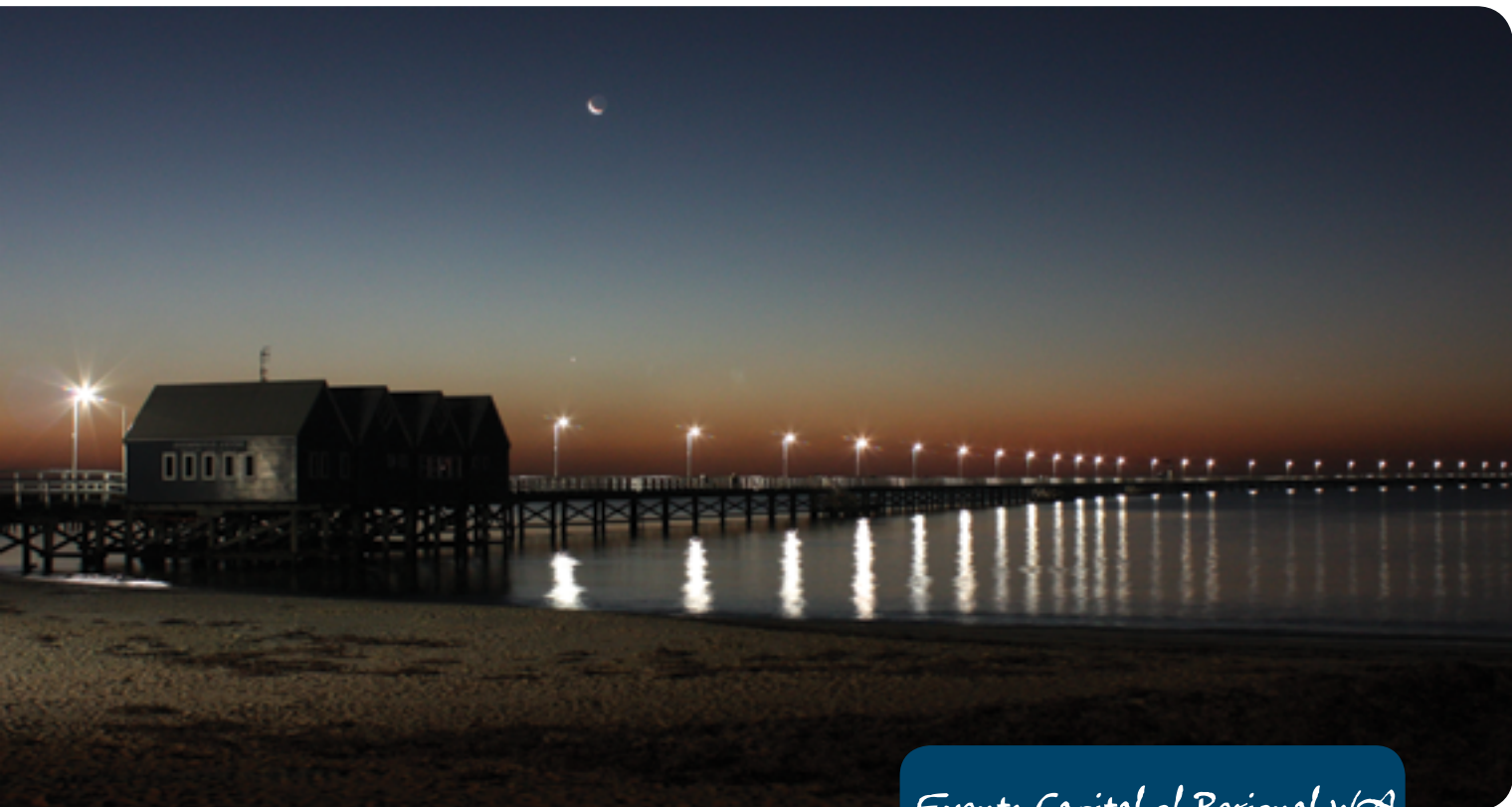


# Annual Report 2012–2013



*Events Capital of Regional WA*

## Our Vision

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.

