified as capital, the estimated cost attributed to the action is stated. For example, in Key Goal Area 5, Objective 5.3, the Wadandi Track action is a capital item costing a total of \$744,000 over the four financial years of the plan.

Informing documents related to an objective are now quoted at the end of each community objective segment. In previous years a column titled "Informing Policy or Plan" had been included alongside an action.

New, carried over, amended and deleted actions

Several new actions are 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 been completed, supplanted by other priority actions or have a lower profile.

Significant actions carried over include the –

- Continued expansion of the Busselton-Margaret River Regional Airport and establishing significant infrastructure at the airport to assist with economic development opportunities;
- Continued redevelopment of the Busselton foreshore and work toward the establishment of accommodation and microbrewery establishments;
- Advancing the road and traffic improvements as outlined in the Busselton Traffic Study to improve traffic flow in and around the Busselton City centre;
- Progressing work towards the design and development of a performing arts and convention facility (BEACH); and
- Continuing planning for recreation and active open spaces.

All actions in the plan are accounted for in the draft 2019-2020 budget or the current draft LTFP. Actions relying on the availability of external funding are identified as such in the "Funding" column of the action listings. A full explanation of how to read the CBP is found in the "Our Plan Explained" section of the proposed CBP.

Table 1 below provides a high level summary of the differences between the 2018 - 2022 Corporate Business Plan actions and the proposed CBP actions.

Table 1:

New Actions	Actions significantly amended	Actions deleted from draft plan	Actions reassigned to a different Key Goal Area and/or objective
12	15	16	2

Table 2 below provides more detail about the new, deleted and significantly amended actions of the proposed CBP. Actions carried over into the proposed plan with only minor wording amendments have not been included in Table 2.

Table 2.

Key Goal Area 1: Community - Welcoming, Friendly, Healthy

STATUS	Action description	19/20	20/21	21/22	22/23
1.1 A friendly and safe community with a strong community spirit					
New	Community Services Directory Review Review the Need a Hand Directory and other City service directories with the aim of improving the content and distribution of community services information.	●	●		
1.2 A community with access to life-long health and education opportunities					
New	Busselton Library Upgrade Upgrade the children's section and back of house at the Busselton Library.	●			
1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences					
Amended	Busselton Entertainment Arts and Culture Hub (BEACH) - Construction Progress the design and development of a performing arts and convention space in the Busselton Cultural Precinct.	●	●	●	
	<i>18/19 action description</i> Performing Arts and Convention Centre Progress the business case for the design and development of a performing arts and convention space and continue to explore funding opportunities.	●	●	●	●
New	Busselton Entertainment Arts and Culture Hub (BEACH) – Operational Planning Progress planning for the operational management of the BEACH.	●	●	●	
Deleted	Port Geographe Parking Facilities Stage 1 Support and facilitate the establishment of higher education services in Busselton including a university presence in the District.	Action completed in 18-19			
Deleted	Port Geographe Floating Jetty Construct a floating jetty at Port Geographe.	Action completed in 18-19			
New	Vasse Newtown Oval Complete temporary carpark construction adjacent to the Vasse Newtown (Kaloorup) Oval.	●			
Amended	Vasse Integrated Sporting Precinct Complete construction of carpark and change room facilities at the Vasse Integrated Sporting Precinct.		●		●
	<i>18/19 action description</i> Vasse Integrated Sporting Precinct Pavilion Continue planning for the development of hard courts and a future pavilion at the Vasse Integrated Sporting Precinct.	●	●	●	●
Reassigned from 2.1	Dunsborough Lakes Sporting Facilities Complete Stage 1 of a new sport and recreation complex for the Dunsborough district.		●		

Reassigned from 2.1 / Amended	Yalyalup Development Continue to plan for the development of sport and community facilities at Yalyalup. <u>18/19 action description</u> Yalyalup Development Construct a sport and recreation oval in Yalyalup.	●	●	●	●
				●	
Amended	Churchill Park Upgrade ovals at Churchill Park. <u>18/19 action description</u> Churchill Park Facilities Upgrade Upgrade the building and facilities at Churchill Park in accordance with the Churchill Park Master Plan and Asset Management Plan.	●			●
		●	●	●	●
1.4 Work with key partners to provide a range of community services and programs that support people of all ages and backgrounds					
Deleted	Youth and Community Activities Building Activation Provide weekly and school holiday activities at the Youth and Community Activity Building.	Part of Youth Initiatives Implementation action			

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

STATUS	Action description	19/20	20/21	21/22	22/23
2.1 Planning strategies that foster the development of neighbourhoods that meet our needs as we grow					
Amended	Non-Potable Water Supply Dunsborough 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 SportingFacilities.	●			
	<u>18/19 action description</u> Non-Potable Water Supply Dunsborough <i>Secure a non-potable water supply to facilitate the development of sporting ovals beyond Stage 1 of the Dunsborough Lakes Sporting Facilities.</i>	●			
2.2 Attractive parks and open spaces that create opportunities for people to come together, socialise and enjoy a range of activities					
New	Mitchell Park Upgrade Redevelop Mitchell Park to improve the public amenity of the park and enhance the social vibrancy of the Busselton Town Centre.	●	●		
Deleted	Public Open Space Determine the priorities for public open space expenditure to guide future planning and decision making.	Now part of ongoing core service delivery			
2.3 Creative urban design that produces vibrant, mixed use town centres and public spaces					
Amended	Busselton War Memorial Relocation Plan for relocation of the Busselton War Memorial to the Rotary Park precinct.	●	●	●	●
	<u>18/19 action description</u> Busselton War Memorial Relocation <i>Relocate the Busselton War Memorial to Rotary Park near to the Busselton sub-branch of the Returned and Services League Australia WA.</i>	●	●		

Key Goal Area 3: Environment – Valued, Conserved, Enjoyed

STATUS	Action description	19/20	20/21	21/22	22/23
3.1 Development is managed sustainable and our environment valued					
Amended	Municipal Heritage Inventory Review Undertake the five yearly Heritage List/Municipal Heritage Inventory review.		●		
	<u>18/19 action description</u> Municipal Heritage Inventory Review Finalise the Municipal Heritage Inventory and Heritage List to facilitate the implementation of incentives for heritage conservation.	●			
Deleted	Rehabilitate the Busselton Waste Facility Continue to the program to complete the rehabilitation of former landfill sites at the Busselton Waste Facility.	Part of a broader contaminated sites action under objective 3.2			
3.2 Natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations					
Deleted	Meelup Regional Park Trails Progressively establish and maintain a network of walk and bike trails, signage and support facilities within the park	Further work depends upon external funding which has not been identified at this time			
Amended	Meelup Former Waste Site Achieve reclassification of the site to enable public use by mountain bikers.	●			
	<u>18/19 action description</u> Meelup Waste Site Remediation Complete remediation of the contaminated site in the Meelup Regional Park.	●	●	●	●
Amended	Western Ringtail Possum Habitat Protection Once State government approves the advertising of Amendment 42 of the City's Local Planning Scheme 21, undertake a period of public consultation on the Amendment and the overarching Western Ringtail Possum Directions Paper.	●	●		
	<u>18/19 action description</u> Western Ringtail Possum Working Group Through the formation of this group and working with key stakeholders, research and make recommendations as to the approach and actions the City should take in relation to preserving the Western Ringtail Possum	●	●	●	●
3.3 The health and attractiveness of our waterways and wetlands is improved to enhance community amenity.					
Deleted	Geographe Waterways Management Plans Complete management plans for both the Lower Vasse and Toby Inlet.	Project complete			
3.4 Climate change risks and impacts are understood, acknowledged and responded to through appropriate planning and community education					
Amended	Energy Master Plan Adopt and implement an energy master plan to assist the City to achieve energy savings and reduce greenhouse gas emissions.	●	●	●	●
	<u>18/19 action description</u> Energy Action Plan Complete the development of an energy action plan identifying actions for energy reduction and re-use.	●	●	●	●

Key Goal Area 4: Economy – Diverse, Robust, Prosperous

STATUS	Action description	19/20	20/21	21/22	22/23
4.1 An innovative and diversified economy that provides a variety of business and employment					
Amended	Busselton- Margaret River Airport General Aviation Precinct Promote and secure leasing opportunities for general aviation.	●	●	●	●
	<u>18/19 action description</u> Busselton Margaret River Airport General Aviation Precinct Progress the Expression of Interest process for allocating hangar leases in the new general aviation precinct.	●			
Deleted	Regional Development Subject to funding and in partnership with the Department of Regional Development and the South West Develop Commission, prepare a plan to support economic growth in the District.	Part of Economic Development Strategy			
Deleted	Digital / Smart City Plan Develop a digital / smart City plan for the district.	Part of Economic Development Strategy			
4.2 A community where local business is supported and in turn drives our economy					
New	Activating City Centres Through the 'Place Project' implement a series of initiatives to activate City centres.	●	●	●	●
Deleted	VendorPanel Marketplace Promote and continue to embed the use of VendorPanel Marketplace as the City's online procurement tool to promote increased opportunity for local business.	Now part of core service delivery			
4.3 Events and unique tourism experiences that aid in attractive visitors and investment					
Deleted	Online event application facility Progress the development of an online event application platform to streamline the processing of event applications.	Action completed in 18/19			
Deleted	Cruise Ship Industry Development Continue to work with the cruise ship industry to expand cruise ship tourism and support land based cruise ship operations.	Part of Economic Development Strategy			
Amended	Busselton Jetty Tourist Park Implement the Busselton Jetty Tourist Park Master Plan to guide the management, maintenance and continual upgrade of the Park.	●	●	●	●
	<u>18/19 action description</u> Busselton Jetty Tourist Park Prepare a master plan for the future development of Kookaburra Caravan Park to provide patrons with cost effective short stay and longer term options.	Master Plan completed 18/19			

Key Goal Area 5: Transport –Smart, Connective, Accessible

STATUS	Action description	19/20	20/21	21/22	22/23
5.1 Public transport services that meet the needs of the community					
	No change				
5.2 Road networks that provide for a growing population and the safe movement of all users through the district					

Amended	<p>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> <p><i>18/19 action description</i> Busselton Traffic Improvements Subject to the outcome of consultation and approval from relevant government agencies, implement prioritised traffic improvements to improve the flow of traffic and around Busselton City Centre.</p>	●	●	●	●
		●	●		
5.3 Pathways and cycle ways that connect our communities and provide alternative transport choices					
New	<p>Wadandi Track Continue to progressively develop and enhance the Wadandi track.</p>	●	●	●	●
Amended	<p>Cycleway and Shared Path Networks Improvements Progressively implement the City of Busselton Cycling and Shared Path Network Strategy 2019-2023.</p> <p><i>18/19 action description</i> Cycleway and Shared Path Networks Improvements Finalise the review of the Bike Plan and upon adoption, implement the plan within funding provisions.</p>	●	●	●	●
		●	●	●	●
New	<p>Safe Active Street Study 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.</p>	●			

