



Council Agenda

27 February 2019

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city@busselton.wa.gov.au

CITY OF BUSSELTON

MEETING NOTICE AND AGENDA – 27 FEBRUARY 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, 27 February 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.



MIKE ARCHER

CHIEF EXECUTIVE OFFICER

15 February 2019

CITY OF BUSSELTON

AGENDA FOR THE COUNCIL MEETING TO BE HELD ON 27 FEBRUARY 2019

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

2. **ATTENDANCE**

Apologies

Approved Leave of Absence

Cr Rob Bennett

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 13 February 2019**

RECOMMENDATION

That the Minutes of the Council Meeting held 13 February 2019 be confirmed as a true and correct record.

Committee Meetings

8.2 **Minutes of the Policy and Legislation Committee meeting held on 12 February 2019**

RECOMMENDATION

That the Council note the minutes of the Policy and Legislation Committee meeting held on 12 February 2019.

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

12.1 Policy and Legislation Committee - 12/02/2019 - REVIEW OF COUNCIL POLICY - DEFECTS LIABILITY BONDS FOR SUBDIVISIONS

SUBJECT INDEX:	Council Policy
STRATEGIC OBJECTIVE:	Governance systems, process and practices are responsible, ethical and transparent.
BUSINESS UNIT:	Development Control
ACTIVITY UNIT:	Development Control
REPORTING OFFICER:	Development Control Coordinator - Ronald Wildschut Land and Infrastructure Officer - Andrew Scott
AUTHORISING OFFICER:	Director, Engineering and Works Services - Oliver Darby
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Attachment A CP 180 Maintenance Bond for Subdivisions - Current Version ↓ Attachment B Defects Liability Bonds for Subdivisions - Proposed Policy ↓

This item was considered by the Policy and Legislation Committee at its meeting on 12 February 2019, the recommendations from which have been included in this report.

PRÉCIS

This report presents an updated version of Council Policy 180 'Maintenance Bonds for Subdivisions' (Attachment A). The proposed revised policy 'Defects Liability Bonds for Subdivisions' (Attachment B) (the Policy) is considered to be of continuing relevance and has been moved into the new policy format with a few changes. The Policy is recommended for Council approval.

BACKGROUND

Prompted by a requirement to periodically review Council policies and an initiative to make policy documents consistent with a new policy framework and format, existing Council Policy 180 'Maintenance Bond for Subdivisions' has been reviewed by officers, and a new proposed policy entitled 'Defects Liability Bonds for Subdivisions' is presented for Council's consideration.

In August 2017 the CEO commissioned a high level independent review of the City's governance systems – the Governance Systems Review (GSR). The GSR made the following recommendations with respect to the City's policy and procedure framework:

1. *There should be a review of the Council Policies with the intent that a Council Policy:*
 - a. *Should deal with higher level objectives and strategies;*
 - b. *Should not deal with operational matters, employee matters, or other matters which are the responsibility of the CEO; and*
 - c. *Should, where appropriate provide sufficient direction to the CEO to develop OPPs which deal with the implementation of the Council Policy or other detailed matters.*
2. *As part of that review, any existing Council Policy should be deleted where it could, more sensibly, be dealt with by an OPP adopted by the CEO.*
3. *Consideration should be given to developing a new Council Policy which sets out the 'framework' for Council Policies, OPPs and other procedures. The new Policy would explain the role to be played by each level of document. It could, for example, be called a Policy Framework Policy.*

Apart from transfer to the new policy format, the Policy has only undergone reasonably minor changes.

City officers considered a more major and holistic review of development control policies as per the recommendations of the GSR but found that a major review would need to be undertaken within the broader context of development control and the system of Engineering Technical Standards and Specifications that is in place. This is not currently a scheduled work priority and instead it is the intent that a broader systems wide review of the City's development control policies and procedures, and the Engineering Technical Specifications and Standards be conducted by the business unit at a later stage, likely as part of the next round of organisational policy review.

STATUTORY ENVIRONMENT

In accordance with Section 2.7(2)(b) of the *Local Government Act 1995* it is the role of the Council to determine the local government's policies. The Council does this on the recommendation of a Committee it has established in accordance with Section 5.8 of that Act.

RELEVANT PLANS AND POLICIES

The City has a policy framework which was developed and endorsed by Council in response to the recommendations of the GSR. The framework sets out the intent of Council policies, as opposed to operational documents such as Staff Management Practices and operational procedures.

Specific to the Policy, the following documents are applicable: (a) Institute of Public Works Engineers Australia (WA) 'Local Government Guidelines for Subdivisional Development', October 2017, and (b) City of Busselton Engineering Technical Specifications and Standards.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the officer recommendation.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

There are no long term financial plan implications associated with the officer recommendation.

STRATEGIC COMMUNITY OBJECTIVES

The Policy links to the Key Goal Areas 2 and 3 of the City's Strategic Community Plan, in particular Community Objectives 2.1: Planning strategies that foster the development of neighbourhoods that meet our needs as we grow; and 3.1: Development that is managed sustainably and our environment valued.

RISK ASSESSMENT

A risk assessment of implementing the officer recommendation was undertaken using the City's risk assessment framework and no risks of a medium or greater level were identified.

CONSULTATION

No external consultation was undertaken in relation to the review of the Policy.

OFFICER COMMENT

The purpose of the Policy is to set out Council's requirement that a bond be taken with respect to the developer's liability for the repair of all defects of subdivision works, for a minimum period following the practical completion of the works.

The Policy is a review of existing Council Policy 180 'Maintenance Bonds for Subdivisions', which is still considered relevant. The main changes from the existing policy are that the Policy better aligns with Western Australian Planning Commission endorsed document 'Local Government Guidelines for Subdivisional Development' and to the City of Busselton 'Engineering Technical Standards and Specifications'. The calculation of the bonds has also been removed from the Policy and replaced with a reference to the City's adopted schedule of fees and charges. Other changes relate to the policy title, formatting and improved wording, and do not significantly alter the intent of the existing policy.

CONCLUSION

A review of the Policy was undertaken, with only minor changes proposed in accordance with the City's new policy framework and format. The Policy continues to be of relevance and is recommended for adoption.

OPTIONS

Council may decide to not adopt the Policy and instead choose to take a different position or approach.

Council might also require further amendments to the Policy.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

The Policy will be effective as of adoption by Council.

OFFICER RECOMMENDATION

That the Council adopts the Policy 'Defects Liability Bonds for Subdivisions' as per Attachment B, to replace the current policy (Attachment A)

COMMITTEE RECOMMENDATION

That the Council adopts the Policy 'Defects Liability Bonds for Subdivisions' as per Attachment B (inclusive of Committee amendments), to replace the current policy (Attachment A).

Last updated 13/04/2016

180	Maintenance Bond for Subdivisions	V3 Current
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1. PURPOSE

This policy is to provide a framework for maintenance bonds to be held to ensure the adequate and appropriate completion of any subdivision work.

2. SCOPE

The maintenance bond required under this policy shall be applied to the value of roads and drainage, and associated earthworks, landscaping, footpaths, dual use paths and all works incidental to these items for any subdivision undertaken in the City of Busselton.

3. POLICY CONTENT

A maintenance bond will be applied to subdivision work and held for 12 months from the date of practical completion of a minimum of 95% of the works, excluding final sealing. Maintenance bonds shall not be refunded until the expiration of 12 months and refund is subject to repair, maintenance correction, adjustment, re-alignment and/or clean up of works deemed to be the responsibility of the contractor or the developer.

The bond shall be applied to the value of roads and drainage, and associated earthworks, landscaping, footpaths, dual use paths and all works incidental to these items at the following rate:

\$0-\$100,000 work value	5%
\$100,001 - \$200,000 work value	4%
\$200,001 - \$400,000 work value	3.5%
\$400,001 - \$600,000 work value	3%
\$600,001 and over work value	2.5%

If the required works are not carried out, Council may complete the required work, drawing on the maintenance bond following the expiration of a reasonable time to allow the contractor or the developer to carry out the work.

4. APPLICATION OF THE POLICY

The policy shall be applied by Planning and Development Services and Engineering and Works Services.

Policy Background

Policy Reference No. - 180

Owner Unit – Planning and Development Services, Engineering and Facilities Services

Originator – Historical

Policy approved by – Council

Date Approved – 13 April 2016

Review Frequency – As required

Last updated 13/04/2016

History

Council Resolution	Date	Information
C1604/077	13 April, 2016	Reviewed by Council and adopted without content change Version 3
C1206/155	27 June, 2012	Update to new policy format Version 2
		Version 1



1. PURPOSE

- 1.1. The purpose of this Policy is to set out Council's requirement that a bond be taken with respect to the developer's liability for the repair of all defects of subdivision works.

2. SCOPE

- 2.1. This Policy applies to works for new subdivision developments relating to roads, drainage, paths, and associated earthworks; and all other associated incidental works.
- 2.2. The Policy does not apply to landscaping, where a landscape maintenance agreement is in place between the City and the developer.

3. DEFINITIONS

Term	Meaning
Policy	this City of Busselton Council Policy entitled "Defects Liability Bonds for Subdivisions"
Defects Liability Bond	A bond held in trust by the City that is applied to the value of roads, drainage, paths and associated earthworks, and all other associated incidental works
Defects Liability Period	The period of time after Practical Completion of the works wherein the contractor or developer remains responsible for the maintenance and repair of defects of subdivision works.
Practical Completion	An inspection of the completed works by the City to confirm that all the relevant construction has been completed as per the approved drawings; meets the minimum construction requirements as set out in the City's Engineering Technical Specifications and Standards; and meets related conditions of subdivision approval.

4. STRATEGIC CONTEXT

- 4.1. This Policy links to Key Goal Areas 2 and 3 of the City's Strategic Community Plan 2017 and specifically the following Community Objective/s:
- a. 2.1 – Planning strategies that foster the development of neighbourhoods that meet our needs as we grow;
 - b. 3.1 – Development that is managed sustainably and our environment valued.

5. POLICY STATEMENT

- 5.1. A Defects Liability Bond is to be applied to subdivision works and will be held for a minimum Defects Liability Period of 12 months.

- 5.2. The CEO, or their delegate, may extend the Defects Liability Period for an additional 12 months at the City's discretion.
- 5.3. The Defects Liability Bond will be calculated using the rates as set out in the following table:

Value of Works	Rate
\$0 to \$100,000	5.0%
\$100,001 to \$200,000	4.0%
\$200,001 to \$400,000	3.5%
\$400,001 to \$600,000	3.0%
\$600,001 and over	2.5%

- 5.4. The Defects Liability Bond may be in the form of cash to be held in trust by the City, or an unconditional bank guarantee from a financial institution approved by the City.
- 5.5. Refund of the Defects Liability Bond is subject to repair, maintenance correction, adjustment, re-alignment or clean-up of works deemed to be the responsibility of the contractor or the developer.
- 5.6. Where identified defects have not been completed by the contractor or developer within a reasonable timeframe, the City may draw on the Defects Liability Bond to complete required works. If the end of the Defects Liability Period has not been reached, the contractor or developer will be required to top up the bond to the original value.