## Our Community Values

- Honesty and integrity
- A 'can do' attitude
- Openness, transparency and accountability
- Mutual respect in everything we do
- Striving for excellence

## Our Corporate Values

- Committed to working together
- Community focus
- Empower people to make decisions
- Mutual respect in everything we do
- Pride in performance



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\* Note ~ full Financial Statements are provided as an insert at the rear of this report or can be obtained by contacting the Customer Service Centre on 9781 0444.



The City of Busselton is located in the South West corner of Western Australia, 232 kilometres south of Perth.

It covers an area of 1454 km<sup>2</sup> and is bound by the Shires of Augusta-Margaret River, Capel, Donnybrook-Balingup and Nannup.

The City district consists of two main town sites, Busselton and Dunsborough. Situated on the shores of Geographe Bay, the town of Busselton serves as the primary commercial and service centre, with a population of approximately 23,000.

22kms west of Busselton is Dunsborough, the second largest urban area, with a population of approximately 4,500. The traditional owners of the land are the Wardandi of the Noongar Aboriginal people of the South West.

Our residents enjoy access to quality services and facilities, such as aquatic and leisure centres, cultural and community facilities, sporting and recreation facilities and venues, regional

and international events, the Busselton Regional Airport and of course the iconic Busselton Jetty.

Surrounding our towns is a mix of rural residential, rural and agricultural land, national parks and coastal areas with outstanding features that include rare native plant species, wetland areas of world significance, historic landmarks and important cultural sites.

While agriculture has always been, and remains a key component of our economic profile, light industry, commerce, cultural and eco-tourism industries are playing an increasingly important role in our economic prosperity. Over the past 12 months, the provision of regional services and the presence of a sizeable Fly-In Fly-Out

workforce have also emerged as key economic drivers.

The City of Busselton is an important south west regional centre. Over the next 20 years we can expect to experience significant growth, reaching an envisaged population of around 55,000.

This year the City undertook a major step in addressing the opportunities and challenges that will no doubt arise from this predicted growth. Our Strategic Community Plan 2013, which was adopted in February 2013, sets out our ten year commitment to work together with the community to drive the development that our City will need to service a demographically diverse community and changing environment.



City of Busselton Councillors with CEO Mike Archer (centre back)

COUNCILLOR	ELECTED	TERM EXPIRY	No. OF COUNCIL MEETINGS ATTENDED (of 22 Meetings)
Cr Ian Stubbs Mayor	15 October 2011	17 October 2015	22
Cr Tom Tuffin Deputy Mayor	15 October 2011	17 October 2015	21
Cr Terry Best	17 October 2009	19 October 2013	18
Cr Gordon Bleechmore	17 October 2009	19 October 2013	22
Cr Jenny Green	15 October 2011	17 October 2015	17
Cr Grant Henley	17 October 2009	19 October 2013	21
Cr John McCallum	15 October 2011	17 October 2015	22
Cr David Reid	17 October 2009	19 October 2013	18
Cr Coralie Tarbotton	15 October 2011	17 October 2015	21
Cr David Binks	15 October 2011	1 February 2013	7 of 12 (resigned)
Cr Debra Kurmann	15 October 2011	11 October 2012	(Ministerial approval for extended leave) (resigned)

In addition to their responsibilities to attend Council meetings and to be involved in decisions made by the Council, the Councillors all serve on various Committees established by the Council, and other community groups.

**Mayor Ian Stubbs:** Chairperson of the Finance Committee and Marketing and Events Reference Group; Member of Capes Regional Organisation of Councils, Administration Building Redevelopment Working Group, Busselton Foreshore Reference Group, Local Emergency Management Committee and Tennis Club Relocation Working Group; Council representative on the Development Assessment Panel and South West Local Government Association.

**Deputy Mayor Tom Tuffin:** Deputy Chair of the Airport Advisory Committee; Member of the Policy and Legislation Committee, Capes Regional Organisation of Councils, Busselton and Sugito Sister Cities Association, Water Quality Taskforce, Local Planning Strategies Reference Group, Busselton Wetlands Project Team and Kookaburra Caravan Park Working Group; Council Representative to Citizens' Advice Bureau, Rails to Trails Committee, Higher Education Forum and Rural Clinic School.