Key Goal Area 6: Leadership –Visionary, Collaborative, Accountable

STATUS	Action description	19/20	20/21	21/22	22/23
6.1 Governance systems, process and practices are responsible, ethical and transparent					
New	<p>Works and Assets IT Business Software Introduce a new system to track the progress of works and assets management.</p>	●	●	●	●
6.2 Council engages broadly and proactively with the community					
Deleted	<p>Busselton Traffic Improvement Survey Conduct a survey to assess the level of community support for various medium term traffic initiatives to improve traffic flow in the vicinity of Busselton.</p>	Action completed in 18/19			
Deleted	<p>Integrate Asset Data into Core Business Systems Finalise the implementation of asset register data within existing business systems.</p>	Ongoing task as part of new works and assets action			
STATUS	Action description	19/20	20/21	21/22	22/23
New	<p>Website Improvements Develop and progressively implement improvements to the City's websites in order to improve information flow to the community.</p>	●	●	●	
New	<p>Engagement Policy Review the City's Community Engagement Policy.</p>	●			
6.3 Accountable leadership that is supported by a skilled and professional workforce					

Amended	Enhancing Integrated Corporate Systems Continuously improve and upgrade corporate enterprise systems and infrastructure.	●	●	●	●
	<u>18/19 action description</u> <i>Financial Reporting System Enhancements</i> <i>Design and implement improved financial reporting capabilities within existing business systems.</i>	●			
New	Staff Engagement Undertake a staff engagement survey as a diagnostic tool to continue to develop a high performing culture.	●			
6.4 Assets are well maintained and responsibly managed					
Deleted	Art Collection Management Prepare a policy and procedures document for the management of the City of Busselton art collection.	Action completed in 18/19			
Deleted	Business Systems Review Commence review of the City's core business systems software to ensure it continues to be most advantageous to the City.	Action completed in 18/19			
New	Winderlup Court Improvements Undertake works to refurbish and improve facilities at the Winderlup Court complex.	●	●	●	

Corporate Performance Indicators

The final section of the proposed CBP outlines 11 corporate performance indicators which assist to measure our progress with respect to organisational performance and achievement of the plan's actions. Two changes are proposed to the measures, in relation to indicator 7 – Complaints and indicator 10 – Energy Use.

In relation to complaints, there are currently two measures – the number of complaints received per head of population and the number of complaints responded to (expressed as a percentage). It is recommended that the first measure be changed to number of complaints recorded per head of population, to better reflect that we are only reporting on those complaints properly recorded in the City's complaints system, and that the second measure be changed to average time taken to resolve complaints recorded. This would be measured in days from the time the complaint is entered into the system to the time it is closed out. It is felt that this is a better measure of service delivery and performance.

In relation to energy use the current 'measure' is to set energy plan targets by the end of 2018/2019. There is extensive work being undertaken in relation to energy use and finalisation of an energy master plan. Through this work it has been recognised that the setting of robust energy targets will take some continued work and time. For this reason it is recommended that this indicator be adjusted to 'set energy plan targets by the end of 2019/2020'.

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 current LTFP, asset management plans and workforce plan.

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.

OPTIONS

The Council may choose to alter any of components or wording of the proposed CBP.

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.

OFFICER RECOMMENDATION

That the Council adopts the Corporate Business Plan 2019 to 2023 in the form attached to this report (Attachment A).

CORPORATE BUSINESS PLAN 2019 - 2023



The City of Busselton acknowledges the Traditional Custodians, recognises our past and seeks to trust and grow together.



Contents

2	Message from the Mayor and Chief Executive Officer	23	Key Goal Area 3: Environment Valued, conserved, enjoyed
3	Our Vision, Our City, Our Community	29	Key Goal Area 4: Economy Diverse, resilient, prosperous.
4	Integrated Planning and Reporting Framework	33	Key Goal Area 5: Transport Smart, connective, accessible
5	Delivering Our Plan	36	Key Goal Area 6: Leadership Visionary, collaborative, accountable
7	Service Delivery Structure	44	Resourcing Our Plan
8	Four Year Initiatives	47	Forecast Summary Operating & Capital Activities
9	Our Plan Explained	49	Strategic Risk Management
10	Key Goal Area 1: Community Welcoming, friendly, healthy	50	Corporate Performance Indicators
16	Key Goal Area 2: Places and Spaces Vibrant, attractive, affordable		

Message from the Mayor and Chief Executive Officer

The regular review of all City plans is critical to good management and the successful delivery of the community's vision for the City of Busselton.

Early in 2019 a minor review of the Strategic Community Plan (SCP) 2017 sought community feedback about the aspirations outlined in the plan and the City's performance towards achieving these. The community's responses confirmed that the plan continues to reflect the community's vision and we remain on track to realising this.

To ensure our strategic direction stays focused, some minor amendments were made to the SCP to refine the emphasis of some of our strategies and objectives. They include stronger advocacy for access to specialist, mental health and substance abuse support services; support for younger and ageing members of our community; better maintaining rural and suburban parks and playgrounds; addressing the long term health of all our waterways; and planning for and addressing the consequences of climate change.

The Corporate Business Plan 2019-2023 responds to these and other strategic matters by setting short to mid-term goals. Over the next two years we aim to complete a strategy for guiding the future development of sport and recreational facilities across the district. We will also realise planning done to date through the construction of new sporting ovals and facilities at Dunsborough, Vasse, and in Busselton at Lou Weston Oval and Churchill Park. Significant traffic management works will be undertaken to improve the management and flow of traffic in and around the Busselton City centre and townscape works will be undertaken in both Busselton and Dunsborough. Our natural environment will remain an area of focus as we continue to work with key stakeholders to progress long term water quality improvements for the Lower Vasse River and Toby Inlet, and seek to progress initiatives aimed at protecting Western Ringtail possum habitats.

This plan continues to facilitate the social and economic growth of our community and will succeed through our diligent approach to good financial and asset management and robust operational planning.



GRANT HENLEY
MAYOR



MIKE ARCHER
CHIEF EXECUTIVE OFFICER



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Our City

Land area	1,454 km ²
Distance south of Perth	221km
Rateable properties	23,170
Total assets	\$798M
Paved pathways	57km
Sealed road network	1,191km

Our Community

Estimated population	38,926 ¹
Aboriginal and Torres Strait Islander population	604
Average annual growth	3.5%
Average age	42 years
Bush fire brigades	15
Secondary schools	5