6. RELATED DOCUMENTATION / LEGISLATION

- 6.1. City of Busselton Engineering Technical Specifications and Standards.
- 6.2. Institute of Public Works Engineers Australia (WA) 'Local Government Guidelines for Subdivisional Development', October 2017.
- 6.3. City of Busselton Schedule of Fees and Charges.

7. REVIEW DETAILS

Review Frequency		3 yearly		
Council Adoption	DATE		Resolution #	
Previous Adoption	DATE	13/04/2016	Resolution #	C1604/077

12.2 Policy and Legislation Committee - 12/02/2019 - REVIEW OF COUNCIL POLICY - EARLY CLEARANCE OF SUBDIVISIONS

SUBJECT INDEX:	Council Policy
STRATEGIC OBJECTIVE:	Governance systems, process and practices are responsible, ethical and transparent.
BUSINESS UNIT:	Development Control
ACTIVITY UNIT:	Development Control
REPORTING OFFICER:	Development Control Coordinator - Ronald Wildschut Land and Infrastructure Officer - Andrew Scott
AUTHORISING OFFICER:	Director, Engineering and Works Services - Oliver Darby
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Attachment A CP 144/3 - Early Subdivision Clearance and Charges - Current Version ↓ Attachment B Early Clearance of Subdivisions - Proposed Policy ↓

This item was considered by the Policy and Legislation Committee at its meeting on 12 February 2019, the recommendations from which have been included in this report.

PRÉCIS

This report presents an updated version of Council Policy 144/3 'Early Subdivision Clearance and Charges' (Attachment A). The proposed revised policy 'Early Clearance of Subdivisions' (Attachment B) (the Policy) is considered to be of continuing relevance and has been moved into the new policy format with a few changes. The Policy is recommended for Council approval.

BACKGROUND

Prompted by a requirement to periodically review Council policies and an initiative to make policy documents consistent with a new policy framework and format, existing Council Policy 144/3 'Early Subdivision Clearance and Charges' has been reviewed by officers, and a new proposed policy entitled 'Early Clearance of Subdivisions' is presented for Council's consideration.

In August 2017 the CEO commissioned a high level independent review of the City's governance systems – the Governance Systems Review (GSR). The GSR made the following recommendations with respect to the City's policy and procedure framework:

- 1. There should be a review of the Council Policies with the intent that a Council Policy:*
 - a. Should deal with higher level objectives and strategies;*
 - b. Should not deal with operational matters, employee matters, or other matters which are the responsibility of the CEO; and*
 - c. Should, where appropriate provide sufficient direction to the CEO to develop OPPs which deal with the implementation of the Council Policy or other detailed matters.*
- 2. As part of that review, any existing Council Policy should be deleted where it could, more sensibly, be dealt with by an OPP adopted by the CEO.*
- 3. Consideration should be given to developing a new Council Policy which sets out the 'framework' for Council Policies, OPPs and other procedures. The new Policy would explain the role to be played by each level of document. It could, for example, be called a Policy Framework Policy.*

Apart from transfer to the new policy format, the Policy has only undergone relatively minor changes. City officers considered a more major and holistic review of development control policies as per the recommendations of the GSR but found that a major review would need to be undertaken within the broader context of development control and the system of Engineering Technical Standards and Specifications that is in place. This is not currently a scheduled work priority and instead it is the intent that a broader systems wide review of the City's development control policies and procedures, and the Engineering Technical Specifications and Standards be conducted by the business unit at a later stage, likely as part of the next round of organisational policy review.

STATUTORY ENVIRONMENT

In accordance with Section 2.7(2)(b) of the *Local Government Act 1995* it is the role of the Council to determine the local government's policies. The Council does this on the recommendation of a Committee it has established in accordance with Section 5.8 of that Act.

RELEVANT PLANS AND POLICIES

The City has a policy framework which was developed and endorsed by Council in response to the recommendations of the GSR. The framework sets out the intent of Council policies, as opposed to operational documents such as Staff Management Practices and operational procedures.

Specific to the Policy, the following documents are applicable: (a) City of Busselton Engineering Technical Specifications and Standards, and (b) City of Busselton Council Policy – 'Defects Liability Bonds for Subdivisions' (pending Council approval).

FINANCIAL IMPLICATIONS

There are no financial implications associated with the officer recommendation.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

There are no long term financial plan implications associated with the officer recommendation.

STRATEGIC COMMUNITY OBJECTIVES

The Policy links to the Key Goal Areas 2 and 3 of the City's Strategic Community Plan 2017, in particular the Community Objectives 2.1: Planning strategies that foster the development of neighbourhoods that meet our needs as we grow; and 3.1: Development is managed sustainably and our environment valued.

RISK ASSESSMENT

A risk assessment of implementing the officer recommendation was undertaken using the City's risk assessment framework and no risks of a medium or greater level were identified.

CONSULTATION

No external consultation was undertaken in relation to the review of the Policy.

OFFICER COMMENT

The purpose of the Policy is to provide guidelines for the provision of the early clearance of a subdivision. It includes information on fees, bonds and legal agreement requirements to achieve approval of an application for early clearance from the City.

The Western Australian Planning Commission (WAPC) is responsible for giving final endorsement of a subdivision after the conditions imposed on a subdivision application approval have been met. Where those conditions relate to local government matters, the City is normally responsible for *clearing* those conditions by advising the WAPC. For subdivision works, the City normally requires that *all* the works are complete (to practical completion stage) before clearing the condition.

There are however occasions when the developer seeks early clearance of conditions and this is acceptable to the City. With early clearance, the developer may lodge a Deposited Plan (of the subdivision) with Landgate, and with the WAPC's endorsement of the Deposited Plan, property titles may be created and sold. This is advantageous to the developer, but introduces risks that subdivisional works are not completed to a standard that is acceptable by the City. The Policy aims to minimise that risk through an agreement with the developer and bonds being applied to the outstanding works.

The Policy is a review of existing Council Policy 144/3 'Early Subdivision Clearance and Charges'. The Policy better lays out: (a) when the City might consider an application for early clearance, (b) the format of an application for early clearance, and (c) the conditions that must be met by the developer before the City will clear subdivision application conditions.

CONCLUSION

A review of the Policy was undertaken in accordance with the City's new policy framework and format. The Policy continues to be of relevance and is recommended for adoption.

OPTIONS

Council may decide to not adopt the Policy and instead choose to take a different position or approach.

Council might also require further amendments to the Policy.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

The Policy will be effective as of adoption by Council.

OFFICER RECOMMENDATION

That the Council adopts the Policy 'Early Clearance of Subdivisions' as per Attachment B, to replace the current policy (Attachment A)

COMMITTEE RECOMMENDATION

That the Council adopts the Policy 'Early Clearance of Subdivisions' as per Attachment B (inclusive of Committee amendments), to replace the current policy (Attachment A)

Last updated 10/05/2017

144/3	Early Subdivision Clearance and Charges	V4 Current
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The Council will approve early clearance of subdivisions subject to the payment of the adopted percentage (in the current year's schedule of fees and charges) of estimated value of outstanding construction of roads, footpaths, drains, landscaping, water allocation and rehabilitation works, or a minimum of the adopted fee (in the current year's schedule of fees and charges) whichever is the greater, and the payment of bonds to cover the value of all outstanding works and conditions plus a 100% contingency on the value of outstanding works - as per table 1.

Table 1.

Description	
<i>Outstanding Works Bond determined by the Chief Executive Officer</i>	
If the number of works items outstanding =<5	Value + 50%
If the number of works items outstanding =>5	Value + 100%

Maintenance bond and supervision fees shall also be paid at the time of clearance with the whole of contract maintenance bond held for 12 months from practical completion of the outstanding works. The outstanding works will be as determined and valued by the Chief Executive Officer, from a submission by the Consultant Engineer and are to be completed by an agreed date. The agreed date shall be within a reasonable time of Titles being available.

Early clearance fees will apply to all requests where the works are less than 95% complete, excluding the value of the final seal where prime and seal of roads is used.

Early clearance will only be issued for developments which are completed to a stage representing not less than 65% of the estimated total cost as determined by the Chief Executive Officer, excluding final seal. Roads must be completed to base stage including installation of road crossings for drainage and services.

The agreement which indemnifies the Council from litigation shall include an undertaking to advise all purchasers that Council will not issue a Building Licence, prior to issue of titles, unless a copy of plans and diagram for the lot proposed to be built on is attached, with the Building Licence Application. Such a plan/diagram shall be endorsed by the Titles Office as being "in Order for Dealings." This information must be conveyed to all purchasers via the contract of sale.

No draw down will be allowed on individual items of the outstanding works bond. The Council requires that all outstanding works are completed before release of the outstanding work bond.

Guidelines - Early Subdivision Clearance

Any application for early clearance must be accompanied by:

Last updated 10/05/2017

- * Estimated value of outstanding works (provided by consulting engineer).
- * Schedule for completion and a completion date for all works.
- * Requisite fees letter.
- * The pro-forma/legal agreement/undertaking signed by all land owners, contractors, developers and mortgagees and others with an interest in the land.

History

Council Resolution	Date	Information
C1705/102	10 May 2017	
C1005/153	12/05/2010	Need to correctly align the policy with the schedule of fees and charges. Version 3
C0606/199	14/06/2006	Removal of fees payable to replace with reference to current schedule of fees and charges and change from "total value of" to "estimated value of outstanding". Version 2
		Version 1

COUNCIL POLICY


City of Busselton
Geographic Bay

Council Policy Name:

Early Clearance of Subdivisions

Responsible Directorate:

Engineering and Works Services

Version: Proposed

1. PURPOSE

- 1.1. The purpose of this Policy is to provide guidelines for developers for the provision of the early clearance of a subdivision.

2. SCOPE

- 2.1. This Policy applies to new subdivision developments where the developer seeks clearance of a subdivision prior to the practical completion of subdivisional works.

3. DEFINITIONS

Term	Meaning
Policy	This City of Busselton Council Policy entitled "Early Clearance of Subdivisions".
Early Clearance	The sign off by the City of subdivision conditions <i>prior</i> to completion of all subdivisional works.
Outstanding Works Bond	A bond held in trust by the City that is applied to the value of the subdivision works that have not been completed by the developer, at the time of the application for an Early Clearance of subdivision

4. STRATEGIC CONTEXT

- 4.1. This Policy links to Key Goal Areas 2 and 3 of the City's Strategic Community Plan 2017 and specifically the following Community Objectives:
- 2.1 – Planning strategies that foster the development of neighbourhoods that meet our needs as we grow;
 - 3.1 – Development that is managed sustainably and our environment valued.

5. POLICY STATEMENT

- 5.1. In general, the City will not consider the Early Clearance of a subdivision.
- 5.2. The City may, at its discretion, approve an application from a developer for Early Clearance of a subdivision where a minimum of 65 percent of the value of subdivisional works have been completed; and, as a minimum, all of the following works have been completed:
- all stormwater drainage works,
 - all trafficable roads completed to primer seal standard, and
 - all underground road crossings for irrigation and utility services are installed.