**Councillor Terry Best:** Member of the Policy and Legislation Committee, Meelup Regional Park Management Committee, Local Emergency Management Committee, Locke Estate Working Group, Port Geographe Community Consultation Forum, Local Planning Strategies Reference Group and Waste Advisory Group; Council representative on the Development Assessment Panel and South West Local Government Association proxy.

**Councillor Gordon Bleechmore:** Chairperson of the Audit Committee and Airport Advisory Committee; Deputy Chair of the Finance Committee; Member of the Bush Fire Advisory Committee, Administration Building Redevelopment Working Group, Port Geographe Community Consultation Forum, Water Quality Taskforce, Local Emergency Management Committee, Strategic Land Review Committee and Energy Working Group; Council representative on the Rural Roads Group, Naturaliste Roadwise Committee, Rural Clinic School and Development Assessment Panel deputy.

**Councillor Jenny Green:** Member of the Finance Committee, Busselton Jetty Advisory Committee and Reference Group and Dunsborough Foreshore / Townscape Reference Group; Council representative on the Busselton Senior Citizens' Centre Board and Busselton Historical Society.

**Councillor Grant Henley:** Chairperson of the Policy and Legislation Committee; Deputy Chair of the Audit Committee, Community Resource Centre Management Committee and Reference Group; Member of the Finance Committee, Busselton Jetty Advisory Committee and Reference Group, Marketing and Events Reference Group, Locke Estate Working Group, Busselton and Sugito Sister Cities Association, Busselton Foreshore Reference Group, Kookaburra Caravan Park Working Group, Busselton Wetlands Project Team, Access and Inclusion Committee and Strategic Land Review Committee; Council representative on the Geographe Bay Tourism Association Board, South West Local Government Association proxy and Development Assessment Panel deputy.

**Councillor John McCallum:** Deputy Chairperson of the Policy and Legislation Committee; Member of the Capes Regional Organisation of Councils, Airport Advisory Committee, Meelup Regional Park Management Committee, Dunsborough Foreshore / Townscape Reference Group, Waste Advisory Group and Local Planning Strategy Reference Group.

**Councillor David Reid:** Chairperson of the Busselton Jetty Advisory Committee and Reference Group and Settlement Art Committee; Member of the Policy and Legislation Committee, Airport Advisory Committee, Community Resource Centre Management Committee and Reference Group, Bush Fire Advisory Committee, Water Quality Taskforce and Strategic Land Review Committee; Council Representative to GeoCatch.

**Councillor Coralie Tarbotton:** Member of the Finance Committee, Audit Committee, Water Quality Taskforce, Access and Inclusion Committee, Environmental Reference Group and Energy Working Group; Council representative on the Yallingup Land Conservation District Committee (LCDC).

**David Binks (former Councillor):** Deputy Chair of the Audit Committee; Member of the Finance Committee, Airport Advisory Committee and Local Planning Strategies Reference Group.

**Debra Kurmann (former Councillor):** Member of the Finance Committee, Audit Committee, Busselton Jetty Advisory Committee and Reference Group and Busselton Foreshore Reference Group.



Cr IAN STUBBS

During the year the City focused on the completion and progression of major projects across the municipality. I'm pleased to say that much has been achieved.

Both the Dunsborough and Busselton foreshores now look and feel vastly different. Work undertaken went well beyond the beautification of public facilities. Both projects involved complex engineering work including the construction of protective seawalls; the installation of sub-surface drainage and water run-off filtration systems. All this has been achieved without compromising the unique character of our iconic foreshores.

I congratulate all those involved in the foreshore projects including officers from the Engineering and Works team and the Major Projects team. I also acknowledge community groups and local businesses that provided valuable input during the design and development phase.

The opening of the Busselton Community Resource Centre was another important landmark. This eco-designed building provides a much needed home for not-for-profit groups servicing the community. The Busselton Library was also expanded and modernised with the introduction of WiFi and self-service technology.