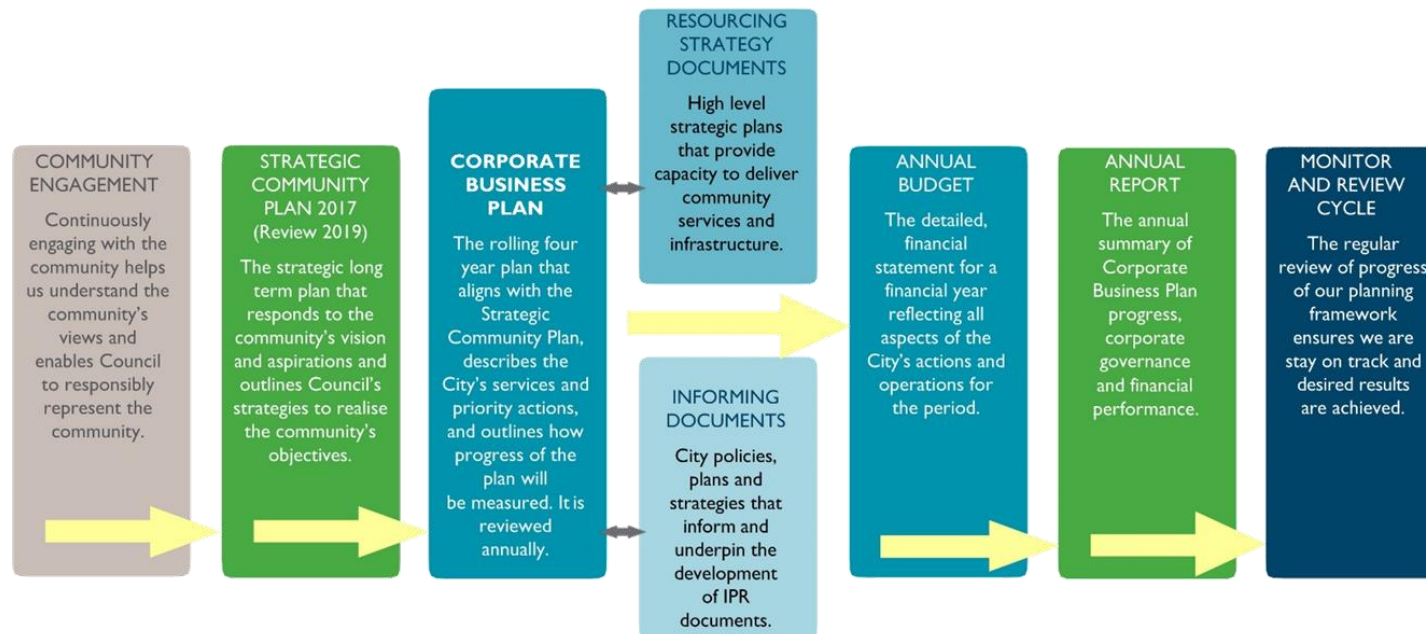
Our Vision

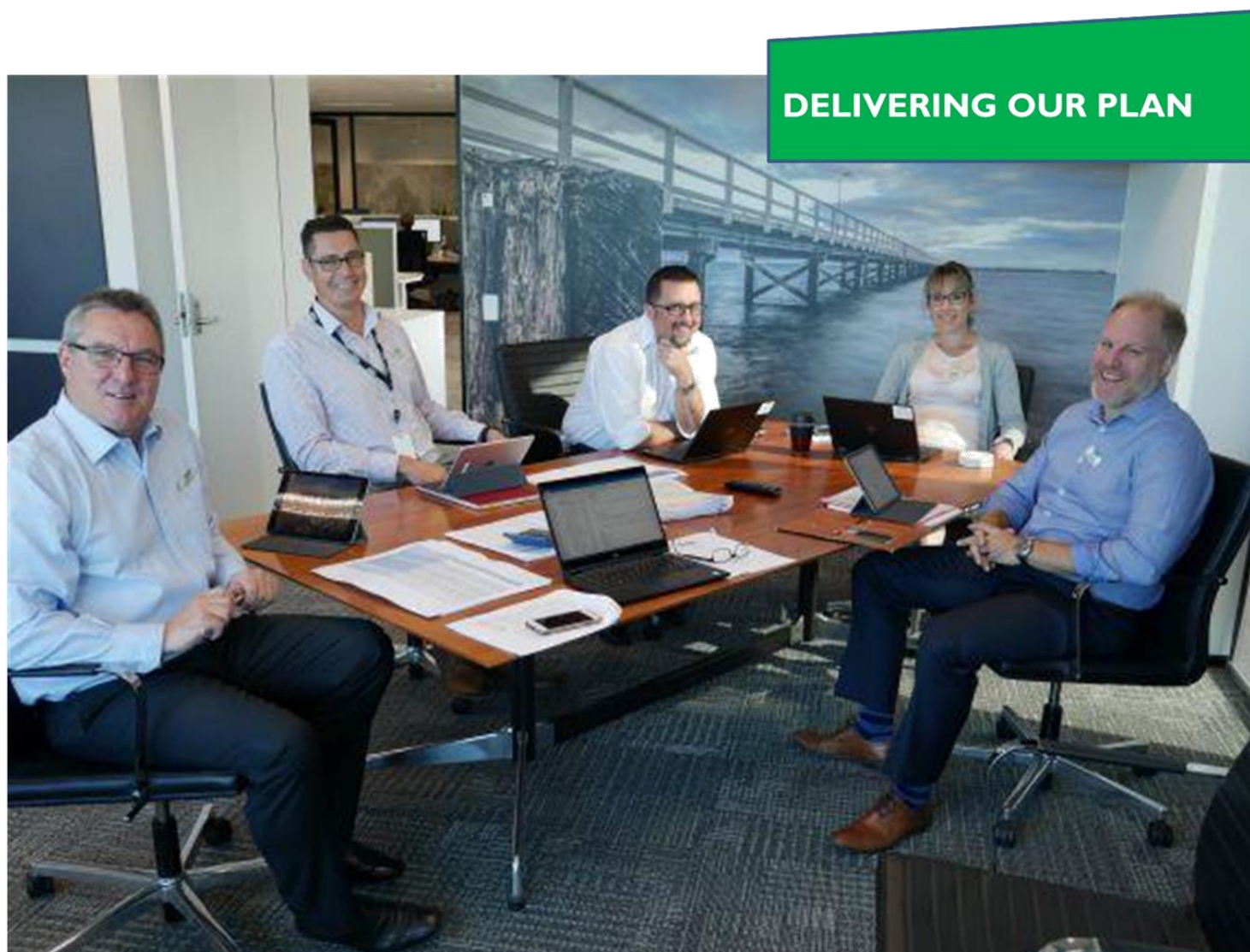
‘where environment, lifestyle and opportunity meet’






¹ Source: Australian Bureau of Statistics, Regional Population Growth, Australia, 2017-18, Cat. 3218.0

Integrated Planning and Reporting Framework (IPR)

This Corporate Business Plan is guided by the Strategic Community Plan 2017 (Review 2019), which has been developed with the benefit of community engagement and feedback and articulates the community's vision for the City of Busselton. The City's response contained in both this document and the Strategic Community Plan 2017 (Review 2019) help to inform State and Regional Planning and Development Strategies.





	<p>Commercial and Community Services</p> <p>Director: Naomi Searle</p> <p>Purpose: <i>To inspire a community and support an economy where opportunities thrive.</i></p> <p>Employees: 51.74 (full time equivalent)</p>	<p>Each Directorate is made up of service areas which work together in a team focused environment to achieve the community's objectives.</p>	
	<p>Engineering and Works Services</p> <p>Director: Oliver Darby</p> <p>Purpose: <i>Take the community vision from idea to reality through the efficient delivery of services.</i></p> <p>Employees: 137.77 (full time equivalent)</p>	<p>Team plans are reviewed annually and their priority activities included in the Corporate Business Plan.</p>	
	<p>Finance and Corporate Services</p> <p>Director: Tony Nottle</p> <p>Purpose: <i>To provide information, advice and services to internal and external customers, to achieve community and City objectives.</i></p> <p>Employees: 65.67 (full time equivalent)</p>	<p>Matters considered when reviewing and preparing each team plan include:</p> <ul style="list-style-type: none"> • Services delivered • Priority actions, programs and projects • Operating revenue • Operating expenditure • Staff costs • Workforce planning • Risk assessment • Key performance measures 	
	<p>Planning and Development Services</p> <p>Director: Paul Needham</p> <p>Purpose: <i>Working together to make our place even better (safe, healthy, green, fair, inviting and thriving)</i></p> <p>Employees: 54.98 (full time equivalent)</p>		

Service Delivery Structure

Chief Executive Officer	Community and Commercial Services			Engineering and Work Services				Finance and Corporate Services				Planning and Development Services		
BUSINESS UNITS														
Executive Services	Airport Development Project	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 UNIT TEAMS														
Executive Services	Airport Development Projects	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	Design and Survey	Major Projects	Parks and Gardens	Waste Services	Governance	Land and Property Leasing	Rates	Information Technology	Statutory Planning	Environmental Health	
		Library Services	Events	Development Control				Public Relations			Records	Compliance Services	Environmental Management	
		Recreation Services	Tourism Services	Landscape Architecture										

Four Year Initiatives



Complete the construction and development of a new terminal at the Busselton Margaret River Airport.

Prepare, adopt and implement the City's Recreation Facilities Strategy to guide the forward planning, funding and delivery of sport and recreation facilities in the District.

Progress road, traffic and comprehensive bridge renewal works to deliver key projects i.e. the Eastern Link Stage 1 and 2, and Causeway Road Stage 1 and 2, to improve the management and flow of traffic in and around the Busselton City Centre.

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

Construct new community and sporting facilities at Dunsborough, Yalyalup and Vasse.

Implement energy generation and efficiency initiatives to improve the City's energy savings and reduce greenhouse gas emissions.

Our Plan Explained



Key Goal Area

This plan is shaped around the key goal areas described in the City's Strategic Community Plan. Each key goal area represents a community aspiration.

Community Objectives and Council Strategies

Each Key Goal Area is defined by specific objectives that respond to the community's aspirations. Council has adopted a number of strategies to support achievement of the community's objectives. The actions listed in the Corporate Business Plan actively address the objectives.

Corporate Action

These are the priority actions and projects Council is committed to delivering. Every action and project is linked to a community objective on the basis of 'best fit'.

City Services

Council provides a range of services to help achieve the community's objectives. As many services can contribute to the achievement of more than one objective, the connection between our services and a Key Goal Area is also made on the basis of 'best fit'.

Risk Management

These are the high level risks to the Corporate Business Plan. Risks are mitigated by adopting appropriate controls.

Performance and Progress Reporting

The progress of our Corporate Business Plan is reported to the community every six months via the City's Bay to Bay newsletter and the City's website.

Terms use in the Corporate Business Plan

Action type

- *Operational* – an action which forms part of the core activities and services provided by the City. As such no cost estimate is provided.
- *Capital* – an improvement action linked to the City's capital works plan, generally involving the development or improvement of an asset. An estimated cost for delivery of the action over the life of the plan is provided.

Council Strategy

Each action is linked to one (or more) of Council's strategies which support the achievement of the Strategic Community Plan 2017 (Review 2019).

Informing documents

These are the plans that guide Corporate Business Plan actions and services.

External Funding

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

Milestone

Where applicable, this indicates a specific target that is to be achieved.

Delivery

The timeframe for delivering the action.



Community Objectives

- I.1 A friendly and safe community with a strong community spirit.
- I.2 A community with access to life-long health and education opportunities.
- I.3 A community with access to a range of cultural and art, social and recreational facilities and experiences.
- I.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**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

Services	Service Objective	What we do	Community Objective
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"> • Collaborate with the community to plan for and develop community capacity, participation, safety and inclusion. • Coordinate and implement the Disability Access and Inclusion Plan Reference Group. • Coordinate and facilitate youth programs and activities. • Coordinate and implement the Sport and Recreation strategy. 	1.1 1.4
Cultural Services	Engage and encourage residents and visitors to participate in and benefit from art and heritage.	<ul style="list-style-type: none"> • Manage and promote exhibitions at ArtGeo and the Old Courthouse. • Manage the City's art collection. • Identify innovative means to incorporate new and vibrant arts and event opportunities in the Cultural Precinct. 	1.3
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"> • Manage and operate the Busselton and Dunsborough libraries, including the provision of eResources and interlibrary loan services. • Provide library programs for children and teens and home bound library services to seniors. • Provide a dedicated local studies service and manage an archive facility. • Conduct special school holiday library events and second hand book sales. 	1.2
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"> • Manage and operate the Geographe Leisure Centre, providing stadium facilities and programs. • gym services, group fitness classes and aquatics programs. • Manage and operate the Naturaliste Community Centre, providing sport and leisure facilities, recreation programs, fitness, well-being and community interest opportunities. • Provide crèche and vacation care services. 	1.3
Environmental Health	Assess, correct, control and prevent where possible, factors that have the potential to adversely affect the health and wellbeing of the community.	<ul style="list-style-type: none"> • Inspect public buildings, food and accommodation premises, public swimming pools and conduct noise monitoring as required. • Assess events for compliance with relevant legislation. • Investigate and report on all infectious disease notifications. • Carry out public health education programs, including programs regarding mosquito and pest control. 	1.1
Ranger and Emergency Services	Assist in the provision of a safe and secure community through proactive surveillance, law enforcement, community education and by the prevention of and preparedness for bushfire and emergency events.	<ul style="list-style-type: none"> • General enforcement of compliance with local laws, including dog and cat control. • Implement parking and traffic management controls. • Coordinate bushfire mitigation activities, bushfire brigade and emergency response arrangements. 	1.1

Key Goal Area **1**

CORPORATE ACTIONS The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
1.1 A friendly and safe community with a strong community spirit.									
I(a) I(b)	Disability Access and Inclusion Plan Implement the Disability Action and Inclusion Plan 2018-2022	Community Development	Operational	✓	Ongoing	●	●	●	●
I(e) I(g) 6(c)	Support Community Initiatives and Facilities Promote and administer two rounds of community grants each financial year.	Community Development	Operational	✓	Ongoing	●	●	●	●
I(c)	Community Safety and Security Strategy Implementation Implement the Community Safety and Security Strategy for the Busselton and Dunsborough town centres and surrounding districts.	Community Development	Operational	✓	Ongoing	●	●	●	●
I(a)	Reconciliation Action Plan In partnership with the District's local Aboriginal community develop and adopt a REFLECT Reconciliation Action Plan.	Community Development	Operational		Plan completed	●			
I(c)	Bushfire Risk Management Plan Develop a bushfire risk management plan.	Ranger and Community Services	Operational	✓	Plan completed	●			
I(a)	Community Services Directory Review Review the Need a Hand and other City service directories with the aim of improving the content and distribution of community services information.	Community Development	Operational		Review completed	●	●		
Key informing documents: Disability Access and Including Plan 2018-2022; Social Plan 2015-2025									