- 5.3. An application for Early Clearance of a subdivision from a developer shall include the 'Information Required' as detailed in the City's Engineering Technical Standards and Specifications Section 1, subsection 4.2.
- 5.4. An Early Subdivision Clearance application fee is payable with the application, as set out in the City's adopted schedule of fees and charges.
- 5.5. The City requires the following conditions to be met prior to approving an Early Clearance of subdivision:
- a legal agreement is to be entered into with the landowners, developers and all persons with legal interest in the land;
 - receipt of payment of an Outstanding Works Bond (see below for calculation);
 - receipt of payment for the following fees and charges as set out in the City's adopted schedule of fees and charges:
 - an outstanding works supervision fee;
 - Early Clearance fee;
 - receipt of payment of other bonds, fees and charges that are otherwise payable for the clearance of subdivisions such as defect liability bonds and supervision fees; and
 - other conditions as may be determined by the City.
- 5.6. The Outstanding Works Bond is to be calculated as the value of all outstanding works and conditions, plus 100 percent contingency to the value of the outstanding works.
- 5.7. The Chief Executive Officer may, at their discretion, alter the contingency percentage of the Outstanding Works Bond.
- 5.8. The defects liability period for the subdivision will commence after practical completion of *all* outstanding works (see Council Policy 'Defects Liability Bonds for Subdivisions').

6. RELATED DOCUMENTATION / LEGISLATION

- 6.1. City of Busselton 'Engineering Technical Standards and Specifications'.
- 6.2. City of Busselton Council Policy – 'Defects Liability Bonds for Subdivisions'.
- 6.3. City of Busselton Schedule of Fees and Charges

7. REVIEW DETAILS

Review Frequency		3 yearly		
Council Adoption	DATE		Resolution #	
Previous Adoption	DATE	10/05/2017	Resolution #	C1705/102

12.3 Policy and Legislation Committee - 12/02/2019 - REVIEW OF COUNCIL POLICY 218 INVESTMENT

SUBJECT INDEX:	Council Policy
STRATEGIC OBJECTIVE:	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
AUTHORISING OFFICER:	Director Finance and Corporate Services - Tony Nottle
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Attachment A Proposed Policy Attachment B Current Policy

This item was considered by the Policy and Legislation Committee at its meeting on 12 February 2019, the recommendations from which have been included in this report.

PRÉCIS

This report presents a revised Council Investment Policy (Attachment A) (the Policy) for Council approval, with the current policy having been amended as part of the City's overall review of its Council policies, having regard to the recommendations of the Governance System Review (GSR) carried out by Mr John Woodhouse in 2017.

The Policy, which has been moved into the new policy format, is considered to be of continuing relevance and importance and is therefore recommended for Council approval.

BACKGROUND

A policy in relation to the investment of City funds was originally adopted in February 2007 and was most recently reviewed in April and then again in June 2017, post an amendment to Section 19C(2)(b) of the Local Government (Financial Management) Regulations 1996 that extended the permitted maximum term of term deposit investments from 12 months to 3 years.

In August 2017 the CEO commissioned a high level independent review of the City's governance systems – the Governance Systems Review (GSR). The GSR made the following recommendations with respect to the City's policy and procedure framework:

- 1. There should be a review of the Council Policies with the intent that a Council Policy:*
 - a. Should deal with higher level objectives and strategies;*
 - b. Should not deal with operational matters, employee matters, or other matters which are the responsibility of the CEO; and*
 - c. Should, where appropriate provide sufficient direction to the CEO to develop OPPs which deal with the implementation of the Council Policy or other detailed matters.*
- 2. As part of that review, any existing Council Policy should be deleted where it could, more sensibly, be dealt with by an OPP adopted by the CEO.*
- 3. Consideration should be given to developing a new Council Policy which sets out the 'framework' for Council Policies, OPPs and other procedures. The new Policy would explain the role to be played by each level of document. It could, for example, be called a Policy Framework Policy.*

Prompted by a requirement to periodically review policies and an initiative to make policy documents consistent with a new policy framework and format, the Policy has been reviewed by officers and, being considered of continuing importance, is presented for the Council's consideration.

STATUTORY ENVIRONMENT

In accordance with Section 2.7(2)(b) of the *Local Government Act 1995* (the Act) it is the role of the Council to determine the local government's policies. The Council does this on the recommendation of a Committee it has established in accordance with Section 5.8 of the Act.

In accordance with Section 6.14 of the Local Government Act 1995 Council has the power to invest surplus funds held in a municipal or trust fund that are not immediately required for any other purpose.

Subsequent to recent amendment, in accordance with *Regulation 19C of the Local Government (Financial Management) Regulations 1996* Council is limited to invest surplus funds in Term Deposits with Authorised Deposit-Taking Institutions as defined in the *Banking Act 1959 (Commonwealth)* section 5 or the Western Australian Treasury Corporation established by the *Western Australian Treasury Corporation Act 1986* for terms of no more than 3 years. Council is also limited to only investing surplus funds in Government Guaranteed bonds and for terms of no more than 3 years.

RELEVANT PLANS AND POLICIES

The City has a policy framework which was developed and endorsed by Council in response to the recommendations of the GSR. The framework sets out the intent of Council policies, as opposed to operational documents such as Staff Management Practices and operational procedures.

FINANCIAL IMPLICATIONS

Adoption of the Policy has no budget implications.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

Adoption of the Policy has no long term financial plan implications.

STRATEGIC COMMUNITY OBJECTIVES

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

RISK ASSESSMENT

There are no risks identified of a medium or greater level associated with the officer recommendation, with the Policy acting as a risk mitigation in relation to the loss of Council funds.

Legislative requirements have been established which outline very clear restrictions regarding which investment options are available to Councils. The Council's Investment Policy complies with these legislative requirements.

This policy also requires funds to be spread across a number of institutions and limits exposure to individual institutions based upon performance benchmarks and associated reporting requirements thereby further mitigating risk. In addition, a statement of invested funds is presented to Council each month via the Finance Committee where compliance with this policy is monitored by the Committee.

CONSULTATION

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

OFFICER COMMENT

The purpose of the Policy is to provide risk management guidelines in relation to the investment of surplus funds with the principal objective being the preservation of capital. Notwithstanding this, the maximisation of returns within the confines of the Policy is also encouraged, with investment earnings augmenting reserve balances and supplementing other general revenue streams.

The Policy applies to all investments made by the City of Busselton with the exception of deposits held in accordance with a grant funding agreement, and details the relevant authorities for investment, the nature and type of investments that can be entered into, institution exposure limits, and associated reporting requirements.

It is considered by officers that the policy has been operating efficiently and effectively for the City's current needs and therefore it is not proposed that significant or substantive changes are made to the policy content other than to, as stated above, explicitly exclude deposits held in accordance with a grant funding agreement from the scope of the policy. This is to reflect instances where we are instructed by government funding agreements to hold the funds with the Western Australian Treasury Corporation, and therefore outside the limits of the Policy.

Outside of this the changes are formatting in nature to streamline the policy, remove operational level detail and align it to the new format.

CONCLUSION

The Policy updates the current Investment policy and in doing so maintains an important Council risk management policy.

OPTIONS

Council could require further amendments to the Policy.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

The policy will be effective immediately upon adoption

OFFICER RECOMMENDATION

That the Council adopts the Investment Policy as per Attachment A, to replace the current policy (Attachment B)

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COUNCIL POLICY


City of Busselton
Geographic Bay

Council Policy Name: Investment

Responsible Directorate: Finance and Corporate Services

Version: Proposed

1. PURPOSE

- 1.1. The purpose of this Policy is to provide risk management guidelines in relation to the investment of surplus funds with the principal objective being the preservation of capital.
- 1.2. This Policy authorises the Chief Executive Officer to invest surplus funds in accordance with this Policy.

2. SCOPE

- 2.1. This Policy applies to all investments made by the City of Busselton with the exception of deposits held in accordance with a grant funding agreement and details the relevant authorities for investment, the nature and type of investments that can be entered into, institution exposure limits, and associated reporting requirements.

3. DEFINITIONS

Term	Meaning
ADI	Authorised Deposit-Taking Institutions authorised under the Banking Act 1959 to take deposits from customers.
Austraclear	The Austraclear System, which is regulated by the Reserve Bank, simplifies settlement complexities and enhances straight-through-processing (STP), office integration and cross border opportunities to facilitate the registering, bookkeeping, clearing and settlement of a broader range of derivative, security and cash asset classes.
Big Four Bank	One or more of the Commonwealth Bank, the National Australia Bank, Westpac or ANZ Bank.
Counterparty	The legal and financial term that refers to the other individual or institution to an agreement or contract.
Safe Custody Custodian	A brokerage or other financial institution that holds and manages securities, or other assets, on behalf of an investor.
Policy	This City of Busselton Council policy entitled "Investment"
Rating Agency	Credit rating agency Standard and Poors (S & P)

4. STRATEGIC CONTEXT

- 4.1. This Policy links to Key Goal Area 6 - Leadership of the City's Strategic Community Plan 2017 and specifically Community Objective 6.1: Governance systems, process and practices are responsible, ethical and transparent.

5. POLICY STATEMENT

- 5.1. The principal objective of Council with respect to the investment of surplus funds is the preservation of capital and investment decisions must primarily align with this objective.
- 5.2. While a conservative approach is to be adopted, the maximisation of returns within the confines of this Policy is also encouraged, with investment earnings augmenting reserve balances and supplementing other general revenue streams.
- 5.3. The nature of funds available for investment includes reserves, other restricted funds (e.g. contributions and bonds and general revenue funds in excess of immediate cash-flow requirements).
- 5.4. The following four factors are to guide investment decisions:
 - a. the use of Rating Agency credit ratings (Security);
 - b. the maintenance of adequate levels of diversification (Security);
 - c. the ability to have ready access to funds for day-to-day requirements (Liquidity); and
 - d. compliance with appropriate legislative requirements (Compliance).

Investment Guidelines – Credit Quality, Diversification and Term to Maturity Constraints

- 5.5. Investments are limited to those permitted by the appropriate legislation, being:
 - a. with an ADI; or
 - b. a bond guaranteed by the Commonwealth Government, or a State or Territory Government.
- 5.6. All investments must be denominated in Australian Dollars.
- 5.7. The portfolio credit guidelines to be adopted will be based on the Ratings Agency ratings system criteria. The maximum available limits in each rating category is reflected in Table 1 (point 5.10).
- 5.8. Exposure to individual Counterparties/financial institutions will be restricted by the Rating Agency rating so that single entity exposure is limited, as detailed in Table 1 (point 5.10).
- 5.9. Table 1.

Long Term Credit Ratings	Short Term Credit Ratings	Maximum Percentage With One Financial Institution	Maximum Weighting as % of Total Investment Portfolio
AAA (All Aus. ADI)	A-1+	40%	100%
AA (Aus. Big Four Bank)	A-2	40%	100%
AA (Other Aus. ADI)	A-2	20%	100%
A (All Aus. ADI)	A-2	15%	60%
BBB (All Aus ADI)	A-3	10%	20%

- 5.10. Legislation restricts the term to maturity for a deposit with an ADI to a maximum term of three years, and a bond to a maximum term of 3 years. The investment portfolio is to be invested with the following term to maturity constraints:

Duration	Maximum
Portfolio % < 1Year	100%
Portfolio % > 1 Year < 3 Years	20%

- 5.11. Investments which are downgraded and no longer fall within the investment guidelines outlined in this Policy will be divested as soon as is practicable.
- 5.12. From time to time financial assets may be acquired at a discount or premium to their face value. Any such discount or premium is to be taken into account in line with relevant Australian Accounting Standards.
- 5.13. The value of any funds held in an 11am type account, being one that offers higher interest rates than a standard cheque account but maintains same day access to funds; shall be excluded when verifying compliance with this policy.