On the basis of community feedback Council determined that the City's airport should retain the name Busselton Regional Airport. With

the Noise Management Plan for the airport accepted by the Environmental Protection Authority and the necessary security and runway upgrades undertaken, air traffic at the Busselton Regional Airport increased significantly over the past year.

The City of Busselton is now the State's largest regional FIFO workforce provider for the resources sector. The City is working with the South West Development Commission on a business case that will be presented to State Government. The aim is to secure funding for a staged upgrade that will enable the Busselton Regional Airport to accommodate regular east-west carrier services and international flights – this remains one of our most important future priorities.

After years of lobbying, the State Government announced in November that it would fund the reconfiguration of the Port Geographe groyne network and take responsibility for the marina and surrounding coastal areas. This ended many years of uncertainty and financial burden for City ratepayers. I acknowledge the vital role played by the Port Geographe Community Consultation Forum as well as City Officers involved in the annual bypassing works and the myriad of complex legal negotiations over the years.

The \$28.15M reconfiguration project will commence next financial year.

While 2012-2013 saw the City tick-off many major deliverables, a significant fish death incident in Wonnerup Estuary highlighted the depth of systemic problems associated with the management of our local waterways. To address this issue the City has taken a lead role with the establishment of a Water Quality Taskforce. Chaired by City Councillor David Reid, this taskforce has been actively lobbying the State Government to adopt a more coordinated management approach. This proactive approach will continue in 2013-2014.

In closing I thank my fellow Councillors, along with Deputy Mayor Tom Tuffin, for their hard work over the past 12 months. With the support of CEO Mike Archer, City Officers and community members, we have made great progress in this our first year as the newly proclaimed City of Busselton.



MIKE ARCHER

The City of Busselton ended the financial year in a position of financial and organisational strength. Not only did we close the year with a surplus budget; a high percentage of works, projects and programmes provided for in the 2012-2013 budget were completed on time.

This was a year marked by important strategic planning. Considerable time and effort was devoted to establishing community objectives and priorities, and planning for sustained growth over the next decade. Council adopted all of the required plans under the State Government's Integrated Planning Framework within the specified timeframes. This included the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan and Overall Asset Management Plan. These plans were developed using internal expertise working in close consultation with the community where required.

Several key projects were completed including revitalisation of the Dunsborough foreshore; expansion of the Busselton Library and the opening of the Busselton Community Resource Centre. Of special note was the completion of Stage 2(A) of the Busselton foreshore upgrade. Incorporating a new children's playground; additional parking facilities; landscaping and lighting; and restoration of the original swim jetties. This stage of the upgrade sets a high standard for future works. The City remains committed to establishing the Busselton foreshore as a world-class attraction.

**Other projects completed (or significantly progressed) this year include:**

- commencement of the geothermal heating project at the Geographe Leisure Centre;
- opening of the Dunsborough Skate Park;
- substantial progress on the remaining section of the Busselton to Dunsborough dual-use pathway;
- community infrastructure projects improving pedestrian and cycle access around schools, shopping centres, retirement villages and community recreational facilities;
- continuation of the Queen Street upgrade incorporating major landscaping and drainage work and the installation of decorative railings;
- progression of the City of Busselton Civic and Administration Building to preferred architect stage.

**Notable achievements include:**

- partnering with Rio Tinto to support a range of social programmes across the City of Busselton;
- the introduction of several new events designed to further position the City of Busselton as the Events Capital of Regional WA;
- passing and implementation of the Holiday Homes Local Law (with more than 550 applications received in 2012-2013); and
- increased revenue-raising capacity at the Busselton Regional Airport with the expansion of weekly services.

**Several important reviews and assessments were undertaken:**

- a review into youth service delivery effectively ended the City's multi-year funding arrangement with an external community group and led to the decision to employ an in-house Youth Development Officer;
- a review of external service areas resulted in the restructure of the City's external (outside) workforce and the implementation of a new supervisory structure;
- the Future Active Open Space Review identified and prioritised future requirements for active open space planning in the City; and
- the Busselton Traffic Study was undertaken to identify alternative access opportunities into the CBD.