Key Goal Area **1**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
1.2 A community with access to life-long health and education opportunities.									
I(b) I(g)	Children and Family Services Support intervention programs that promote the importance and value of a child's early development.	Community Development	Operational		Ongoing	●	●	●	●
I(a)	Busselton Library Upgrade Upgrade the children's section and back of house at the Busselton Library.	Community Development	Capital \$360,000		Upgrade completed	●			
I(b)	Public Health Plan 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		Plan completed	●	●		
I(c)	Mosquito Control Review the City's Mosquito Management Program (2004) and Mosquito Control Developer Contribution Policy.	Environmental Health	Operational		Review completed	●	●		
Key informing documents: Social Plan 2015-2025, Mosquito Management Program 2004									
COMMUNITY OBJECTIVE									
1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences.									
I(a)	Settlement Art Project Complete the Busselton Settlement Art Project through the completion and installation of the Pioneer Woman sculpture.	Community Development	Operational	✓	Sculpture installed	●			
I(f)	Busselton Entertainment Arts and Culture Hub (BEACH) - Construction Progress the design and development of a performing arts and convention space in the Busselton Cultural Precinct.	Major Projects	Capital \$20.7M	✓	Design Development	●	●		
					Construction		●	●	
I(f)	Busselton Entertainment Arts and Culture Hub (BEACH) – Operational Planning Progress planning for the operational management of the BEACH.	Community Development	Operational		Ongoing	●	●	●	

Key Goal Area **1**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
1(e) 2(d)	Sport and Recreation Facilities Strategy Prepare a sport and recreation 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.	Community Development	Operational		Strategy completed	●	●		
1(e)	Naturaliste Community Centre Upgrades Upgrade the Naturaliste Community Centre, including the expansion of the customer service centre, library, and planning for expanded stadium and car parking facilities.	Community Development	Capital \$1.5M	✓	Library and customer service expansion completed	●	●		
					Planning for stadium and car parking expansion				●
1(e)	Geographe Leisure Centre Master Plan Complete environmental studies and design work to progress the future expansion of the Geographe Leisure Centre.	Community Development	Capital \$30,000		Studies and design work complete	●			
1(e)	Vasse Newtown Oval Complete temporary carpark construction adjacent to the Vasse Newtown (Kaloorup) Oval.	Operations Services	Capital \$260,000	✓	Carpark complete	●			
1(e)	Vasse Integrated Sporting Precinct Complete construction of carpark and change room facilities at the Vasse Integrated Sporting Precinct.	Operations Services	Capital \$1.1M	✓	Carpark complete		●		
					Change rooms complete				●
1(e)	Lou Weston Oval Upgrade Upgrade the club facilities at Lou Weston Oval according to the approved detailed design.	Major Projects	Capital \$1.88M	✓	Netball/ basketball court upgrades completed	●			
					Pavilion upgrade completed	●			

Key Goal Area **1**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
I(e)	Busseton Tennis Club Facilities Relocation Finalise relocation to the new Busseton Tennis Centre.	Major Projects	Capital \$1.15M	✓	Relocation complete	●			
I(e)	Churchill Park Upgrade ovals at Churchill Park.	Operations Services	Capital \$890,000		Ovals upgraded	●			●
I(e)	Dunsborough Lakes Sporting Facilities Complete Stage 1 of a new sport and recreation complex for the Dunsborough district.	Operations Services	Capital \$1.75M		Oval (Stage 1) constructed		●		
I(e)	Yalyalup Development Continue to plan for the development of sport and community facilities at Yalyalup.	Strategic Planning	Operational		Ongoing	●	●	●	●
Key informing documents: Social Plan 2015-2025, Local Cultural Planning Strategy 2011, Naturaliste Community Centre Master Plan 2017, Geographe Leisure Centre Master Plan 2017, Leisure Services Plan 2005, Busseton Foreshore Master Plan, Port Geographe Boat Ramp Marine Structures Study.									
COMMUNITY OBJECTIVE I.4 Work with key partners to provide a range of community services and programs that support people of all ages and backgrounds.									
I(a) I(g)	Youth Initiatives Implementation Implement actions from the Youth Services section of the City's Social Plan.	Community Development	Operational	✓	Ongoing	●	●	●	●
I(b)	Seniors Initiatives Implementation Implement actions from the Senior Services section of the City's Social Plan.	Community Development	Operational	✓	Ongoing	●	●	●	●
I(b) 6(d)	Busseton Senior Citizens Centre Expansion Lead the project to expand and complete the Busseton Senior Citizens Centre.	Major Projects	Capital \$1.16M	✓	Expansion completed	●			
Key informing documents: Social Plan 2015-2025; Draft Reconciliation Action Plan 2019									



Key Goal Area²

Places and spaces

Vibrant, attractive,
affordable

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**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

Services	Service Objective	What we do	Community Objective
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"> Inspect structures and private pools to ensure they are fit for intended use. Assess and determine building applications within statutory timeframes. Advise on and manage compliance matters. Provide advice to the public on building related matters. 	2.1
Compliance Services	Ensure compliance with the legislative requirements pertaining to development.	<ul style="list-style-type: none"> Investigate complaints and monitor compliance in relation to development matters. Ensure responsive action is taken to remedy unauthorised development within the City or development not in accordance with development approval conditions. Inspect private swimming pools every four years. 	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"> Assess infrastructure as part of the sub-division and development process to ensure compliance with approved engineering conditions and standards. Provide engineering advice regarding subdivisions and developments to staff, consultants, developers and residents. Review and approve engineering documents and drawings. 	2.1
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"> 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. Provide advice and liaise with developers, consultants and community on policy, strategy and landscape development. 	2.2
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"> Manage the design, procurement and construction of major project new City assets including infrastructure, buildings and facilities. Oversee the delivery of capital works associated with the major upgrade of City assets. Collaborate with community groups to develop community infrastructure projects. 	2.2 2.3

Key Goal Area **2**

Services	Service Objective	What we do	Community Objective
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"> • Maintain parks, foreshores and reserves, public open spaces, town centres, and verges and roundabouts. • Design, install and maintain irrigation systems. • Install and maintain infrastructure such as street furniture, barbeques, playground equipment, stairs, fencing, signs and event related infrastructure. • Maintain cemetery grounds and assist with cemetery burials and ashes interments. 	2.2
Statutory Planning	Provide a regulatory service administering the subdivision of land, the use of land, and the design of buildings and their operation. Ensure all development is approved under the authority of the <i>Planning and Development Act 2005</i> .	<ul style="list-style-type: none"> • Assess and determine subdivision and development applications within statutory timeframes. • Develop planning policies. • Provide technical advice and guidance to planning consultants, architects, builders, engineers and the community. 	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"> • Prepare, maintain and review the City's strategic planning instruments, including the Local Planning Strategy, the Town Planning Scheme and developer contributions arrangements. • Plan for the use of land in a way that promotes and enhances social and economic wellbeing while balancing environmental preservation. • Assess and determine applications for scheme amendments and structure plans. • Engage with the local community on strategic planning matters. 	2.1 2.3

Key Goal Area **2**

CORPORATE ACTIONS The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
2.1 Planning strategies that foster the development of neighbourhoods that meet our needs as we grow.									
2(c) 2(d) 2(e) 3(a)	Local Planning Strategy Finalise the Local Planning Strategy following approval by the WVA Planning Commission.	Strategic Planning	Operational		Strategy adopted	●			
2(c) 2(d) 2(e) 3(a)	Local Planning Scheme Review Complete the Town Planning Scheme review.	Strategic Planning	Operational		Deliver draft Scheme review report	●	●		
					Review completed		●		
2(b) 2(d)	Strategic Land Review Continue to implement the recommendations of the Strategic Land Review.	Strategic Planning	Operational		Ongoing	●	●	●	●
2(c) 1(e)	Non-Potable Water Supply Dunsborough 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.	Strategic Planning	Operational		Hydro-geological studies completed	●			
6(a)	Busselton Cemetery Expansion Continue work to expand the Busselton Cemetery including consulting with the community to assist with the cemetery design.	Customer Services	Operational		Community consultation	●	●		

Key Goal Area **2**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
2(d) 6(f)	Developer Contributions Progress the review of the Developer Contributions Plan 2008.	Strategic Planning	Operational		Review completed	●	●		
Key informing documents: Local Planning Scheme; Dunsborough Lakes Estate Developer Contributions Plan 2017; Yalyalup Develop Contributions and Staging Plan 2010; Vasse Taskforce Recommendations									
COMMUNITY OBJECTIVE 2.2 Attractive parks and open spaces that create opportunities for people to come together, socialise and enjoy a range of activities.									
2(a)	Busselton Foreshore Redevelopment Continue to enhance the Busselton Foreshore, including improvements to parking, lighting and landscaping.	Major Projects	Capital \$2.85M		Barnard East	●	●	●	
					Carpark / Landscaping commercial sites	●	●		
					Landscaping Old Busselton Tennis Centre	●			
2(b)	Dunsborough Nature Based Playground Design and construct a nature-based playground in Dunsborough.	Design and Survey	Capital \$900,000	✓	Playground completed		●		
2(b) 2(e)	Mitchell Park Upgrade Redevelop Mitchell Park to improve the public amenity of the park and enhance the social vibrancy of the Busselton Town Centre.	Strategic Planning	Capital \$500,000		Design completed	●			
					Upgrade completed		●		
Key informing documents: Busselton Foreshore Master Plan, Busselton City Centre Conceptual Plan 2014									

Key Goal Area **2**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
2.3 Creative urban design that produces vibrant, mixed use town centres and public spaces.									
2(e)	Busselton War Memorial Relocation Plan for relocation of the Busselton War Memorial to the Rotary Park precinct.	Landscape Architecture	Operational		Ongoing	●	●	●	●
2(e)	Dunsborough Activity Centre Plan Complete an Activity Centre Plan and Urban Design Local Planning Policy for Dunsborough Town Centre.	Strategic Planning	Operational		Plan / Policy draft completed	●			
					Activity Centre Plan / Policy adopted		●		
2(e)	Busselton Activity Centre Plan Commence and complete the preparation of an Activity Centre Plan for Busselton City Centre.	Strategic Planning	Operational		Planning commenced	●			
					Activity Centre Plan completed		●		
Key informing documents: Busselton Traffic Study, Dunsborough Town Centre Conceptual Plan 2014, Busselton Activity Centre Conceptual Plan 2014									



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 partners to improve the health of waterways in the Geographie Catchment.