Safe Custody Arrangements

- 5.14. Where necessary, investments may be held with a Safe Custody Custodian, as long as the following criteria are met:
- the City must retain beneficial ownership of all investments.
 - adequate documentation is provided, verifying the existence of the investments.
 - the Safe Custody Custodian conducts regular reconciliation of records with relevant registries and/or clearing systems.
 - the Safe Custody Custodian recording and holding the assets will be:
 - Austraclear or;
 - An ADI with an investment grade Rating Agency or Moody's rating or;
 - An ADI with adequate insurance, including professional indemnity insurance and other insurances considered prudent and appropriate to cover its liabilities under any agreement.

Reporting

- 5.15. A report will be provided to the Council on a monthly basis as a minimum, detailing the performance of the investment portfolio and Counterparty percentage exposure of total portfolio. The report will also detail investment income earned versus budget year to date and confirm compliance of the City's investments within legislative and policy limits.

6. RELATED DOCUMENTATION / LEGISLATION

- Local Government Act 1995 (Section 6.14)
- Local Government (Financial Management) Regulations 1996 (Regulation 19C)
- Trustees Act 1962

7. REVIEW DETAILS

Review Frequency		3 yearly	
Council Adoption		Resolution #	
Previous Adoption	28 June 2017	Resolution #	C1706/001

| Last Updated 28 June 2017

218	Investment	V11
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STATEMENT

The principal objective of the Council in respect of the investment of surplus credit funds is the preservation of capital. Whilst a conservative approach is to be adopted with regards to investment decisions, the maximisation of returns within the confines of the policy guidelines is also encouraged.

This policy details the relevant authorities for investment, the nature and type of investments that can be entered into, institution exposure limits, investment performance benchmarks and associated reporting requirements.

PURPOSE

This policy provides specific guidelines for the Council, Chief Executive Officer and relevant employees of the City of Busselton in respect of the investment of surplus funds that are not immediately required for any other purpose.

Compliance with this policy will ensure prudence in the preservation of capital, whilst promoting the maximisation of investment returns within the policy guidelines.

SCOPE

As part of its core financial operations, the City of Busselton is positioned to invest surplus funds not immediately required for any other purpose; in order to add value through increased investment returns. The nature of funds available for investment includes Reserves, other restricted funds (e.g. contributions, bonds etc) and general revenue funds in excess of immediate cash-flow requirements. Investment earnings assist in augmenting reserve balances and also supplementing other general revenue streams.

Whilst the revenue associated with investment earnings represents an important component of the City's funding sources, the Council has identified the preservation of investment capital as a principal objective; and as such, investment decisions must primarily align with this objective.

Whilst this policy reflects the Council's capital preservation objective, it also provides sufficient flexibility to assist in the maximisation of investment returns within the defined investment types and associated exposure limits.

DEFINITIONS

"ADI" – Authorised Deposit-Taking Institutions (ADI's) are corporations that are authorised under the Banking Act 1959 to take deposits from customers.

"APRA" – Australian Prudential Regulation Authority (APRA) is the prudential regulator of

| Last Updated 28 June 2017

the Australian financial services industry. It oversees banks, credit unions, building societies, general insurance companies and most members of the superannuation industry.

“Austraclear” - The Austraclear System, which is regulated by the Reserve Bank, simplifies settlement complexities and enhances straight-through-processing (STP), office integration and cross border opportunities to facilitate the registering, bookkeeping, clearing and settlement of a broader range of derivative, security and cash asset classes.

“Big four” Bank – For the purposes of this policy, the Australian “Big four” banks comprise the Commonwealth Bank, the National Australia Bank, Westpac and ANZ Bank.

“Counterparty” – A counterparty is both the legal and financial term that refers to the other individual or institution to an agreement or contract.

“Custodian – Safe Custody” - A custodian is a brokerage or other financial institution that holds and manages securities, or other assets, on behalf of an investor.

“Rating Agency” – Credit rating agencies such as Standard and Poors (S & P) are professional organisations that provide opinion on the general credit worthiness of an obligor with respect to particular debt security or other financial obligations.

POLICY CONTENT

1.1 Objectives

- The purpose of this policy is to establish the investment risk management guidelines that the City of Busselton adopts in investing surplus funds that are not immediately required for any other purpose.
- The principal objective of this policy is the preservation of capital (Security).
- To take a conservative approach to investments, but with a focus to add value through prudent investment of funds (Security).
- To achieve a high level of security by using recognised ratings criteria (Security).
- To maintain an adequate level of diversification (Security).
- To have ready access to funds for day-to-day requirements (Liquidity).
- To ensure compliance with appropriate legislative requirements (Compliance).

1.2 Authority for Investment

All investments are to be made in accordance with:

Credit Ratings (Standard and Poor's or Equivalent)	Individual Institution Limits	Overall Portfolio Credit Limits
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- Local Government 1995 – Section 6.14 and any regulations made under that Act including the following:
 - Local Government (Financial Management) Regulations 1996 – Regulation 19C; and
 - The Trustees Act 1962 – Part III Investments as amended by the Trustees Amendment Act 1997.

1.3 Delegation of Authority

The Chief Executive Officer is authorised to invest surplus funds in accordance with this policy.

1.4 Authorised Investments

All investments must be denominated in Australian Dollars. Authorised Investments are limited to those permitted by the appropriate legislation, being:

- With an Authorised Institution, being:
 - (a) An Authorised Deposit-Taking Institution as defined in the Banking Act 1959 (Commonwealth) section 5; or
 - (b) The Western Australian Treasury Corporation established by the Western Australian Treasury Corporation Act 1986;
- A Bond that is guaranteed by the Commonwealth Government, or a State or Territory Government.

1.5 Investment Guidelines – Credit Quality, Diversification and Term to Maturity Constraints

(i) Portfolio Credit Framework

The portfolio credit guidelines to be adopted will be based on the Standard & Poor's (S&P) ratings system criteria. The maximum available limits in each rating category is reflected in the below table.

(ii) Counterparty/Institution Credit Framework

Exposure to individual counterparties/financial institutions will be restricted by their S&P rating so that single entity exposure is limited, as detailed in the below table.

Last Updated 28 June 2017

Long Term Credit Ratings	Short Term Credit Ratings	Maximum Percentage With One Financial Institution	Maximum Weighting as % of Total Investment Portfolio
AAA (All Aus. ADI)	A-1+	40%	100%
AA (Aus. "Big four" Bank)	A-2	40%	100%
AA (Other Aus. ADI)	A-2	20%	100%
A (All Aus. ADI)	A-2	15%	60%
BBB (All Aus ADI)	A-3	10%	20%

(iii) Term to maturity Framework

Legislation restricts the term to maturity for a deposit with an ADI to a maximum term of three years, and a Bond to a maximum term of 3 years. The investment portfolio is to be invested with the following term to maturity constraints:

Overall Portfolio Term to Maturity Limits	
Duration	Maximum
Portfolio % < 1Year	100%
Portfolio % > 1 Year < 3 Years	20%

1.6 Credit Ratings

If any of the City's investments are downgraded such that they no longer fall within these investment policy guidelines, they will be divested as soon as is practicable.

1.7 Accounting for Premiums and Discounts

From time to time financial assets may be acquired at a discount or premium to their face value. Any such discount or premium is to be taken into account in line with relevant Australian Accounting Standards.

1.8 Base Total Investment Portfolio Value for Percentage Calculations

The value of any funds held in an 11am type account, being one that offers higher interest rates than a standard cheque account but maintains same day access to funds; shall be excluded when verifying compliance with this policy.

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1.9 Safe Custody Arrangements

Where necessary, investments may be held in safe custody on the City's behalf, as long as the following criteria are met:

- The City must retain beneficial ownership of all investments.
- Adequate documentation is provided, verifying the existence of the investments.
- The Custodian conducts regular reconciliation of records with relevant registries and/or clearing systems.
- The Institution or Custodian recording and holding the assets will be:
 - Austraclear or;
 - An Institution with an investment grade Standards and Poors or Moody's rating or;
 - An Institution with adequate insurance, including professional indemnity insurance and other insurances considered prudent and appropriate to cover its liabilities under any agreement.

1.10 General

The City of Busselton will not make ill-informed or unpredictable investment decisions, be engaged in overly speculative investments, or invest other than in compliance with the relevant legislation.

1.11 Reporting

- (i) A report will be provided to the Council on a monthly basis as a minimum, detailing the investment portfolio in terms of performance and counterparty percentage exposure of total portfolio. The report will also detail investment income earned versus budget year to date and confirm compliance of the City's investments within legislative and policy limits.
- (ii) For audit purposes, certificates must be obtained from the banks/fund managers/custodian confirming the amounts of investment held on the City's behalf at 30th June each year.

| Last Updated 28 June 2017

Policy Reference No. - 218
Owner Unit – Finance
Originator – Manager, Financial Services
Policy approved by – Council
Date Approved – 28 June 2017
Review Frequency – As required Related
Documents – Nil

History

Council Resolution	Date	Information
C1706/001	28 June 2017	Version 11
C1704/081	26 April, 2017	Version 10 (Current)
C1409/225	24 September, 2014	Version 9

13. PLANNING AND DEVELOPMENT SERVICES REPORT

Nil

14. ENGINEERING AND WORK SERVICES REPORT

Nil

15. COMMUNITY AND COMMERCIAL SERVICES REPORT

15.1 CITY OF BUSSELTON SMART CITY STRATEGY

SUBJECT INDEX:	Regional Economic Development
STRATEGIC OBJECTIVE:	An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice.
BUSINESS UNIT:	Economic and Business Development Project Officer
ACTIVITY UNIT:	Economic and Business Development
REPORTING OFFICER:	Administration Officer - Emma O'Brien
AUTHORISING OFFICER:	Director, Community and Commercial Services - Naomi Searle
VOTING REQUIREMENT:	Simple Majority
ATTACHMENTS:	Attachment A City of Busselton Smart City Strategy ↓

PRÉCIS

As a key area identified in the Economic Development (ED) Strategy (2016 – 2026), a Smart City Strategy has been developed which will serve as an implementation guide for the City's Digital Economy / Smart Cities Sub-Group.

This report recommends Council note and receive the Smart City Strategy (the Strategy) as a guide for future planning.

BACKGROUND

In November 2016 Council endorsed (C1611/132) the ED Strategy (2016 – 2026) and associated implementation plan as a guide for future planning. The ED Strategy defines the City's economic development vision as 'a vibrant and cohesive community that protects its natural environment, meets the needs of its population, and ensures that future development maintains the City's unique character, lifestyle and community values.' The implementation plan identifies a range of initiatives that will guide the City and stakeholders toward achieving this vision, with digital economy and smart city strategies featuring strongly throughout the ED Strategy.

