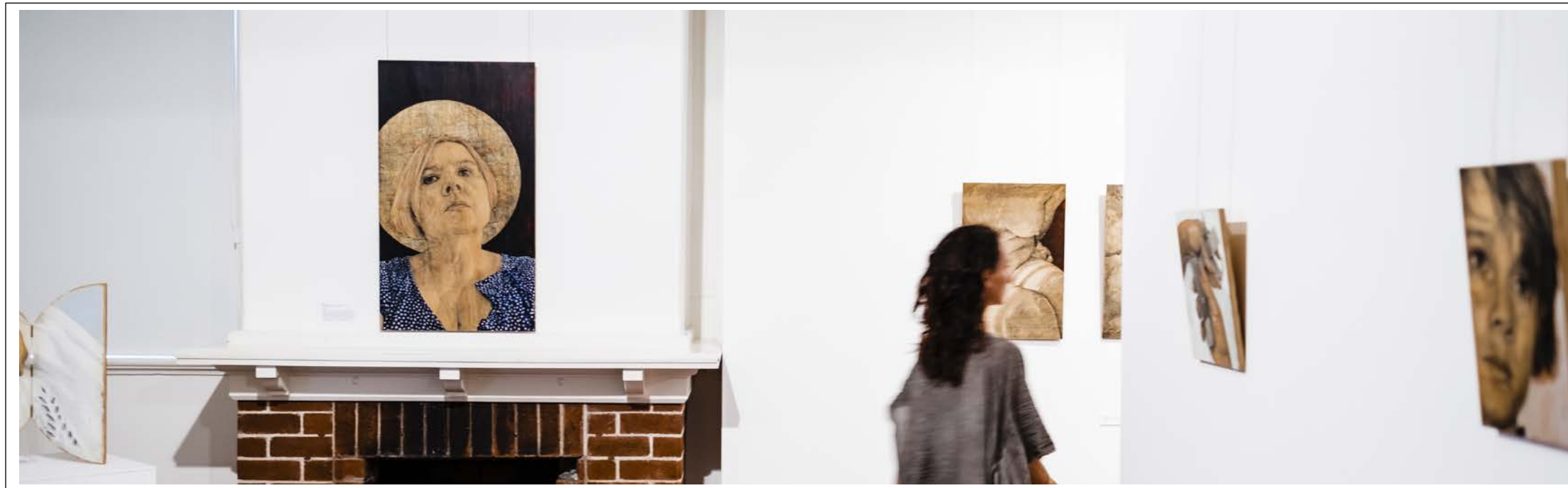


CORPORATE PERFORMANCE PROGRESS MID YEAR REPORT JULY 2019 – DECEMBER 2019



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Integrated Planning and Reporting

City of Busselton Performance Indicator Results

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INTRODUCTION

Twice a year Council reviews and assesses the performance and progress of the City's 11 corporate performance indicators.

This regular review is part of the City's Integrated Planning and Reporting framework, which guides the City's various planning processes and ensures that objectives are achieved through the effective allocation of City resources.

The diagram below illustrates how the City's integrated planning and reporting framework operates.



This publication summarises progress of the City's Corporate Business Plan and Corporate Performance Indicators for the first six months of the 2019-2020 financial year, (1 July 2019 – 31 December 2019).

INTEGRATED PLANNING AND REPORTING

The City’s Corporate Business Plan is a four year schedule of services and project implementation aligned to the six key goal areas identified in the Strategic Community Plan 2017 (Review 2019):

1. Community – Welcoming, friendly and healthy
2. Places and Spaces – Vibrant, attractive and affordable
3. Environment – Valued, conserved and enjoyed
4. Economy – Diverse, resilient and prosperous
5. Transport - Smart, connective and accessible
6. Leadership – Visionary, collaborative, accountable

Corporate Business Plan reports document the City’s achievements towards the community’s aspirational outcomes and objectives of the six key goal areas described above. The annual review of the Corporate Business Plan also enables the City to assess progress of the Plan and realign its actions in response to external influences according to the most recently available information.

PERFORMANCE INDICATOR REPORTING

I CORPORATE BUSINESS PLAN ACTION PROGRESS

88 actions are programmed for the 2019-2020 financial year. Results show that 88.63% of the 88 actions are thus far completed or on track.