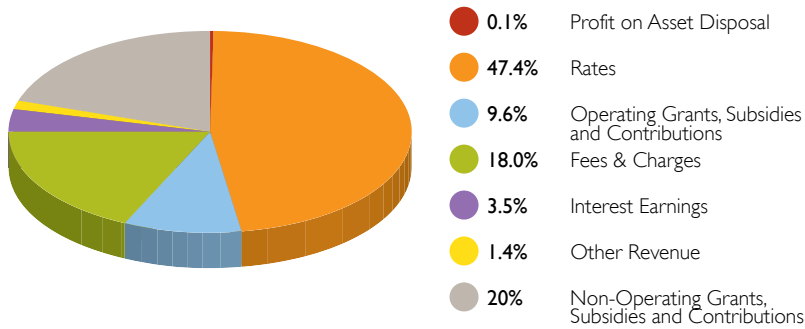
These are but a few of the highlights that characterised the 2012-2013 financial year. I express my sincerest thanks to the Mayor Ian Stubbs for his excellent leadership and guidance. I acknowledge the hard work of all City of Busselton Councillors and thank the members of my Executive Team and all City Officers who have delivered excellent outcomes for the people of this great City.

CHIEF EXECUTIVE OFFICER

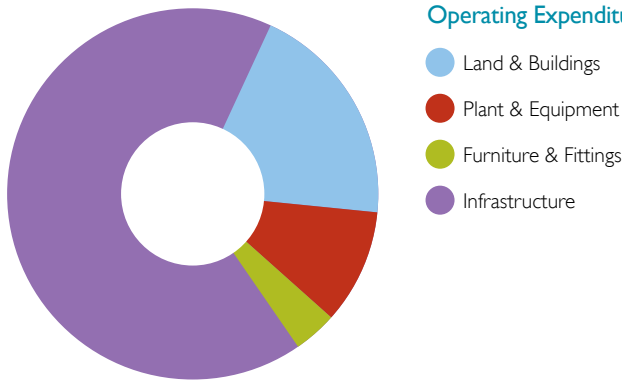
DIRECTORATE	Planning and Development Services		Community and Commercial Services		Office of the Chief Executive Officer		Engineering and Works Services		Finance and Corporate Services	
BUSINESS UNIT	Development Services	Environmental Services	Community Services	Commercial Services	Major Projects	Governance Services	Operations Services	Engineering and Facilities Services	Finance and Information Technology Services	Corporate Services
ACTIVITY UNIT	Building	Environmental Health	Community Development	Busselton Regional Airport	Major Projects	Governance Support and Inter-Council Relations	Construction and Maintenance	Asset Management	Finance	Customer Services
	Statutory Planning	Environmental Planning	Cultural Services	Economic and Business Development		Public Relations	Fleet Services	Design and Survey	Information Technology	Employee Services and Risk
	Strategic Planning	Ranger and Emergency Services	Library Services	Events			Parks and Gardens	Development Control	Rates	Legal Services
			Recreation Services	Kookaburra Caravan Park			Waste Management	Facility Services		Organisational Development
				Meelup Regional Park				Landscape Architecture		Property and Corporate Compliance
										Records and Information