An Economic Development Taskforce (the Taskforce) was established in 2017 to guide the implementation of the ED Strategy. The Taskforce comprises of a membership of Councillor representatives, and representatives from the South West Development Commission, Margaret River Busselton Tourism Association, Chambers of Commerce and Industry, local business, community and City staff. The Taskforce oversees the implementation of the ED Strategy and actively progresses the initiatives in the implementation plan.

A number of sub-groups were also established to support the Taskforce to actively progress initiatives in the implementation plan, with one of the sub-groups being the Digital Economy and Smart Cities Sub-Group (the Sub-Group). The Sub-Group membership comprises of a Councillor representative and representatives from the South West Development Commission, Margaret River Busselton Tourism Association, Chambers of Commerce and Industry, CQ University, Business South West, local entrepreneurial and digitally focussed businesses, and City staff from the Economic Development and Information Services teams. The key focus for the Sub-Group has been the development of this Smart City Strategy.

STATUTORY ENVIRONMENT

The Smart City Strategy is not a statutory planning document, rather it is an ‘informing strategy’ within the City’s Integrated Planning Framework. Accordingly, there are no legal or statutory considerations associated with Council noting and receiving the Smart City Strategy as a guide for future planning.

RELEVANT PLANS AND POLICIES

City of Busselton

The ED Strategy sets out the vision, strategies and mission for economic development within the City of Busselton. Digital economy and smart city initiatives feature strongly throughout the ED Strategy and are identified as an important aspect of achieving the outcomes of the ED Strategy.

State Government

The State Planning Strategy 2050, the Regional Centres Development Plan Framework and the Regional Development Strategy are the core overarching documents that guide the planning for our cities. The State Government’s Science and Innovation division plays a role in:

- Supporting and facilitating initiatives that diversify the Western Australian economy and creating new jobs and industries
- Attracting investment in innovation
- Supporting the capability and economic sustainability of regional economies in Western Australia

The South West Development Commission and Regional Development Australia – South West have prepared the South West Regional Blueprint (the Blueprint). The Blueprint is aspirational and seeks to identify projects and actions that can help take the South West forward in the future. It includes identifying high capacity digital communications to improve the efficiency of traditional industries (tourism and agriculture) as well as attracting new and emerging industries in the areas of media, marketing, creative industries, technology and professional services. The Smart City Strategy directly relates to priorities and objectives detailed in the Blueprint, in particular:

Priorities:

- High capacity digital communications
- Sustainable energy supply and sustaining environmental qualities
- Creative industries
- Community enterprise

Objectives:

- High capacity broadband
- Mobile coverage
- Energy capacity
- Renewable energy options
- Exploit opportunities in animation, media, publishing, film, art and music

Federal Government

The National Innovation and Science Agenda is a program with \$1.1 billion worth of initiatives to support smart ideas that drive business growth. The program focuses on four key pillars:

- Taking the leap: backing Australian entrepreneurs by opening up new sources of finance, embracing risk, taking on innovative ideas, and making more of our public research
- Working together: increasing collaboration between industry and researchers to find solutions to real world problems and to create jobs and growth

- Best and brightest: developing and attracting world-class talent for the jobs of the future
- Leading by example: the Australian Government will lead by example; embracing innovation and agility in the way we do business

In addition, the Federal Government has developed a Smart Cities Plan which sets out the vision for metropolitan and regional cities and their commitment to smart investment, smart policy and smart technology. The City's Smart City Strategy reflects similar aims and intent.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the officer recommendation of this report. Initiatives identified in the Strategy will be achieved through a variety of existing resources, partnering with stakeholders and / or through obtaining external funding. The City is also waiting on an announcement of the State Government's Regional Centres Development Program that may be a source of funding for the implementation of the Strategy. The Smart City Strategy will form a solid base for future funding submissions for Smart City projects.

LONG-TERM FINANCIAL PLAN IMPLICATIONS

There are no direct additional long term financial plan implications associated with the officer recommendation, with the Smart City Strategy adopted as a guide for future planning only.

STRATEGIC COMMUNITY OBJECTIVES

The Smart City Strategy directly relates to Community Objectives and Council strategies detailed in the City's Strategic Community Plan 2017, in particular:

Objectives:

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

Strategies:

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

RISK ASSESSMENT

The officer recommendation does not introduce any risks identified as being of a high or medium level.

CONSULTATION

More than 200 people have been engaged and consulted with during the two years spent developing the Smart City Strategy.

Development of the strategy was informed and guided by a series of activities as listed below:

Smart Cities Exploration Workshop

In November 2017, the City (via the Sub-Group) hosted a workshop that explored smart city concepts and identified matters that could be addressed within a smart city strategy. Sponsored by CQ University and the NBN Co, more than 40 invited participants attended, representing a range of community and business interests throughout the City.

The workshop was designed to:

- Improve participant understanding of the core concepts associated with smart city initiatives;
- Create a positive 'buzz' about the opportunities presented by smart city initiatives, and;
- Seek agreement on the top five issues affecting the City of Busselton community to be used as the focus of a 'hackathon' style development of solutions that can feed into a smart city strategy.

Hackathon

In March 2018, the City hosted a Hackathon to further develop the priority issues identified at the exploration workshop and to inform the development of the Smart City Strategy. The day was sponsored by TPG, the Department of Primary Industries and Regional Development and the South West Development Commission and facilitated by the Sub-Group. Approximately 30 people attended representing a range of community and business interests throughout the City, with participants working in groups to develop and pitch a range of ideas. These have been used to inform the Strategy.

The Strategy was developed through a consultative process where each version was reviewed by the Sub-Group members and changes made according to feedback and advice.

OFFICER COMMENT

The Smart City Strategy is a new informing strategy that has been developed to address particular priority areas identified in the ED Strategy (2016 – 2026). The Strategy has been developed through extensive research and consultation to guide the City in the creation of a community that is smart and innovative, to assist the City in delivering positive outcomes for the community, and to attract knowledge, creativity and investment which will in turn facilitate growth of the local economy. It is envisaged that through implementation of smart city initiatives contained within the Strategy improvements to liveability, sustainability and economic diversity will be experienced.

The Smart City Strategy sets out a vision, objectives and strategies that align with the City's Strategic Community Plan. It also defines measurable initiatives to track progress and ensure that the vision and objectives are progressed.

The Strategy serves as a call to action to business, government, thinkers, entrepreneurs and the community to work together to develop the City of Busselton as a smart city.

The Strategy is designed to be flexible to allow capitalisation on new opportunities as digital technologies evolve. New initiatives can be assessed and prioritised based on alignment with the vision and objectives that underpin the Strategy.

CONCLUSION

The Smart City Strategy was developed as a key recommendation of the ED Strategy (2016 – 2026). Developed in close partnership with the Digital Economy / Smart Cities Sub-Group the document will serve as a guide for the City to deliver smart and innovative outcomes for the community.

OPTIONS

Council could identify specific changes to the Smart City Strategy or choose not to accept the Strategy as a guide for future planning.

TIMELINE FOR IMPLEMENTATION OF OFFICER RECOMMENDATION

Officers, in consultation with the Taskforce and Sub-Group will begin prioritisation and implementation of initiatives in the coming weeks and these will inform business planning moving forward.

OFFICER RECOMMENDATION

That the Council receive and note the City of Busselton Smart City Strategy as a guide for future planning.



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Busselton: Our City

Busselton is one of Western Australia's favourite tourism towns located on the pristine waters of Geographe Bay. It is recognised internationally for the 1.8km Busselton Jetty, wine production and unspoilt coastline and natural environment. Situated 223km south west of Perth and covering an area of 1,454 square kilometres, the City of Busselton is a thriving community with a strong identity.



After continued above average population growth the City of Busselton now has the opportunity and the capacity to transition into a major commercial centre supported by tourism, wine production, creative industries and professional services. Transformational projects such as the development of the Busselton Foreshore and Busselton Margaret River Airport and the Dunsborough Town streetscape enhancement have, and will continue to stimulate the economic and social growth within the City of Busselton.



The City recognises that the adoption and use of modern technologies will break down barriers and create opportunities to attract people and investment, increase productivity, encourage innovation and capitalise on new and diverse markets including the creative, high tech, professional and knowledge based industries. It will also improve the liveability and provision of services to those already living locally.

The City of Busselton aims to be a leading local government in regional WA and looks forward to working with the community to progress the opportunities that arise from being a Smart City.



City Snapshot



38,375
Population (2017)



3.5%
Average Annual
Population Growth
Rate (5 yrs)



19,224
Labour Force
(2016)



3,635
Local Businesses
(2015)



\$2.1b
Gross Regional
Product
(2014 –2015)

Figures to be updated and sources quoted when document finalised and graphically improved.

About this Strategy

In a world where the economy is increasingly being driven by new technologies governments, corporations and individuals alike need to adapt and find new approaches to create an environment that promotes innovation and supports social and economic growth.

The City of Busselton's Smart City Strategy 2019 – 2023 will position Busselton to succeed in the 21st century economy. It is a strategy to support a productive, accessible, liveable city that attracts talent, encourages innovation and creates jobs and growth.



The Digital Age

Digital technology constantly transforms communication and engagement and will continue to fundamentally change the nature of business, with a great deal of work

and business being able to be undertaken from unfixed addresses, and many businesses relying on digital technology to improve supply chain logistics, asset utilisation, improved customer service and innovation.

High capacity broadband access, particularly increased upload capacity, is a now a key part of both domestic and business infrastructure.



In the South West of WA, this is relevant to improving the efficiency of the traditional industry base and new emerging industries.

The Smart City Strategy

The City of Busselton is devising and implementing a Smart City Strategy as an enabler to attract knowledge, creativity and investment to facilitate growth of the local economy. This Strategy is a new framework that will guide

actions across the City of Busselton's directorates and business units to deliver positive outcomes for the community. It is a roadmap for Council to deliver on creating a City that is smart and innovative. It is envisaged that as a Smart City improvements to liveability, sustainability and economic diversity will be experienced.

The Smart City Strategy sets out a vision, objectives and actions for the development of smart city initiatives in the Busselton district. It provides measurable actions and objectives to track progress and ensure that the vision and objectives are adhered to.

It is important to note Council does not hold all the answers. In many ways this Strategy is a call to action to business, government, thinkers, entrepreneurs and the community to work together to build the Busselton smart city.

The Strategy is designed to be flexible, to allow capitalisation on new opportunities as digital technologies evolve. These new activities can be assessed and prioritised based on alignment with the vision and objectives that underpin this Strategy.

Planning Context

The mission of local economic development is “to position Busselton as most desirable area to live, work, visit and invest in the South West”. This mission is supported by Government at each level, with a few examples detailed below.

Local Government

The City of Busselton’s Strategic Community Plan 2017 is the overarching plan guiding all of the City’s activities. It is a long term plan with a 10-15 year horizon and sets out the community’s visions aspirations and objectives, as well as the strategies that Council will pursue in support of the objectives.

Feeding into the Strategic Community Plan are various informing strategies. The relevant strategies are the Economic Development Strategy and Smart City Strategy.