<i>Measure: Percent of actions achieving milestones or targets.</i>		<i>Target: >90% on track</i>	
Action status	# of actions	% result	Total
COMPLETED	5	5.7	88.63%
ON TRACK- Action is proceeding as expected	73	82.9	
MONITOR- Action required some monitoring or additional focus but there are no real concerns or risks to the organisation.	10	11.4	
Off Track – Action has stalled or is progressing slowly with corrective action required / or there is a potential risk to the organisation.	0		
Total number of Corporate Business Plan actions programmed for 2019-2020	88		

2 FINANCIAL RATIOS

Financial ratio benchmarks ensure acceptable standards of practice. The following table compares the Integrated Planning and Reporting Advisory Standard ratio benchmarks against the financial ratios achieved to date by the City of Busselton.

Measure: "Standard" benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard.		TARGET: 100% achieved	
Category	Description	Ratio target	Ratio achieved
Operating Surplus Ratio	The extent to which the revenue raised by the City covers our expenses and contributes to funding capital resources.	>15%	40.99%
*Own Source Revenue Coverage	The City's ability to cover operating expenses from the revenue raised through our own resources. A ratio above 15% signals a degree of financial self-sufficiency that requires less external funds to fund City operations.	0.9	1.6
Current Ratio	The City's financial liquidity and ability to meet short term financial obligations by using cash or other assets not assigned for a specific purpose.	≥ 1	3.29
Debt Service Ratio	Measures our ability to generate sufficient cash to cover our debt payments.	> 5	15.82

**Own Source Revenue Coverage*

The own source coverage ratio recorded as at 31 December 2018 reflects the annual pattern of rates income received in the first quarter of 2019/2020.

A lower ratio is normal at the end of a financial year due to a decline in rates income.

3 ASSET RATIOS

The Asset Sustainability Ratio is the extent to which the assets managed by a local government are being renewed or replaced as they reach the end of their useful lives. Anything less than 90% indicates difficulty in undertaking a sustained capital investment program to renew and or replace assets. This mid year result in predominantly due to investment in capital renewal projects.

<i>Measure: "Standard" benchmark achieved as required by the Integrated Planning and Reporting Advisory Standard</i>		<i>TARGET: 100% achieved</i>
Target	Ratio achieved	
90 to 100%	82.2%	

4 AIRPORT SERVICES

<i>Measure 1: Net cost compared to budget</i>					<i>TARGET: Budget Achieved</i>
	Operating income	Operating expense (including depreciation)	Net operating result (Surplus)/Deficit (including depreciation)	Net operating result (Surplus)/Deficit (excluding depreciation)	
Forecast budget	(\$ 516,276)	\$ 712,286	\$ 196,010	(\$ 140,210)	
Actual budget	(\$ 560,576)	\$ 647,961	\$ 87,385	(\$ 261,889)	
Year to date variance (excluding commitments)	(\$ 44,300)	(\$ 64,325)	(\$ 108,625)	(\$ 121,679)	

The projected operating income for the first six months of 2019-2020 at the Busselton Margaret River Airport was \$44,300 above the projected year to date budget.

<i>Measure 2: Charter and Regular Passenger Transport (RPT) numbers</i>		<i>TARGET TREND: Increasing</i>
2018-2019 passenger numbers	2019-2020 passenger numbers	
12,761	14,447	

5 GEOGRAPHE LEISURE CENTRE

<i>Measure 1: Net cost compared to budget</i>			<i>TARGET: Budget Achieved</i>	
	Operating income	Operating expense (including depreciation)	Net operating result (Surplus)/Deficit (including depreciation)	Net operating result (Surplus)/Deficit (excluding depreciation)
Forecast budget	(\$ 1,070,270)	\$ 1,812,709	\$ 742,439	\$ 584, 679
Actual budget	(\$ 1,109,183)	\$ 1,909,322	\$ 800,139	\$ 661,435
Year to date variance (excluding commitments)	(\$ 38,913)	\$ 96,613	\$ 57,700	\$ 76,756

The Geographe Leisure Centre is achieving budget and continues to perform well. Revenue streams are exceeding budget by a total of \$38,913.