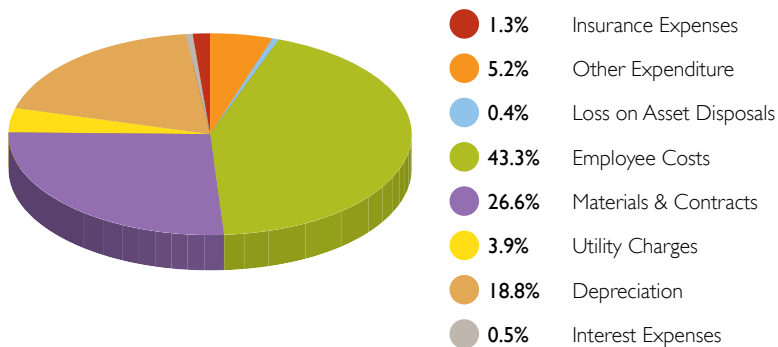
Operating Revenue



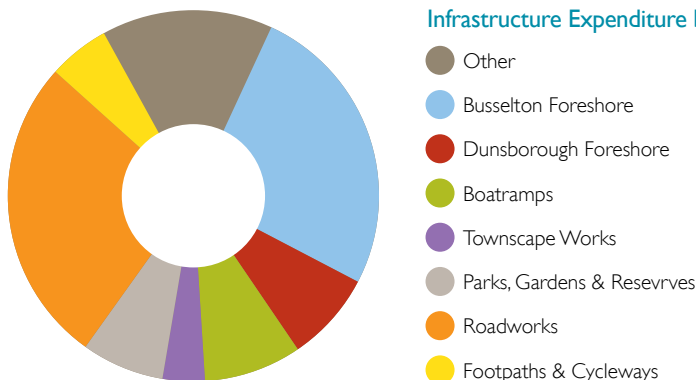
Operating Expenditure



Capital Expenditure by Class



Infrastructure Expenditure by Activity



Capital Expenditure by Class  
2012/13 Financial Year

	Actual	\$M
Land & Buildings	4,738,314	4.7
Plant & Equipment	2,397,097	2.4
Furniture & Fittings	875,965	0.9
Infrastructure	15,872,262	15.9
	<b>23,883,638</b>	<b>23.9</b>

Capital Infrastructure Expenditure  
2012/13 Financial Year

Busselton Foreshore	4,092,029	25.8%
Dunsborough Foreshore	1,242,889	7.8%
Boatramps	1,323,319	8.3%
Townscape Works	580,835	3.7%
Parks, Gardens & Reserves	1,138,517	7.2%
Roadworks	4,271,505	26.9%
Footpaths & Cycleways	853,617	5.4%
Other	2,369,551	14.9%
	<b>15,872,262</b>	

	\$	
<b>Revenue</b>		
Rates	31,449,630	47.4%
Operating Grants, Subsidies and Contributions	6,403,843	9.6%
Fees & Charges	11,987,561	18.0%
Interest Earnings	2,331,951	3.5%
Other Revenue	945,853	1.4%
Non-Operating Grants, Subsidies and Contributions	13,335,147	20.0%
Profit on Asset Disposal	67,413	0.1%
	<b>66,521,398</b>	

<b>Expenses</b>		
Employee Costs	22,225,010	43.3%
Materials & Contracts	13,687,183	26.6%
Utility Charges	2,017,256	3.9%
Depreciation	9,651,499	18.8%
Interest Expenses	248,768	0.5%
Insurance Expenses	652,286	1.3%
Other Expenditure	2,696,748	5.2%
Loss on Asset Disposals	179,975	0.4%
	<b>51,358,725</b>	

**Net Result** **15,162,673**

## Busselton Community Resource Centre

Twelve months after construction commenced, the City's \$4.9M Community Resource Centre was opened providing state-of-the-art accommodation for not-for-profit community groups. This eco-friendly building was funded by Lotterywest and project managed by the City of Busselton.



## Port Geographe

The City continued to work with the Department of Transport throughout the year to find ways to alleviate the seagrass accumulation at Port Geographe and beach erosion issues at Wonnerup. As a result, the Minister for Transport announced that the State Government would provide \$28.15M to fund the complete reconfiguration of the groynes at Port Geographe and take responsibility for the immediate coastal environment and marina harbour.



## Rio Tinto Memorandum of Understanding (MOU)

On August 24 the City of Busselton signed a MOU with Rio Tinto – the first of its kind in regional WA. This partnership includes funding support for a range of locally based social programmes and initiatives including a Fly-In-Fly-Out symposium and youth leadership and enterprise programmes.

## Busselton Foreshore Upgrade Completion Stage 2(A)

The upgrade to the western end of the Busselton foreshore was completed in time for the annual influx of visitors. Complete with new children's playground, swim jetties, promenades and landscaped picnic areas; the revitalised foreshore provided the perfect backdrop for the summer line-up of sporting and community events.