The Economic Development (ED) Strategy sets out the vision, strategies and mission for economic development within the City of Busselton. Investment in smart technology and smart city infrastructure is an important aspect of achieving the outcomes of the ED Strategy.

The Smart City Strategy is this document which sets out the City’s Smart Cities vision and the objectives and initiatives to be undertaken by the City and the broader community to achieve this vision. The Smart City Strategy directly relates to objectives and strategies detailed in the Strategic

Community Plan, in particular:

Objectives:

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

Strategies:

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

State Government

The State Planning Strategy 2050, Regional Centres Development Plan Framework and the Regional Development Strategy are the core overarching documents that guide the planning for our cities.

The State Government’s Science and Innovation division plays a role in:

- Supporting and facilitating initiatives that diversify the Western Australian economy and create new jobs and industries

- Attracting investment in innovation
- Supporting the capability and economic sustainability of regional economies in Western Australia

The South West Development Commission and Regional Development Australia – South West have prepared the South West Regional Blueprint. The Blueprint is aspirational and seeks to identify projects and actions that can help take the South West forward in the future. It includes identifying high capacity digital communications to improve the efficiency of traditional industries (tourism and agriculture) as well as attracting new and emerging industries in the areas of media, marketing, creative industries, technology and professional services. The Smart City Strategy directly relates to priorities and objectives detailed in the Blueprint, in particular:

Priorities:

- High capacity digital communications
- Sustainable energy supply and sustaining environmental qualities
- Creative industries
- Community enterprise

Objectives:

- High capacity broadband
- Mobile coverage
- Energy capacity
- Renewable energy options

- Exploit opportunities in animation, media, publishing, film, art and music

Federal Government

The National Innovation and Science Agenda is a program with \$1.1 billion worth of initiatives to drive smart ideas that drive business growth. The Agenda focuses on four key pillars:

- Taking the leap: backing Australian entrepreneurs by opening up new sources of finance, embracing risk, taking on innovative ideas, and making more of our public research.
- Working together: increasing collaboration between industry and researchers to find solutions to real world problems and to create jobs and growth.
- Best and brightest: developing and attracting world-class talent for the jobs of the future.
- Leading by example: the Australian Government will lead by example; embracing innovation and agility in the way we do business.

In addition the Federal Government has a Smart Cities Plan which sets out the vision for metropolitan and regional cities and their commitment to smart investment, smart policy and smart technology.

Smart Cities Vision and Principles

Smart City Vision

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



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

Smart City Principles

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

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

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

Efficiency – "Ensure orderly, capable, competent and valuable outcomes"

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

People – "Embrace and engage community, humanity and citizens"

Delivering the Smart City

The City of Busselton's vision for a smart city aims to capture the main themes that have emerged from the wider consultation of the 2018 Hackathon, as well as the more specific and ongoing engagement with the Economic Development Taskforce and 'Digital Economies/Smart Cities' Economic Development Sub-Group.

Delivering the Strategy will take time and some objectives can be achieved in the short to medium term while others will require a longer timeframe.

Funding for initiatives will be proposed to Council annually. In addition external grant funding or private investment opportunities will be sought as they become available.



With respect to longer term goals the Strategy seeks to lay the groundwork for those initiatives that may not reach completion during the life of this Strategy. However given the always rapidly changing technological landscape and the increasingly globalised world where cities compete with one another for investment and talent it is important to have appropriate planning in place.

Why Smart Cities?

The benefits of Smart Cities are numerous and varied, with a few examples detailed here.

Attracting People and Investment

In a globalised world where cities compete for investment and labour it is increasingly important to adopt smart city technology to attract and retain talented people. Cities need to create an environment where ideas and innovation can thrive with a culture that promotes creative thinking and risk taking.

Effective Decision Making

Advancements in 'big data' and connected devices have allowed cities access to information that was historically unavailable. A



well-designed data analytics strategy gives the ability to access and analyse a massive amount of information — and easily glean meaningful, actionable insights. When a city can monitor desired metrics in real-time, service levels quickly rise.

Improved Liveability and Amenity

Fundamental to any city are the notions of liveability and amenity. A smart city improves the liveability and amenity by providing infrastructure and services that improve the

living environment and overall community wellbeing.



Economic Development

The investment in smart city technology and infrastructure has a large multiplier effect that can result in significant gross domestic product growth.

Efficiency

Smart technologies are giving cities the tools needed to effectively conserve and reduce the inadvertent waste of water and electricity. Smart sensors now allow cities to quickly identify leaks and fix pipes. Smart electric grids also allow for two-way communication between electricity providers and consumers to help better identify times of peak usage and outages.

Environmental Responsibility

Smart Cities are environmentally responsible. Technology can be harnessed to reduce impacts on the environment. Examples of such technologies include smart lighting that activates and deactivates as required, renewable energy production and specialised recycling and waste

technologies.

Increased Digital Equity

Smart city technology has the ability to create a more equitable environment for citizens. To ensure digital equity, individuals must have access to high-speed internet services and to affordable devices. The adoption of public Wi-Fi hotspots strategically placed throughout a city can offer reliable internet services to all residents.



Improved Transportation

Connected transportation systems have significant potential to enhance efficiencies throughout a city. Technologies such as intelligent traffic signals optimise traffic flow and relieve congestion. Other technologies, such as smart parking management, allow cities to capitalise on revenue streams. Reduced congestion, growth in autonomous vehicles, and efficient vehicle routing reduce vehicle-related space needs in urban areas, potentially expanding the land use for development.

The Role of Council

In recent years, the City of Busselton has transitioned from a small popular tourism town into a significant Western Australian regional centre, resulting in a diversification away from the traditional economic bases of tourism and agriculture. Consequently, the City is experiencing an increase in the creative, high tech, professional and knowledge-based industries.

The Council operates within legislative and financial frameworks and finite workforce resources and these can limit the outcomes achieved by Council alone. However, Council wishes to take on a leadership role where, in addition to implementing components of the plan, it can act as an enabler and facilitator for implementing the overall Strategy.

Where aspirations cannot be achieved by local government alone, the City will strive to work with the community to achieve the best possible outcomes. The City of Busselton is committed to advocating and responding in a way that can make a positive difference, including identifying and obtaining Federal and State funding to support this Strategy. However, the success of any community objective relies on the City and the community accepting mutual responsibility for achieving desired outcomes. The City's relationship with the community is a two way relationship that relies on honesty, transparency and mutual respect and our commitment to this model has been built into the plan.



Collaboration and Engagement

Economic Development Taskforce

The City of Busselton Economic Development Taskforce (EDT) comprises a membership of the City of Busselton Mayor, two City of Busselton Councillors, key industry sector members, representatives of the Margaret River Busselton Tourism Association (MRBTA), community leaders, City of Busselton staff, representatives of the South West Development Commission (SWDC), Regional Development Australia South West (RDA), and the Busselton and Dunsborough Yallingup Chambers of Commerce and Industry (CCI).

The EDT oversees the implementation of the City's Economic Development Strategy (2016-2026) (ED Strategy) by providing leadership, recommendations and updates to Council on the implementation of the ED Strategy. The ED Strategy identifies six key focus areas for action: (1) Investment Attraction and Marketing; (2) Business Retention and Expansion; (3) Regional Workforce Development; (4) Industry Development; (5) Strategic Infrastructure; and, (6) Place Making and Activation. An Implementation Plan details initiatives to guide the implementation of the ED Strategy.

Digital Economies/Smart Cities Economic Development Sub-Group

In line with the EDT Charter, two sub-groups have been established to facilitate the implementation of initiatives identified in the ED Strategy Implementation Plan: (1) Digital Economies/Smart Cities Economic Development Sub-Group and (2) Economic Development Working Group. Each sub-group comprises of nominated members of the EDT plus co-opted members with skills and experience to support that particular group.

The Digital Economy/Smart Cities Sub-Group comprises a membership of a Council representative, representatives from MRBTA, SWDC, Central Queensland University, CCI, City of Busselton Economic Development and Information Services directorates and local entrepreneurial and digital focused business representatives. The group has been meeting regularly since September 2017 and has been instrumental in the development and delivery of the exploration workshop and the Hackathon detailed below, and in the development of this Smart City Strategy.

Smart Cities Exploration Workshop

In November 2017, the City hosted a workshop that explored Smart City concepts and identified matters that could be addressed within a Smart City Strategy. Sponsored by CQ University and the NBN Co, more than 40 invited participants attended representing a range of community and business interests throughout the City.

The workshop was designed to:

- Improve participant understanding of the core concepts associated with a Smart City initiatives;
- Create a positive buzz about the opportunities presented by Smart City initiatives, and;
- Seek agreement on the top five issues affecting the City of Busselton community to be used as the focus of a 'hackathon' style development of solutions that can feed into a Smart City Strategy.

Immediately prior to the workshop, participants attended the breakfast presentation by Bernard Salt, renowned demographer. The session focused on his recent research that revealed Busselton as one of Australia's fastest growing business communities for entrepreneurs pursuing connectivity, creativity and lifestyle. Workshop participants were provided with an overview of what a Smart City Strategy could encompass and how the City's Strategic Community Plan has laid a strong foundation for potential themes and elements within the Strategy. As part of the workshop participants considered local issues that could be addressed through a Smart City Strategy and prioritised those identified, with the following key issues to be further developed at the 'hackathon' event:

- Community – connecting people to innovate
- Places and Spaces – Creating diversity and a variety of experiences in one place, a 'sticky place'
- Environment – simplify available data to inform and educate the community for sustainable living
- Economy – have smart airport infrastructure to meet technology needs, use as a greenfields project
- Transport – other viable transport options to get back and forward from Perth that are quick, efficient and capable

2018 Hackathon

In March 2018, the City hosted a Hackathon to further develop the priority issues identified at the exploration workshop and to inform this Smart City Strategy. The day was sponsored by TPG, Department of Primary Industries and Regional Development and South West Development Commission and developed and executed by the Digital Economies/Smart Cities Economic Development Sub-Group with the exercise being as much a learning experience about Hackathons for the City and participants as an initiative to derive content for this Smart City Strategy. Approx. 30 people attended representing a range of community and business interests throughout the City, and in groups they developed and pitched a range of ideas which have been used to inform this Strategy.