Key Goal Area **3**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

Services	Service Objective	What we do	Community Objective
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"> • Provide advice on development proposals. • Develop plans, policies and strategies for managing natural areas, reserves and waterways. • Support community groups and volunteers with implementing environmental management practices. • Monitor and promote sustainability practices including the implementation of the City's Water and Energy Action Plans. 	3.2 3.3
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"> • Support the Meelup Regional Park Management Committee to ensure the Park is appropriately managed for conservation and recreational values. • Facilitate education and awareness raising of Park values. 	3.2
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"> • Provide weekly waste collection and disposal services and fortnightly yellow bin recycling services. • Operate the Busselton Transfer Station and Dunsborough Waste Facility. • Provide waste education presentations to schools, community groups and local businesses on request. • Contribute to the design and implementation of a regional waste management system for the South West of Western Australia. 	3.1

Key Goal Area **3**

CORPORATE ACTIONS The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
3.1 Development is managed sustainably and our environment valued.									
3(a)	Municipal Heritage Inventory Review Undertake the five yearly Heritage List/Municipal Heritage Inventory review.	Statutory Planning	Operational		Inventory and Heritage list completed and endorsed		●		
3(d)	Port Geographe Waterways Work with the State government and key partners to fulfill the City's role in the ongoing management of Port Geographe waterways.	Property Services	Operational		Ongoing	●	●	●	●
3(a) 2(b)	Reserve Management Plans Continue to implement and periodically review management plans for City reserves.	Environmental Services	Operational		Ongoing	●	●	●	●
3(e)	Future Regional Waste Facility In conjunction with the Bunbury-Wellington 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		Ongoing	●	●	●	●

Key Goal Area **3**

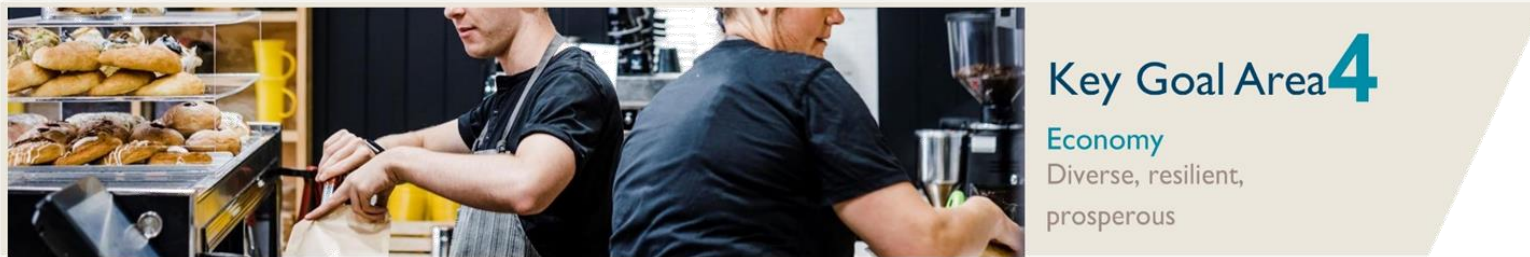
Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
3(a) 3(e)	Rehabilitate the Dunsborough Waste Facility Update and implement the rehabilitation plan for the Dunsborough Waste Facility.	Waste Management	Operational		Rehabilitation concept design completed	●			
					Remediation works		●	●	
Key informing documents: Port Geographe Management Deed, Dunsborough Waste Facility Operation Management Plan									
COMMUNITY OBJECTIVE									
3.2 Natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations.									
3(a) 2(b)	Meelup Regional Park Coastal Nodes Progressively implement the Meelup Regional Park Coastal Nodes Management Plan to ensure visitor safety and prevent adverse impacts on Park values.	Environmental Management	Operational		Ongoing	●	●	●	●
3(a) 3(e)	Meelup Former Waste Site Achieve reclassification of the site to enable public use by mountain bikers.	Environmental Management	Operational		Reclassification achieved	●			
3(a) 2(b)	Meelup Regional Park Management Plan Review the Meelup Regional Park Management Plan to ensure park values continue to be responsibly managed.	Environmental Management	Operational		Review completed	●			
3(a) 3(b)	Contaminated Sites Continue to work with Department of Water and Environmental Regulation and key stakeholders to appropriately manage and where possible remediate contaminated sites.	Environmental Management	Operational		Ongoing	●	●	●	●
3(a) 3(b) 2(b)	Street and Park Tree Enhancement Implement the street and park tree planting program for street and park enhancement and habitat improvement.	Environmental Management	Operational		Ongoing	●	●	●	●

Key Goal Area **3**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestones	Delivery			
						19/20	20/21	21/22	22/23
3(a)	Corella Management 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>).	Environmental Management	Operational		Ongoing	●	●	●	●
3(a) 3(b) 2(b)	Western Ringtail Possum Habitat Protection Once State government approves the advertising of Amendment 42 of the City's Local Planning Scheme 21, undertake a period of public consultation on the Amendment and the overarching Western Ringtail Possum Directions Paper.	Environmental Management	Operational		Consultation complete	●	●		
Key informing documents: Meelup Regional Park Trails Masterplan, Meelup Regional Park Coastal Nodes Management Plan, Meelup Regional Park Management Plan									
COMMUNITY OBJECTIVE									
3.3 The health and attractiveness of our waterways and wetlands is improved to enhance community amenity.									
3(f) 2(b)	Vasse River Beautification Progressively enhance the natural amenity and public enjoyment of the Lower Vasse River foreshore reserve between Peel Terrace and Strelly Street.	Design and Survey	Capital \$110,000		Ongoing	●	●	●	●
3(f)	Revitalising Geographe Waterways Actively work with key stakeholders including the State Government and community representatives to progress long term water quality improvements.	Environmental Management	Operational	✓	Lower Vasse: Prepare living stream scenario designs.	●			
					Toby Inlet: Manage ocean entrance to improve water quality	●			
					Ongoing	●	●	●	●
Key informing document: Vasse Geographe Strategy, Lower Vasse River Management Plan, Toby Inlet Management Plan									

Key Goal Area **3**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestones	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
3.4 Climate change risks and impacts are understood, acknowledged and responded to through appropriate planning and community education.									
3(d)	Coastal Adaptation Strategy Complete the preparation and progressively implement the City of Busselton Coastal Adaptation Strategy.	Strategic Planning	Operational	✓	Coastal Adaptation Strategy adopted	●			
					Ongoing		●	●	●
3(d)	Coastal Protection Progressively implement coastal protection as outlined in the Coastal Protection Management Plan.	Engineering and Technical Services	Operational	✓	Ongoing	●	●	●	●
3(c)	Energy Master Plan Adopt and implement an energy master plan to assist the City to achieve energy savings and reduce greenhouse gas emissions.	Environmental Management	Operational		Plan adopted	●			
					Ongoing	●	●	●	●
Key informing documents: Coastal Protection Management Plan, Coastal Adaptation Strategy									



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, diversify the economy.
- d. Work with key partners to develop initiatives that support new local business.
- e. Work with key partners to improve digital and internet connectivity across the District.

Key Goal Area **4**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

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

Key Goal Area **4**

CORPORATE ACTIONS The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestones	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
4.1 An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice.									
4(c) 4(d) 2(a)	Dunsborough Foreshore Café Facilitate commercial investment in a café and kiosk development at the Dunsborough Foreshore.	Economic and Business Development	Operational		State Government land excision process	●	●		
					Development approved		●		
4(c) 4(d) 2(a)	Busselton Foreshore Commercial Opportunities Facilitate commercial investment at the Busselton foreshore, including two hotel sites, restaurant / microbrewery, and a tourist oriented retail site.	Economic and Business Development	Operational		Ongoing facilitation	●	●	●	●
4(c) 4(d)	Busselton-Margaret River Airport General Aviation Precinct Promote and secure leasing opportunities for general aviation.	Airport Services	Operational		Hangar leases allocated	●	●	●	●
4(c) 4(d)	Busselton-Margaret River Airport Light Industrial and Commercial Areas Plan and develop airport light industrial and commercial areas to include freight logistics and other enterprise opportunities.	Airport Services	Operational		Ongoing	●	●	●	●
4(c) 4(d) 4(e)	Economic Development Strategy Facilitate the implementation of the Economic Development Strategy.	Economic and Business Development	Operational		Ongoing	●	●	●	●
Key informing documents: Economic Development Strategy, Busselton Foreshore Master Plan, Busselton Margaret River Airport Master Plan									

Key Goal Area 4

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
4.2 A community where local business is supported and in turn drives our economy.									
4(c) 4(d)	Business Support Continue to work with individual businesses, chamber of commerce groups, progress associations and government agencies to identify opportunities to support local and small businesses.	Economic and Business Development	Operational		Ongoing	●	●	●	●
4(d)	Activating City Centres Through the 'Place Project' implement a series of initiatives to activate City centres.	Economic and Business Development	Operational		Ongoing	●	●	●	●
Key informing document: Economic Development Strategy 2016-2021									
COMMUNITY OBJECTIVE									
4.3 Events and unique tourism experiences that aid in attracting visitors and investment.									
4(a) 1(g)	Event Strategy Complete the review of the Events Strategy.	Events Services	Operational		Review completed	●			
4(a)	Events Prospectus Complete an events / film industry prospectus to actively target and attract new high profile events and film makers.	Events Services	Operational		Prospectus completed	●			
4(a) 4(c)	Marketing and Events Reference Group Continue to ensure economic benefit of events funding is maximised through effective operation of the Marketing and Events Reference Group.	Events Services	Operational		Ongoing	●	●	●	●
4(a) 6(d)	Busselton Jetty Tourist Park Implement the Busselton Jetty Tourist Park Master Plan to guide the management, maintenance and continual upgrade of the Park.	Tourism Services	Capital \$1M		Ongoing	●	●	●	●
Key informing documents: Economic Development Strategy 2016, Events Strategy, Busselton Jetty Tourist Park Master Plan, Buildings Asset Management Plan									



Key Goal Area 5

Transport

Smart, connective,
accessible

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 WA 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**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

Services	Service Objective	What we do	Community Objective
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"> • Maintain the airport terminal, car parks, roads, lighting, security and staff amenities. • Ensure aerodrome operations meet the requirements of CASA and the approved Noise Management Plan. • Provide opportunities for sale of consumer goods and services, and other commercial facilities to meet the needs of local industry, the freight transport sector and interstate passengers. • Facilitate the Airport Advisory Committee. 	5.1
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"> • Design effective road and transport networks, along with associated civil infrastructure. • Provide engineering advice and surveys to ensure the continuous improvements of civil infrastructure. • Promote road and cycle safety and transport options to reduce dependency on private car use. 	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"> • Construct and maintain; roads, footpaths, cycle ways, carparks, storm water drainage, bridges, boat ramps, strategic firebreaks and gravel reserves. • Assist in the development and delivery of Capital Works projects. Attend emergency situations to manage and reinstate civil infrastructure during instances of bushfire, flood and storms. 	5.2 5.3

Key Goal Area **5**

CORPORATE ACTIONS The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
5.1 Public transport services that meet the needs of the community.									
5(a) 4(b)	<u>Busselton-Margaret River Airport Expansion</u> Progress with the expansion of the airport to provide for interstate flights, aviation enterprise opportunities including freight services, and the capacity for international services.	Airport Development Project	Capital \$15.35M	✓	New terminal and civil infrastructure completed	●	●		
5(d)	<u>Public Transport</u> Continue to work with key stakeholders towards improving public transport services and connections across the District.	Design and Survey	Operational		Ongoing	●	●	●	●
Key informing documents: Busselton Margaret River Airport Master Plan, Busselton Margaret River Airport Freight Strategy									
COMMUNITY OBJECTIVE									
5.2 Road networks that provide for a growing population and the safe movement of all users through the district.									
6(d)	<u>Roads Maintenance and Upgrades</u> Implement the roads maintenance program with a focus on narrow country road upgrades.	Operations Services	Capital \$22.7M	✓	Ongoing	●	●	●	●
5(f)	<u>Busselton Traffic Improvements</u> 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.	Design and Survey	Capital \$9.1M	✓	Ongoing	●	●	●	●
5(a) 5(b)	<u>Transport Links to Regional Centres</u> 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 Busselton and Capel and the Vasse-Dunsborough Link.	Executive Services	Operational		Ongoing	●	●	●	●
Key informing documents: Local Roads Asset Management Plan, Busselton Traffic Study									