<i>Measure 2: Member numbers</i>		<i>TARGET TREND: Stable</i>
2018-2019 member numbers (July to December)	2019 -2020 member numbers (July to December)	
2,178	1,980	

A changeover of point of sale system which integrates with a new direct debit provider has seen a short-term reduction in direct debit members due to the changeover process. This deficit is reducing over time as the changeover process continues.

<i>Measure 3: Member retention</i>		<i>TARGET : 55%</i>
2018-2019 average retention rate per month (July to December)	2019-2020 average retention rate per month (July to December)	
58%	122%	

This indicator measures the retention or return of any member within a twelve month period. The continued focus on membership retention shows an average increase over the six month period of +63% with all months showing considerable increases in retention rates.

6 BUSSELTON JETTY TOURIST PARK

<i>Measure: Net position better than budget</i>		<i>TARGET: Budget achieved</i>		
	Operating income	Operating expenditure (including depreciation)	Net operating result (Surplus)/Deficit (including depreciation)	Net operating result (Surplus)/Deficit (excluding depreciation)
Forecast budget	(\$ 685,754)	\$ 455,234	(\$ 230,520)	(\$ 249,340)
Actual budget	(\$ 739,875)	\$ 389,633	(\$ 350,242)	(\$ 370,914)
Year to date variance (excluding commitments)	(\$ 54,121)	(\$ 65,601)	(\$ 119,722)	(\$ 121,574)

The operating income for the Busselton Jetty Tourist Park for the period 1 July 2019 to 31 December 2019 is \$54,120 above budget. This is due to the large amount of deposits held at the end of December and accounted for as revenue.

7 COMPLAINTS

<i>Measure 1: Number of complaints received per head of population</i>		<i>Target trend: Decreasing</i>
2018-2019 number of complaints / population	2019-2020 number of complaints / population	
$\frac{3}{37,673}^*$ 1:12,557	$\frac{8}{38,926}^*$ 1:4,866	

* Note: Population statistics are based on Australian Bureau of Statistics (ABS) data LG Region (LGA) (51260) on current population estimate. The next ABS population statistics will be released on 25 March 2020.

<i>Measure 2: Number of complaints responded to</i>	<i>Target 100%:</i>
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Target was achieved.

8 WASTE

<i>Measure: Percent of solid waste diverted from landfill (recycled/reused)</i>		TARGET TREND: 25%
2018-2019 % diverted from landfill	2019-2020 % diverted from landfill	
25.4%	26.2%	

The result achieved is typical of a mature two bin arrangement with domestic recycling available at waste facilities. However, the 700 property residential Food Organics and Garden Organics (FOGO) trial has returned positive results, which has likely contributed to the slight increase in diversion rates.

9 DEVELOPMENT ASSESSMENT

<i>Measure 1: 21 days to complete simple development applications</i>	TARGET : 100%	Result
		39.02%
<i>Measure 2: 42 calendar days to complete standard development applications</i>	TARGET : 100%	Result
		38.80%
<i>Measure 3: 70 calendar days to complete complex development applications</i>	TARGET : 100%	Result
		33.78%

The result is linked to continued high numbers of applications and enquiries over a long period. The targets were last reviewed in 2017-2018 and were designed to be challenging. The targets will be reviewed again during the last half of the 2019-2020 financial year.

10 ENERGY USE

<i>Measure: Energy plan targets determined by end of 2019-2020)</i>	TARGET: Targets Set
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The City of Busselton Energy Strategy 2020-2025 was endorsed by Council at 11 December 2019 Ordinary Council Meeting. Energy Master Plan targets are to be determined by the end of this financial year. Details of the Energy Strategy can be found at www.busselton.wa.gov.au.

11 SAFETY

<i>Measure: Lost time injury frequency rate (LTIFR)</i>		TARGET: <15
2018-2019 Lost time injury frequency rate	2019-2020 Year To Date Lost time injury frequency	Target
17.7	12.9	Achieved

While the number of LTIs is low, the severity of one of these injuries has resulted in a large number of lost time hours. The consequence of the other injuries incurred have been relatively minor.