Objectives and Actions

Strategic Community Plan KGA1: Community – welcoming, friendly and healthy

Smart City Strategy Objective: A City that invests in people and attracts talent to the area, which creates opportunities through emerging smart technologies and enables everyone to participate

Community Objectives	Strategic Community Plan Council Strategies	Smart City Strategies
1.1 A friendly safe and inclusive community with a strong community spirit	a. Explore ways to improve social connectedness and inclusion	Data: Enable access and utilisation of City data to improve planning, stimulate economic development, attract people to the District and make people's lives easier
1.2 A community with access to life-long health and education opportunities	b. Engage with providers for the timely delivery of specialist health and other support services that assist all sectors of our community	Inclusion: Provide access to digital technology to reduce the digital divide, improve digital literacy and ensure equitable community access
1.3 A community with access to a range of cultural and art, social and recreational facilities and experiences	c. Work with the community and other key partners to create and maintain safe public areas	Creative: Provide access to City digital platforms to support creative industries and broaden audiences for supporting local cultural production
1.4 Community services and programs that support people of all ages and backgrounds	d. Advocate for the establishment of higher education facilities providing transitional learning opportunities	Community: Build capacity in understanding, engagement and interaction with emerging technologies to enable communities to participate meaningfully
	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	

Strategic Community Plan KGA2: Places and Spaces - Vibrant, attractive and Affordable

Smart City Strategy Objective: A City that makes life easier for everyone, which uses smart technology in its public places, and that develops new ways of connecting people and improving City amenity

Community Objectives	Strategic Community Plan Council Strategies	Smart City Strategies
2.1 Planning strategies that foster the development of healthy neighbourhoods that meet our needs as we grow	a. Continue to develop the foreshore reserve as family friends places	Infrastructure: Develop and deploy City scale technology infrastructure to improve the amenity of the City and the lives of its residents and visitors
2.2 Attractive parks and open spaces that create opportunities for people to come together, socialise and enjoy a range of activities	b. Develop and maintain rural and suburban parks and reserves for the enjoyment of the community	Interactive: Deploy interactive technologies into a high quality public domain to create well loved, active, safe places of interest, education and discovery
2.3 Creative urban design that produces vibrant, mixed-use town centres and public spaces	c. Develop and maintain a City with pedestrian access, green spaces, shady trees and high quality public amenities	Virtual: Invest in digital application to improve planning processes, infrastructure delivery and maintenance and citizen engagement
	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 Busselton and Dunsborough Town Centres	

Strategic Community Plan KGA 3: Environment - Valued, conserved and enjoyed

Smart City Strategy Objective: A City that applies technology and innovation to ensure a cleaner and more sustainable future

Community Objectives	Strategic Community Plan Council Strategies	Smart City Strategies
3.1 Development is managed sustainably and our environment valued	a. Ensure that environmental values are considered as part of land use planning and management	Greener: Deliver technology interventions that enhance sustainability in urban places, parks, waterways and building management
3.2 Natural areas and habitats are cared for and enhanced for the enjoyment of current and future generations	b. Manage the City's carbon footprint through the adoption of environmentally friendly and financially viable technologies and practices	Smarter: Use technology and data to encourage sustainability in resource use, and improve the efficiency of waste collection and processing
3.3 The health and attractiveness of our waterways and wetlands is improved to enhance community amenity	c. Work with the community to identify and implement environmental sustainability initiatives	Sustainable: Pilot and deploy technologies that improve energy and resource sustainability across Council and the broader community
3.4 Climate change risks and impacts are understood, acknowledged and responded to through appropriate planning and community education	d. Continue to work with key partners to manage our dynamic coastline, including potential adverse impacts arising from climate change	
	e. Continue to develop and implement waste management strategies with a focus on waste avoidance, reduction, reuse and recycling	
	f. Continue to play a strong role as part of the Vasse Ministerial Taskforce to improve the health of waterways in the Geographe Catchment (including the Lower Vasse River, Toby Inlet and Vasse-Wonnerup wetlands)	

Strategic Community Plan KGA4: Economy – Diverse, resilient and prosperous

Smart City Strategy Objective: A City that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors

Community Objectives	Strategic Community Plan	Smart City Strategies
4.1 An innovative and diversified economy that provides a variety of business and employment opportunities as well as consumer choice	a. Continue to promote the City as the destination of choice for regional events	Ecosystem: Actively develop the regional innovation ecosystems capacity to nurture businesses, artists, creatives and innovators and generate economic growth in key industry sectors
4.2 A community where local business is supported and in turn drives our community	b. Implement plans for expanding the Busselton Margaret River Airport and the development of aviation and freight opportunities	Digital Precinct: Seed the creation of a digitally connected innovation district in the City centre to attract businesses and industries working in the digital economy and creative industries
4.3 Events and unique tourism experiences that attract visitors and investment	c. Develop and implement strategies that attract business investment, diversify the economy and provide a balance between large and small business	Collaborative: Develop a model of collaborative industry led innovation to fast-track research, development and deployment of technology prototypes and solutions
	d. Work with key partners to develop initiatives that support new local business, including the activation of key business nodes	Future Industries: Develop new approaches to incentive structures and promotional strategies to attract 21 st century business and industry and incorporate into the City of Busselton Economic Development Strategy
	e. Work with key partners to improve digital and internet connectivity across the District	Image: Ensure strengthening of the City of Busselton's image as a smart and innovative city through all city promotion and destination branding channels

Strategic Community Plan KGAS: Transport – Smart, connective and accessible

Smart City Strategy Objective: A City with connected technology-enabled infrastructure for multiple modes of mobility, than innovates towards future transport modes and priorities walking and cycling

Community Objectives	Strategic Community Plan Council Strategies	Smart City Strategies
5.1 Public transport that meet the needs of the community	a. Work with airlines and peak bodies to provide accessible networks to the east coast of Australia, northern WA and neighbouring South East Asia	Planning: Deploy information communication technology initiatives that collect and leverage data supporting integrated transport
5.2 Road networks that provide for a growing population and the safe movement of all users through the District	b. Advocate for improved road infrastructure links to regional centres, including a dual land road between Busselton and Capel and the Busselton-Bunbury outer bypass road, and Vasse-Dunsborough link	Active: Deploy and leverage city technology and digital platforms to enhance the delivery of cycleway and walkable city infrastructure
5.3 Cycle ways that connect our communities and provide alternative transport choices	c. Continue to advocate for the planning of rail infrastructure linking Busselton with Bunbury and Perth	Future: Develop and deliver strategies and infrastructure to enable the adoption and integration of future modes of transport and mobility
	d. Work with key stakeholders to improve the accessibility and promotion of public transports services and facilities	
	e. Provide networks of safe, linked cycleways connecting key destinations	
	f. Continue to investigate the options for improving road design around Busselton town site, including an alternative entry/exit point	

Strategic Community Plan KGA6: Leadership – Visionary, collaborative and accountable

Smart City Strategy Objective: A global smart city with coordinated leadership and collaboration across government, industry and business, which leads the way and connects with its citizens

Community Objectives	Strategic Community Plan	Smart City Strategies
6.1 Governance systems, process and practices are responsible, ethical and transparent	a. Provide opportunities for the community to participate in decision making processes	e-services: Adopt digital technologies and service platforms across the city to improve Council planning, asset management and service delivery
6.2 Council engages broad and proactively with the community	b. Improve two way communication with the community using a range of accessible communication channels	Open data: Create and adopt policy frameworks, open standards and information technology platforms to make appropriate city datasets accessible and available to increase productivity and growth
6.3 Accountable leadership that is supported by a skilled and professional workforce	c. Ensure the City's long term financial planning delivers the community goals and aspirations in a sustainable and affordable manner	Collaboration: Develop partnering frameworks that create opportunities for city and industry stakeholders to partner effectively and efficiently with Council across a range of initiatives
6.4 Assets are well maintained and responsibly managed	d. Develop, maintain and implement asset management plans that maintain community assets at the appropriate standard	Digital Citizenship: Use digital platforms to enable improved communication and engagement between citizens and Council including fostering the capacity for community to influence decision-making
	e. Actively participate in regional, state and national alliances to return benefit to the community	Start Up Led Innovation: Enable interaction with start-ups, entrepreneurs and innovators and be open to new ideas
	f. Continuously improve organisational performance and service delivery	Policy and Procurement: Enhance policy frameworks to maximise the local economy and innovation benefits of Council's strategic procurement

Smart City Implementation Plan

Strategic Community Plan: KGA1: Community – welcoming, friendly and healthy

Smart City Strategy Objective: A City that invests in people and attracts talent to the area, which creates opportunities through emerging smart technologies and enables everyone to participate

Initiative	Lead Agency	Partner Agencies	Possible Sources for Resourcing and Funding
Expand CCTV to other identified areas of need such as the Jetty, Busselton Foreshore, NCC and John Edward Pavilion	CoB	WA Police	External funding
Investigate the implementation of Wi-Fi in Dunsborough Town Centre	CoB	CCI Local businesses	External funding CoB internal resourcing
Facilitate co-working and incubation spaces	CoB	Private businesses Digital Economy/Smart Cities Sub-Group (Sub-Group)	External funding
Invest in creating a vibrant night life to encourage young people / 'young start ups' to stay in the region		Local businesses CoB Sub-Group	Existing staff time
Explore the opportunity to facilitate an ideas bank	CoB	Sub-Group ED Working Group	CoB internal resourcing

Initiatives In Progress and Completed

- Installation of CCTV at the Busselton Youth Precinct, connected to the Busselton Police
- Installation of Wi-Fi that connects all areas between Art Geo, the Equinox, the Goose Café, MRBTA and Busselton Jetty Inc along the Busselton Foreshore
- Installation of CCTV at the City Administration Building, providing coverage of traffic on Causeway Road
- Installation of wayfinding signage at the Busselton Foreshore
- Leasing of premises to CQ University to provide an educational hub to facilitate online learning and access to tertiary education

- Implementation of the Tech Savvy Seniors program, a specific senior's digital literacy program designed to upskill seniors to support them through the increasing reliance on technology

Strategic Community Plan KGA2: Places and Spaces - Vibrant, attractive and Affordable

Smart City Strategy Objective: A City that makes life easier for everyone, which uses smart technology in its public places, and that develops new ways of connecting people and improving City amenity

Initiative	Lead Agency	Partner Agencies	Resource Implications and Possible Sources
Implement, utilise and optimise technology to facilitate engagement with all sectors of the community, as well as visitors	CoB	Local businesses MRBTA	Internal CoB resourcing
Explore opportunities to utilise technology (possibly but not limited to augmented reality) to improve information delivery, ie. wayfinding, language translation etc.	CoB	MRBTA Sub-Group	External funding Private sponsorship
Promote City data transparency through the use of open data principles where appropriate	CoB	Technology companies Sub-Group	
Streamline the availability of online forms and applications, and promote their availability	CoB		Internal CoB resourcing
Continue to improve the provision of information to customers via interactive mapping (ie. this might include the public open space / sporting ground bookings and provision of information etc.)	CoB	GIS software developers and suppliers	Internal CoB resourcing
Explore future opportunities for greater use of Drones to increase efficiency (and reduce costs (ie. bush fire control, looking at difficult terrain, videos for promotional purposes etc.)	CoB		Internal CoB resourcing

Initiatives In Progress and Completed

- Deployed optic fibre network between all buildings at the Busselton Foreshore to drive tourism
- Video conferencing facilities installed at the City Administration building
- Digital book management system implemented at City of Busselton Libraries
- Active member of the SW Library Consortia to provide integrated regional library services
- eSmart accreditation achieved by the City of Busselton Libraries

Strategic Community Plan KGA3: Environment - Valued, conserved and enjoyed

Smart City Strategy Objective: A City that applies technology and innovation to ensure a cleaner and more sustainable future