Key Goal Area **5**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
5.3 Pathways and cycleways that connect our communities and provide alternative transport choices.									
5(e)	Cycleway and Shared Path Networks Improvements Progressively implement the City of Busselton Cycling and Shared Path Network Strategy 2019-2023.	Design and Survey	Capital \$3.5M		Ongoing	●	●	●	●
5(e) 4(a)	Wadandi Track Continue to progressively develop and enhance the Wadandi track.	Design and Survey	Capital \$744,000		Ongoing	●	●	●	●
5(e)	Safe Active Street Study 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.	Design and Survey	Operational		Study complete	●			
Key informing documents: Paths Asset Management Plan, Local Roads Asset Management Plan, Cycling and Shared Path Network Strategy 2019-2023									



Key Goal Area 6

Leadership

Visionary, collaborative,
accountable

Community Objectives

- 61 Governance systems, process and practices are responsible, ethical and transparent.
- 62 Council engages broadly and proactively with the community.
- 63 Accountable leadership that is supported by a skilled and professional workforce.
- 64 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**

COUNCIL SERVICES These Council services contribute to achievement of the community objective of this Key Goal Area.

Services	Service Objective	What we do	Community Objective
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"> Collect and maintain up-to-date asset condition data and review and update data standards. Develop asset management plans in conjunction with long term financial planning to ensure adequate levels of service and longevity of assets. Continuously improve asset management systems. 	6.4
Information Technology	Manage and maintain the City's information and communication technology infrastructure and enhance the delivery of business objectives by advancing digital business systems.	<ul style="list-style-type: none"> Effectively manage and maintain the City's information technology infrastructure. Research, scope, implement and support technology solutions that improve organisational efficiency. Integrate information technologies with core business systems to meet business requirements and standards. Provide geographical information and mapping services to staff and the community. Provide a help desk service to support the organisation's use of technology and provide staff support. 	6.1 6.3
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"> Provide a first point of contact information service. Receipt all incoming revenue. Provide venue support services for the hire of City owned and managed community buildings and the City of Busselton Civic and Administration building. Manage cemetery operations at Busselton, Dunsborough and Metricup. 	6.2
Facility Services	Oversee the maintenance and upgrade of City building assets in accordance with asset management plans.	<ul style="list-style-type: none"> Prepare and manage maintenance plans for City facilities and buildings, including cleaning management. Oversee the delivery of capital works associated with the upgrade and repair of buildings. Assist in the preparation of asset management plans. Respond to security and reactive maintenance. 	6.4
Finance Services	Provide statutory and internal financial reporting, management and compliance functions.	<ul style="list-style-type: none"> Facilitate the development of the annual budget and long term financial plans. Manage accounts payable and receivable functions, in addition to insurance, investment, purchasing and taxation administration. Provide statutory and internal financial reporting, management and compliance functions. 	6.1
Fleet Services	Provide fleet purchasing and management services for all City owned fleet, plant and equipment.	<ul style="list-style-type: none"> Provide fleet purchasing and management services for all City owned fleet. Coordinate the selection and purchasing of fleet ensuring operational efficiency and the minimisation of adverse environmental impacts. Oversee the management of City owned fleet, plant and equipment. 	6.4

Key Goal Area **6**

Services	Service Objective	What we do	Community Objective Link
Governance Services	Coordinate and support Council and corporate governance processes including the development and review of strategic and corporate plans and Council's Corporate Performance Indicators.	<ul style="list-style-type: none"> • Provide governance systems and structures that facilitate the ethical and compliant delivery of services. • Provide support to Elected Members, Council and Committee processes. • Implement and administer effective business planning and reporting processes, including the City's annual report and key performance reporting. • Progress and facilitate broader organisational development programs. 	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"> • Facilitate employment processes including staff recruitment, training and development and performance management. • Develop and implement strategic workforce planning strategies. • Provide advice on industrial, safety and employee relations. • Deliver an effective payroll service. 	6.1 6.3
Legal Services	Provide professional internal legal advice services to the City's business units.	<ul style="list-style-type: none"> • 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. • Develop and review local laws. • Process Freedom of Information applications and provide in-house advice on tendering and procurement policies, processes and systems. • Draft legal agreements and maintain a precedent database. 	6.1
Public Relations	Coordinate the City's public relations, community engagement initiatives and media communications.	<ul style="list-style-type: none"> • Administer the Your Say Busselton and a range of City social media sites to proactively engage and communicate with the community. • Produce the Bay to Bay newsletter, media releases and other City information publications. • Coordinate City functions and Civic events. • Sugito Sister City relationship liaison and support. 	6.2
Property Management	Provide property management services in relation to City owned or managed property.	<ul style="list-style-type: none"> • Manage the City's leased property assets, ensuring benefit to the community and responsible management of the asset. • Manage the City's aged housing units and administer the joint venture arrangements with the Department of Housing. <p>Collaborate with the State Government and liaise with the community and Council about the management of issues at the Port Geographe development.</p>	6.1

Key Goal Area **6**

Services	Service Objective	What we do	Community Objective Link
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"> • Develop, administer and present rating policies, and model rating scenarios, with a focus on maintaining fairness and equity in the rating burden. • Inform ratepayers and the community about annual rates and fees through rates notices, the annual budget and other communication platforms managed by the City. • Maintain accurate property records. 	6.1
Records	Facilitate and support the City's record and information keeping processes in accordance with the City's Record Keeping Plan.	<ul style="list-style-type: none"> • Register and disseminate incoming mail and coordinate outgoing mail. • Administer and continuously seek to improve the City's record keeping system. • Manage current and legacy archives. • Facilitate staff training and education regarding record keeping responsibilities and best practice. 	6.1

Key Goal Area **6**

CORPORATE ACTIONS

The following corporate actions and projects support Council's strategies and achievement of the community's objectives.

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
6.1 Governance systems, process and practices are responsible, ethical and transparent.									
6(f)	Financial Audit Conduct an annual audit to ensure financial compliance with legislative requirements.	Finance Services	Operational		Completed third quarter of each calendar year	●	●	●	●
6(f)	Statutory Compliance Audit Conduct an annual audit to ensure statutory compliance with legislative requirements.	Governance Services	Operational		Completed third quarter of each calendar year	●	●	●	●
6(c) 6(f)	Integrated Planning and Reporting Maintain and develop processes and systems in relation to integrated planning, budgeting and reporting.	Governance Services	Operational		Ongoing	●	●	●	●
6(f)	Works and Assets IT Business Software Introduce a new system to track the progress of works and assets management.	Information Technology	Operational		Asset data imported to core business system	●	●	●	●

Key Goal Area **6**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	19/20	20/21	21/22
6(c) 6(f)	Fair Value Assess the worth of all asset classes every three years.	Finance Services	Operational		Land and Buildings	●			●
					Infrastructure		●		
					Plant, Furniture and Equipment			●	
6(f)	Governance Systems Review Implement agreed recommendations of the Governance Systems Review.	Governance Services	Operational		Implementation complete	●			
Key informing documents: Integrated Planning and Reporting Framework, Asset Management Plan, Governance Systems Review 2017									
COMMUNITY OBJECTIVE 6.2 Council engages broadly and proactively with the community.									
6(b) 6(f)	Community Survey Conduct a biennial survey to assess the level of community satisfaction with City services and facilities and help plan for the future.	Public Relations	Operational		Survey completed	●		●	
6(b) 6(f)	Website Improvements Develop and progressively implement improvements to the City's websites in order to improve information flow to the community.	Public Relations	Operational			●	●	●	
6(b)	Engagement Policy Review the City's Community Engagement Policy.	Public Relations	Operational		Review completed	●			
Key informing documents: Integrated Planning and Reporting Framework, ICT Plan									

Key Goal Area **6**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestone	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
6.3 Accountable leadership that is supported by a skilled and professional workforce.									
6(a) 6(b) 6(f)	Strategic Community Plan Reviews Regularly review the Strategic Community Plan to ensure it maintains relevance with the community's visions, aspirations and objectives.	Governance Services	Operational		Review completed		●		
					Mid-term assessment completed				●
6(c) 6(f)	Enhancing Integrated Corporate Systems Continuously improve and upgrade corporate enterprise systems and infrastructure.	Information Technology	Operational		Ongoing	●	●	●	●
6(c) 6(f)	Long Term Financial Plan Maintain a rolling ten year financial plan to assist and guide the City in strategic financial decision making processes.	Finance Services	Operational		Ongoing	●	●	●	●
6(c)	Annual Budget Prepare an annual budget which aligns with the City's Corporate Business Plan and Strategic Community Plan objectives.	Finance Services	Operational		Ongoing	●	●	●	●
6(f)	Workforce Planning Implement strategies and actions contained in the Workforce Plan, including strategies aimed at developing a high performance culture.	Human Resources	Operational		Ongoing	●	●	●	●
6(f)	Enterprise Agreement Renegotiate the City's Enterprise Agreement.	Human Resources	Operational		Agreement operational		●		
6(f)	Staff Engagement Undertake a staff engagement survey as a diagnostic tool to continue to develop a high performing culture.	Human Resources	Operational		Survey complete		●		
Key informing documents: Strategic Community Plan, Workforce Plan, Long Term Financial Plan, Asset management plans, ICT Strategic Plan									

Key Goal Area **6**

Council Strategy Link	Corporate Action	Reporting Responsibility	Action Type / Capital Cost	External Funding	Milestones	Delivery			
						19/20	20/21	21/22	22/23
COMMUNITY OBJECTIVE									
6.4 Assets are well maintained and responsibly managed.									
6(d)	Overall Asset Management Plan Review and update the overall Asset Management Plan with the aim of allocating enough funding to sustainably manage the City's assets.	Asset Management	Operational		Ongoing	●	●	●	●
6(d)	Winderlup Court Improvements Undertake works to refurbish and improve facilities at the Winderlup Court complex.	Asset Management	Capital \$450,000		Works completed	●	●	●	
Key informing documents: Overall Asset Management Plan, Buildings Asset Management Plan									