Initiative	Lead Agency	Partner Agencies	Resource Implications and Possible Sources
Extend smart lighting throughout the City wherever possible	CoB	Electrical suppliers	Internal CoB resourcing
Advocate to Western Power for smart lighting where needed	CoB	Western Power	Existing staff time
Support the findings and recommendations of the City's Energy Master Plan	CoB		As per Plan
Provide information and opportunities for increasing knowledge about using technology to reduce impacts on environment	CoB	Various	Private sponsorship
Explore options to transition to hybrid waste tracks	CoB	Fleet suppliers	Internal CoB resourcing
Identify opportunities to promote the Busselton region to Private Investors as a site for pilot projects / test beds	CoB	SWDC Sub-Group	Existing staff time
Explore and support innovative initiatives that provide positive environmental impacts as and when they arise	CoB	Various Sub-Group	Internal CoB resourcing External funding
Explore alternatives to the traditional power suppliers and facilitate the removal of barriers to innovative power options	CoB	Leaders in this field Alternative power supply businesses	Existing staff time

Initiatives In Progress and Completed

- Installation of solar panels on the roof of the City's administration building to minimise power consumption
- Reconfiguration of the automatic light sensors in the City's Administration Building to turn off if no activity is detected after a shorter period of time
- Provision of a bike fleet to provide staff with alternative modes of work related transport
- Operation of a geo-thermal water heating system at the Geographe Leisure Centre to heat pool water
- Wind and solar powered lights at Busselton Foreshore
- Weather responsive irrigation for water saving and vegetation protection
- Installation of LED lighting along Marine Terrace between Esplanade and ArtGeo

Strategic Community Plan KGA4: Economy – Diverse, resilient and prosperous

Smart City Strategy Objective: A City that invests in innovation and provides a roadmap and infrastructure to support successful business outcomes and attract industry and investment in smart sectors

Initiative	Lead Agency	Partner Agencies	Resource Implications and Possible Sources
Explore and support the work being done by SWDC to establish an Investment Club	SWDC	CoB Sub-Group	Existing staff time
Advocate for adequate connectivity to position the Capes Region as an ideal support region to Entrepreneurs seeking work life balance and creativity	CoB	Telecommunication suppliers Sub-Group	Existing staff time
Promote opportunities for networking and collaboration to foster connectivity, innovation, partnerships, efficiencies etc.		CCI CoB SWDC Business Advisory SW Sub-Group	Existing staff time
Research and investigate any opportunities that may exist to either participate in, promote or otherwise become involved in an e-passport facility that empowers entrepreneurs around the world to set up and run a location independent business	Sub-Group	CoB	Existing staff time
Explore opportunities to attract 'Digital Nomads' to make their base the City of Busselton and to position Busselton in the top 10 in the 'Nomad list' (https://nomadlist.com/)	Sub-Group	CoB	Existing staff time
Seek expert advice on the impact of online shopping and explore ways to assist local retailers to capitalise in this space	CoB	CCI Business Advisory SW	Existing staff time Internal CoB resourcing
Explore predictive analysis tools to effectively plan for future growth (ie. where will the growing population live, will there be enough water, what will the impacts be on waste management, traffic flows, schooling, local business economics etc.)	CoB	WALGA, like minded LGs Software developers	Internal CoB resourcing

Initiatives In Progress and Completed

- Committed to upgrading the City's website presence including specific economic development portal
- Progressing the proposal for a Business Incubator and Co-Working space

- Providing public Wi-Fi to a number of City managed facilities: Libraries, Youth and Community Activities Building (YCAB) and Undalup Room.
- Installation of Wi-Fi that connects all areas between Art Geo, the Equinox, the Goose Café, MRBTA and Busselton Jetty Inc along the Busselton Foreshore
- Progressing the introduction of an integrated Wi-Fi systems called “City Connect” aimed at bringing all the City’s Wi-Fi networks under one system

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Strategic Community Plan KGAS: Transport – Smart, connective and accessible

Smart City Strategy Objective: A City with connected technology-enabled infrastructure for multiple modes of mobility, that innovates towards future transport modes and prioritises walking and cycling

Initiative	Lead Agency	Partner Agencies	Resource Implications and Possible Sources
Explore opportunities to install more electric and hybrid vehicle charging stations	CoB	RAC	Internal CoB resourcing
Identify opportunities to promote the Busselton region to Private Investors as a site for pilot projects / test beds	CoB	SWDC Sub-Group	Existing staff time
Advocate for smart technologies to come to the City of Busselton	CoB	Tech companies Sub-Group	Existing staff time
Liaise with mining companies about using the City of Busselton as a site for automated operations, similar to Perth Rock	CoB	Sub-Group	Existing staff time
Advocate for the implementation of undersea cable technologies from Busselton.	Telecommunications	CoB	Existing staff time
Advocate for Wi-Fi on school buses to allow children to complete homework whilst commuting	CoB Sub-Group	Department of Education Transport providers	Existing staff time
Explore a transport culture change that supports increased walking, riding etc. (ie. Walking School Bus initiatives etc.)	CoB	WACHS	Existing staff time Internal CoB resourcing
Partner with RAC to conduct a trial of the RAC Intellibus to expose residents and tourists to this as a future form of transport		CoB RAC	Existing staff time Internal CoB resourcing
Explore opportunities to facilitate the use of autonomous vehicles (ie. groceries delivered via autonomous vehicles etc.)	Sub-Group	Private businesses AV companies	Nil
Ensure conduit is installed under new and upgraded footpaths, roads etc. to facilitate the installation of fibre at a later time	CoB	Land developers	Internal CoB resourcing

Initiatives In Progress and Completed

- Working with RAC to implement a trial of the RAC Intellibus at the Busselton Foreshore
- Facilitated the installation of charging stations for electric and hybrid vehicles on the Busselton Foreshore and Dunsborough Town Site

Strategic Community Plan KGA6: Leadership – Visionary, collaborative and accountable

Smart City Strategy Objective: A global smart city with coordinated leadership and collaboration across government, industry and business, which leads the way and connects with its citizens

Initiative	Lead Agency	Partner Agencies	Resource Implications and Possible Sources
Investigate and utilise potential funding sources to achieve Smart City outcomes	CoB	SWDC RDA	Existing staff time
Advocate on behalf of the community to achieve Smart City outcomes (ie. gather information from the community about their internet speed and use this to advocate to the Telecommunication bodies for improvements)	CoB	Community Sub-Group	Existing staff time
Support staff to continually upskill to ensure the City's workforce have the knowledge and skills to continually deliver Smart City outcomes	CoB	Various training providers etc.	Internal CoB resourcing
Identify opportunities within the Smart City / Innovation Nation context that provide existing City Officers with skills and knowledge to continuously deliver Smart City objectives to the community	CoB	Various training providers etc.	Internal CoB resourcing
Maintain a digital customer feedback system, (ie. app based method for community to contact the City, report problems etc.)	CoB	App developers	Internal CoB resourcing
Facilitate upskilling in the areas of technology (ie. Tech Savvy Seniors, cyber safety for youth, business support for local businesses etc.)	CoB	BUSINESS ADVISORY SW CCI	Internal CoB resourcing
Explore innovative staff and community engagement methods to facilitate information gathering and sharing (ie. Hackathons)	CoB	CQU Sub-Group	Internal CoB resourcing
Remain 'current' with digital engagement and communication platforms (ie. continue with website, Facebook, Instagram, Twitter and YouTube, and adopt new platforms as they come on board)	CoB	Sub-Group	Internal CoB resourcing
Recognise the fast changing digital realm and adequately plan for, maintain and replace Council digital assets and infrastructure	CoB		Internal CoB resourcing

Initiatives In Progress and Completed

- Implementation of the online systems to stream line processes and increase accessibility for the community (ie. Intramaps, building and development applications, busking permits etc.)
- Engagement with the community through the City's website and social media platforms (ie. Facebook, Instagram, Twitter and YouTube)

- Implementation of the Your Say survey platform for community engagement
- Biennial Community Survey that benchmarks the performance of the City
- Use of IT resources, iPads etc., for Councillors and relevant staff to receive agendas, minutes and other information
- Implementation of an e-quotes system
- Developing a City of Busselton Investment Prospectus to inform Investors and 'Start-Ups' about the region

DRAFT

16. FINANCE AND CORPORATE SERVICES REPORT

Nil

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:	Administration Officer - Governance - Kate Dudley
AUTHORISING OFFICER:	Director Finance and Corporate Services - Tony Nottle
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 Donations Contributions and Subsidies Fund – January 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.

One application was supported in January 2019, totalling \$750.00 as outlined in the table below:

1. App. No.	2. Recipient	3. Purpose	4. Amount
January 2019			
48/1819	Dunsborough-Busselton Dung Beetles Rugby Club	Donation requested to assist with covering the cost of hosting the Golden Oldies Rugby Carnival being held at Barnard Park on 30 March 2019. Contribution provided to cover the cost of ground hire and hire of a PA system.	\$750.00
		January Total	\$750.00

At the end of January 2019, expenditure from the Donations, Contributions and Subsidies Fund for the current financial year totalled \$16,621.00 leaving a balance of \$13,379.00.

17.1.2 Current Active Tenders**2018/2019 TENDERS****RFT16/18 OLD BUTTER FACTORY REPAIR WORKS**

- Requirement – repair and rectification works to the Old Butter Factory following fire damage to the building.
- A Request for Tender was advertised on 20 October 2018 with a closing date of 9 November 2018.
- No submissions were received.
- The CEO determined that a private request for quotation be made in respect of the works.
- One response was received in respect of the request for quotation.
- Officers have completed an evaluation, recommending the contract to be awarded to Clinton Long Project Management Pty Ltd.
- Council endorsed on 30 January 2019 the officer recommendation and delegated authority to the CEO to negotiate and agree final terms and conditions with that contractor.
- It is anticipated that the contract will be awarded in February 2019.

RFT17/18 PORT GEOGRAPHE FINGER JETTY REPLACEMENT

- Requirement – the demolition of existing finger jetty or jetties (as determined by the City) located at the Port Geographe Marina boat launching facility in Busselton and the replacement of such jetty or jetties with floating pontoon style finger jetty or jetties.
- A Request for Tender was advertised on 3 November 2018 with a closing date of 20 November 2018.
- The value of the contract is not expected to exceed the CEO's delegated authority under Delegation LG3J.
- It is anticipated that a contract will be awarded in February/March 2019.

RFT18/18 EQUIPMENT FINANCE LEASE FOR NETWORK SERVERS

- Requirement – financing of network servers by way of an equipment finance lease.
- A Request for Tender was advertised on 15 December 2018 with a closing date of 10 January 2019.
- The value of the contract is not expected to exceed the CEO's delegated authority under Delegation LG3J.
- Officers have completed an evaluation and it is anticipated that a contract will be awarded in February 2019.

EOI01/18 CONSTRUCTION OF THE CITY CENTRE EASTERN LINK – STAGE 1

- Requirement – Construction of the City Centre Eastern Link Stage 1.
- An Expression of Interest was advertised on 15 December 2018 with a closing date of 22 January 2019.
- It is anticipated that the process for making a preliminary selection among prospective tenderers will be completed in February 2019.
- It is anticipated that the tender phase for acceptable tenderers will commence early in March 2019.

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.
- 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 March 2019.

OFFICER RECOMMENDATION

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

- [17.1.1 Donations Contributions and Subsidies Fund – January 2019](#)
- [17.1.2 Current Active Tenders](#)

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