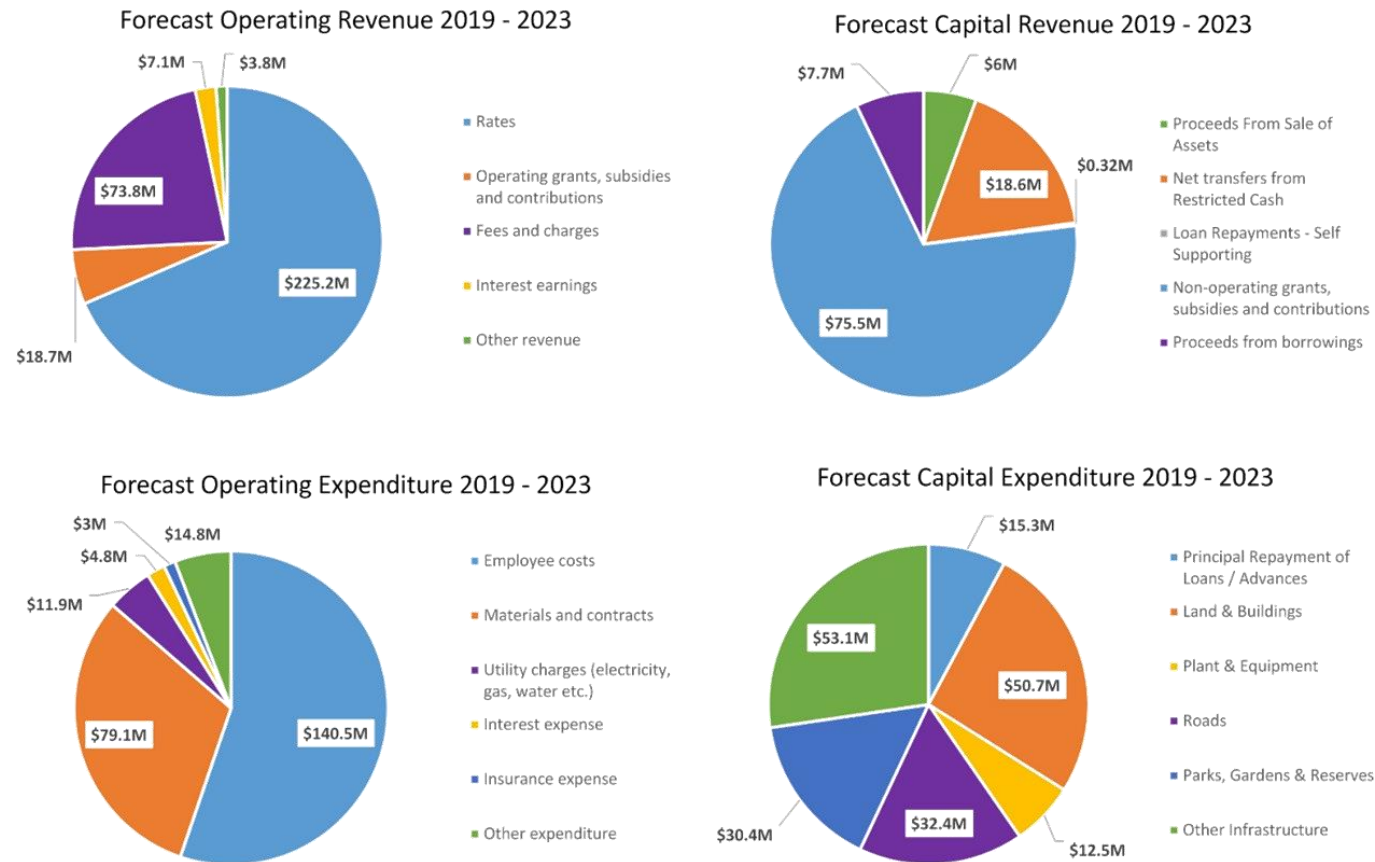


This Corporate Business Plan has been significantly informed by the City's 2019/2020 Annual Budget, draft Long Term Financial Plan, Asset Management Plans and Workforce Plan, ensuring we can continue to provide quality services to the community, responsibly manage our assets and deliver our identified projects and initiatives.

At the time of writing, the City's Long Term Financial Plan is under review with a draft Long Term Financial Plan for the period 2020/2021 - 2029/2030 well progressed. The draft plan provides for the continuation of core City services and important asset management programs, in addition to key actions and projects such as the continued activation of the Busselton Foreshore, the development of a sport and recreation facilities strategy, and continued progression of a performing arts complex (the BEACH), noting that this is subject to the outcome of a federal grant funding application.

The plan is funded through a combination of rates, fees and charges, City reserve funds, loan borrowing or external grant funding. Projects which rely on external funding have been noted throughout the plan. Additionally throughout the plan cost estimates for capital projects have been provided.

A high level summary of the forecast operating revenue and expenditure and capital and investing activities for the four years of the Corporate Business Plan is provided below along with graphs which illustrate key aspects of the forecasts. It is noted that these forecasts are based on the draft annual budget and LTFP and may be subject to some change.



Estimates based on the draft annual budget and LTFP and may be subject to some change

Forecast Summary
Operating & Capital Activities

Account Type	Nature and Type	2019-20	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast
Revenues					
	Rates	51,617,412	54,764,577	57,801,254	61,010,367
	Operating grants, subsidies and contributions	4,926,958	4,446,986	4,617,778	4,742,437
	Non-operating grants, subsidies and contributions	32,042,712	15,820,056	20,082,241	7,582,225
	Fees and charges	16,292,090	17,959,818	19,141,141	20,450,957
	Interest earnings	1,955,000	1,719,940	1,706,099	1,739,402
	Other revenue	468,425	941,000	953,278	1,415,861
Total Revenue		107,302,597	95,652,377	104,301,791	96,941,249
Expenses					
	Employee costs	(33,313,930)	(34,065,729)	(35,500,914)	(36,563,460)
	Employee costs - Workforce Plan1	0	(249,874)	(180,968)	(608,111)
	Materials and contracts	(18,216,504)	(18,405,617)	(19,747,528)	(20,963,110)
	Materials and contracts - Donated Assets & New Assets	0	(383,228)	(614,265)	(829,045)
	Utility charges (electricity, gas, water etc.)	(2,774,257)	(2,922,108)	(3,068,456)	(3,222,158)
	Depreciation on non-current assets	(22,870,222)	(24,035,242)	(25,913,672)	(27,544,315)
	Interest expense	(1,273,688)	(1,203,326)	(1,194,047)	(1,128,942)
	Loss on Revaluation	0	0	0	0
	Profit on disposal of assets	0	0	0	0
	Loss on asset disposal	0	0	0	0
	Insurance expense	(733,960)	(745,983)	(768,363)	(791,419)
	Other expenditure	(4,920,811)	(2,767,892)	(3,265,981)	(3,193,016)
	Discretionary Operational Funding	0	(208,953)	(220,534)	(232,175)
Total Expenses		(84,103,372)	(84,987,952)	(90,474,728)	(95,075,751)

Account Type	Nature and Type	2019-20	2020-21 Forecast	2021-22 Forecast	2022-23 Forecast
Capital and Investing Activities	Purchase - Land	(200,000)	(460,000)	(1,061,650)	(63,500)
	Purchase - Buildings	(17,897,358)	(13,382,093)	(12,308,544)	(5,331,318)
	Purchase - Plant & Equipment	(4,493,000)	(2,640,000)	(2,599,400)	(2,782,500)
	Purchase - Furniture & Equipment	(1,129,169)	(452,704)	(469,311)	(486,416)
	Purchase - Roads	(13,206,961)	(7,905,105)	(5,765,363)	(5,511,960)
	Purchase - Bridges	(1,720,000)	(600,000)	(7,132,000)	0
	Purchase - Car Parks	(1,398,522)	(969,634)	(545,548)	(872,755)
	Purchase - Footpaths & Cycle ways	(1,663,855)	(1,776,382)	(1,842,335)	(1,911,438)
	Purchase - Parks, Gardens & Reserves	(16,427,284)	(5,400,366)	(4,840,341)	(3,785,276)
	Purchase - Drainage	(193,251)	(357,000)	(368,000)	(379,000)
	Purchase - Regional Airport & Industrial Park Infrastructure	(2,241,900)	(125,622)	(185,188)	(96,003)
	Donated Assets	(8,224,000)	(5,814,623)	(5,989,062)	(6,168,733)
	Proceeds From Sale of Assets	3,476,580	709,143	997,480	850,733
	Repayment of Loan Principal - Council - Existing Loans	(4,056,712)	(2,976,396)	(2,961,068)	(3,025,694)
	Repayment of Loan Principal - Council - New Loans	0	(153,232)	(466,046)	(634,289)
	Repayment of Loan Principal - Self Supporting Loans - Existing	0	(68,625)	(51,107)	(49,586)
	Repayment of Loan Principal - Self Supporting Loans - New	0	(7,829)	(24,080)	(41,154)
	Proceeds from Borrowings	150,000	3,700,000	3,700,000	200,000
	Advances to Community Groups	(150,000)	(200,000)	(200,000)	(200,000)
	Self-Supporting Loan Principal Income	76,055	76,454	75,187	90,740
	Transfers to Restricted Assets - Contributions	(60,100)	(15,820,056)	(20,082,240)	(7,582,224)
	Transfers from Restricted Assets	6,315,599	15,820,056	20,082,240	7,582,224
	Transfers to Reserves	(21,878,042)	(14,120,483)	(14,619,224)	(15,652,978)
	Transfers from Reserves	34,856,860	17,364,597	15,535,366	15,726,836
	Transfers to Building Reserves	0	(6,646,278)	(7,446,689)	(8,297,805)
	Transfers from Building Reserves	0	5,284,555	5,922,201	5,989,901
	Transfers to Busselton Jetty Tourist Park Reserve	0	(319,039)	(318,265)	(317,472)
	Transfers from Busselton Jetty Tourist Park Reserve	0	552,818	354,744	365,386
Total Capital Expenditure		(50,065,060)	(36,687,844)	(42,608,243)	(32,384,281)

Strategic Risk Management

RISK CLASS	RISK DESCRIPTION	EXISTING KEY CONTROLS
Political	Change in State Government policies in conflict with City of Busselton strategic direction	<ul style="list-style-type: none"> • Strategic Community Plan • Ongoing advocacy
Political	Changes to Local Government rating powers	<ul style="list-style-type: none"> • Strategic Community Plan • Long Term Financial Plan • Ongoing advocacy
Political / Management	Breakdown in functional and effective relationship between Council and Administration	<ul style="list-style-type: none"> • Governance Structures • Councilor induction and training • Staff induction and training
Economy	A decline in economic growth in the district	<ul style="list-style-type: none"> • Local Planning Strategy • Economic Development Strategy
Environment	Climate change	<ul style="list-style-type: none"> • Coastal Adaptation Strategy • Coastal Protection Management Plan • Cooperation with external agencies on sustainability projects • Energy Master Plan
Environment	Natural disaster	<ul style="list-style-type: none"> • Local Emergency Management Arrangements • Fire Management Plans • Business Continuity Plan
Environment	Failure to future proof waste management	<ul style="list-style-type: none"> • Development of a regional waste management site • Waste Levy and Reserve • Working with neighbouring local governments and local communities
Financial	Increased costs impacting on delivery of capital works program	<ul style="list-style-type: none"> • Long Term Financial Plan • Budget processes. • Procurement processes
Financial	Revenue shortfall due to factors such as external funding, fees and charges, and / or economic downturn	<ul style="list-style-type: none"> • Long Term Financial Plan • Budget processes • Asset Management Plans
Technology	Major failure of information technology impacting on service delivery	<ul style="list-style-type: none"> • Continuous upgrade of information technology infrastructure • Disaster Recovery Plan • IT Business Continuity Plan
Human Resourcing	Lack of available skilled staff / Higher than expected staff turnover	<ul style="list-style-type: none"> • Workforce Plan



Corporate Performance Indicators

Twice a year Council reviews the progress of the City's performance against its 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 Geopraphe Leisure Centre

MEASURE: Net cost compared to budget.

TREND: 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

Corporate Performance
Indicators...continued



CPI **7** Complaints

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

TREND: **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: **100% Achieved**

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

TARGET: **100% Achieved**

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

TARGET: **100% Achieved**

CPI **10** Energy Use

MEASURE: *Energy plan targets determined by end 2018/2019.*

TARGET: **Targets Set**

CPI **11** Safety

MEASURE: *Lost time injury frequency rate.*

TARGET: **< 15**

Image acknowledgements

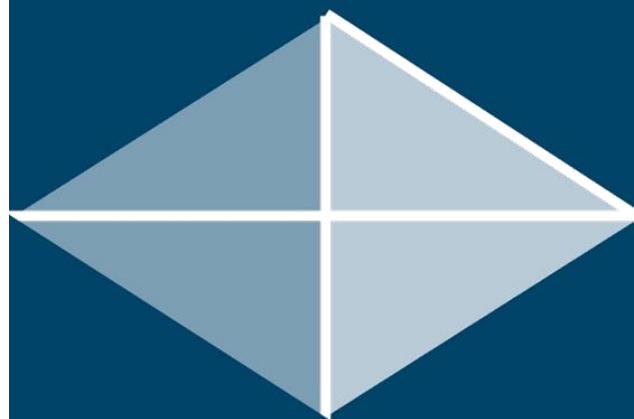
Page 3 Our City, Our Community, Our Vision: Ana Marsic

Page 9 Our Plan Explained: Graham Hay

Page 12 Key Goal Area 1: Russell Ord Photography

Page 16 Key Goal Area 2: Russell Ord Photography

Page 29 Key Goal Area 4: Russell Ord Photography



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17. CHIEF EXECUTIVE OFFICERS REPORT

17.1 COUNCILLORS' INFORMATION BULLETIN

SUBJECT INDEX:	Councillors' Information Bulletin
STRATEGIC OBJECTIVE:	Governance systems, process and practices are responsible, ethical and transparent.
BUSINESS UNIT:	Governance Services
ACTIVITY UNIT:	Governance Services
REPORTING OFFICER:	Executive Assistant to Council - Katie Banks
AUTHORISING OFFICER:	Chief Executive Officer - Mike Archer
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Nil

PRÉCIS

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 Current Active Tenders

PQS01/19 PLANT AND EQUIPMENT HIRE – REQUEST FOR APPLICATIONS TO JOIN A PANEL OF PRE-QUALIFIED SUPPLIERS

- Requirement – hire of plant and equipment.
- The PQS was advertised on 9 February 2019 with a closing date of 7 March 2019.
- The closing date has been extended until 14 March 2019. A further State wide advertisement providing notification of the extension was provided by the City on 9 March 2019.
- Thirty submissions were received.
- In accordance with delegation LG3M the CEO has authority to establish the panel and to decide which applications to accept.
- It is anticipated that the panel of pre-qualified suppliers will be established by the CEO in July 2019.

RFT02/19 PROVISION OF CLEANING SERVICES TO CITY OWNED FACILITIES

- Requirement – the provision of cleaning services to City owned facilities.
- A Request for Tender was advertised on 9 March 2019 with a closing date of 4 April 2019.
- Eight submissions were received.
- The value of the contract is expected to exceed the CEO's delegated authority under Delegation LG3J and will require Council approval.
- At the Council meeting on 26 June 2019 Council endorsed the recommendation that:

1. Bellrock Cleaning Services Pty Ltd as trustee for the Bellrock Cleaning Services for Separable Portion 1 and Separable Portion 4; and

2. Jenni and Michael Eddington ATF Ocean Air Trust T/A Ocean Air Carpet Care for Separable Portion 2 and Separable Portion 3, be awarded the Contract resulting from the Request for Tender in accordance with the Terms and Conditions detailed within the Request for Tender.
- Contracts were awarded by the CEO under delegated authority in July 2019.

RFT05/19 CITY CENTRE EASTERN LINK

- Requirement – following an Expression of Interest (EOI 01-18) process for making a preliminary selection among prospective tenderers, the City of Busselton invited tenders for the construction of the City Centre Eastern Link Road upgrade including stages 1,2A and 2B.
- Three tenderers were invited to submit a tender – Georgiou Group Pty Ltd, Ertech Pty Ltd and BMD Constructions Pty Ltd, with a closing date of 14 May 2019.
- The closing date was extended to 28 May 2019.
- Two submissions were received.
- The value of the contract is expected to exceed the CEO's delegated authority under Delegation LG3J and will require Council approval.
- The CEO under delegated authority declined to accept any tender.

RFT06/19 DESIGN, SUPPLY AND INSTALLATION OF BIRD NETTING OVER STORM WATER RETENTION BASIN

- Requirement – the design, supply and installation of bird netting over storm water retention basin.
- A Request for Tender was advertised on 22 May 2019 with a closing date of 12 June 2019.
- Four submissions were received.
- The value of the contract is not expected to exceed the CEO's delegated authority under Delegation LG3J.
- It is anticipated that the contract will be awarded in August 2019.

RFT07/19 ARBORICULTURE SERVICES

- Requirement – the provision of arboriculture services throughout the City of Busselton.
- A Request for Tender was advertised on 15 June 2019 with a closing date of 5 July 2019.
- Five submissions were received.
- The value of the contract is expected to exceed the CEO's delegated authority under Delegation LG3J and will require Council approval.
- A recommendation report is presented as part of this agenda.

RFT08/19 PROJECT MANAGEMENT SERVICES

- Requirement – the provision of project management services for projects at Busselton Margaret River Airport.
- A Request for Tender was advertised on 3 July 2019 with a closing date of 23 July 2019.
- Due to the increased uncertainty around State Government funding and the scope of works officers recommended to the CEO that the tender be withdrawn.
- On 16 July 2019 the CEO under delegated authority withdrew the tender.

RFT09/19 BUSSELTON JETTY TOURIST PARK MANAGEMENT CONTRACT

- Requirement – management of the Busselton Jetty Tourist Park.
- A Request for Tender was advertised on 22 June 2019 with a closing date of 12 July 2019.
- The closing date was extended to 19 July 2019.
- The value of the contract is expected to exceed the CEO's delegated authority under Delegation LG3J and will require Council approval.

RFT10/19 SUPPLY AND INSTALLATION OF REUSABLE DAILY COVER SYSTEM FOR LANDFILL

- Requirement – the supply, delivery and installation of a reusable alternative daily cover system for the City's municipal solid waste landfill situated at 48 Western Cape Drive, Naturaliste, in partial substitution of the earthen cover used at the site.
- A Request for Tender was advertised on 6 July 2019 with a closing date of 30 July 2019.
- The value of the contract is not expected to exceed the CEO's delegated authority under Delegation LG3J.

RFT11/19 ROAD NETWORK UPGRADE – CITY CENTRE EASTERN LINK SATGES 1 + 2A + 2B

- Requirement – to undertake construction of the City Centre Eastern Link road upgrade to be completed in various stages as detailed in the Request for Tender.
- A Request for Tender was advertised on 13 July 2019 with a closing date of 13 August 2019.
- The value of the contract is expected to exceed the CEO's delegated authority under Delegation LG3J and will require Council approval.

17.1.2 Donations, Contributions and Subsidies Fund – June 2019

The Council allocates an annual budget allowance to the Donations, Contributions and Subsidies (Sponsorship Fund). This is provided such that eligible groups and individuals can apply for and receive sponsorship to assist them in the pursuit of endeavours that bring direct benefit to the broader community. Allocation of the funds is delegated to the Chief Executive Officer, in accordance with published guidelines and funding availability.

Nine applications were supported in June 2019, totalling \$4,297.50 as outlined in the table below:

App. No.	Recipient	Purpose	Amount
June 2019			
65/1819	Joshua Snow	Selected to represent WA as part of the WA Country Team to compete in the 2019 Phuket Cup (Soccer). Funds to assist with associated travel expenses.	\$300.00
66/1819	Zonta Club Dunsborough	Funds requested to cover the cost of hiring the venue for their annual Competition Bridge Day. Proceeds from the day will go towards scholarships for local students.	\$547.50
67/1819	Busselton Wildflower Exhibition	Funds requested to purchase six street banners to advertise the 94th Exhibition. Funds raised from the annual event will go towards supporting underprivileged citizens within the Busselton community.	\$1,000.00
68/1819	Busselton City Football Club	Holding their 50th annual soccer carnival at Churchill Park. Funds will be used to cover the cost of venue hire (exclusive use of the entire venue).	\$1,000.00

App. No.	Recipient	Purpose	Amount
69/1819	Lacey Heys	Selected to be part of the WA Country U14 girls' team competing at the Singa Cup (Soccer). Funds to assist with travel related expenses.	\$300.00
70/1819	Jack Anderson	Selected to be part of the WA Country team competing at the Singa Cup (Soccer). Funds to assist with travel related expenses.	\$300.00
71/1819	Maddison Johnston-Walker	Selected to represent WA (Swimming team) at the School Sport Australia National Schools Championships in Melbourne. Funds to assist with travel expenses.	\$300.00
72/1819	Ava Richards	Selected to be part of the WA Country U14 girls' team competing at the Singa Cup. Funds to assist with travel related expenses.	\$300.00
73/1819	Busselton Choral Society	Funds to cover the cost of venue hire, afternoon tea and piano hire for the Choral Society's 2019 Winter concert.	\$250.00
		June Total	\$4,297.50

- At the end of June 2019, expenditure from the Donations, Contributions and Subsidies Fund totalled \$ 25,568.00.

17.1.3 Recent Correspondence

12 June 2019 – Recent Blackwood Complex Fires

The Department of Communities Busselton Office has thanked the City for its assistance with opening the Geographe Leisure Centre during the recent fires. Opening the Centre assisted the Department to provide welfare services to those impacted by the fires. The presence of supportive City staff was also greatly appreciated.

Hard copies of the abovementioned correspondence are available to view upon request.

OFFICER RECOMMENDATION

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

- 17.1.1 Current Active Tenders
- 17.1.2 Donations, Contributions and Subsidies Fund – June 2019
- 17.1.3 Recent Correspondence

18. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN
19. URGENT BUSINESS
20. CONFIDENTIAL MATTERS
21. CLOSURE