## Dunsborough Skate Park Extension

The opening of the extended Dunsborough Skate Park was the culmination of three years of planning and community involvement. Project managed and constructed by officers in the Engineering and Works Services Directorate, the world-class skating facility was officially opened by locals Brady Howlett and Reece Silver.

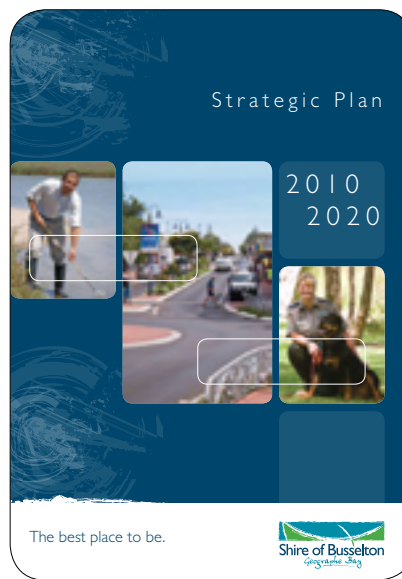


## Integrated Planning Activity

During the year the City developed five key planning documents, which together form the City's new approach to strategic planning and programme delivery. The Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Workforce Plan and Asset Management Plan align Council's direction with identified community objectives and ensure transparency and accountability.



This Annual Report 2012-2013 summarises the performance and achievements of Council and its administration between July 1, 2012 and June 30, 2013 with reference to its plan and priorities for the future.



During 2012-2013, Council, guided by the Department of Local Government's Integrated Planning Framework, undertook a comprehensive review of its strategic direction. As an outcome of this review the City has transitioned from the Strategic Plan 2010 – 2020 to the newly adopted Strategic Community Plan 2013. Strategic Planning and reporting during 2012 – 2013 has, therefore, been guided by these two key documents.

Adopted by Council on February 27, 2013, the Strategic Community Plan 2013 was developed with the assistance of significant community input and builds on the key result areas and strategic priorities outlined in the Strategic Community Plan 2010-2020.

The Strategic Community Plan 2013 is a key community planning document detailing a clear vision for the community, six key aspirational goals

and eighteen community objectives, all of which will guide Council's decision making and activities into the future.

As part of the integrated planning framework, Council also undertook a detailed corporate and financial planning process to ensure that its plan for the future was not only in line with the community's vision, but something that Council could deliver efficiently and sustainably over the coming years.

Using the Strategic Community Plan as its guiding document, a medium term Corporate Business Plan for the years 2013-2014 through to 2017-2018 has been developed, outlining how the City intends to work towards achievement of the community's long term goals and objectives. The Corporate Business Plan 2013 was informed by development of our Long Term Financial Plan 2013/2014-2022/2023, Asset

Management Plans for key asset classes, and our Workforce Plan 2013-2017. Together these five planning documents provide a 'whole of organisation' approach to strategic planning.

In future years, our Annual Report will provide a report to the community on our achievements against our Corporate Business Plan actions for the year and include an overall review of how we are meeting the community's goals and objectives shown on the opposite page.

This year we have chosen to report on outcomes as they relate to each of our Directorates. This is an interim approach, given that the Strategic Plan 2010-2020 has been replaced, but our new Corporate Business Plan is yet to have a full financial year of operation.

## Overview of Community Goals and Objectives

KEY GOALS	COMMUNITY OBJECTIVES
<b>1</b> Caring and Inclusive Community	1.1 A community where people feel safe, empowered, included and enjoy a sense of good health and wellbeing.
	1.2 A community that provides opportunities for our youth to learn, grow, work and become healthy adults.
	1.3 A community that supports healthy, active ageing and services to enhance quality of life as we age.
<b>2</b> Well Planned, Vibrant and Active Places	2.1 A City where the community has access to quality cultural, recreation, and leisure facilities and services.
	2.2 A City of shared, vibrant and well planned places that provide for diverse activity and strengthen our social connections.
	2.3 Infrastructure assets that are well maintained and responsibly managed to provide for future generations.
<b>3</b> Robust Local Economy	3.1 A strong, innovative and diversified economy that attracts people to live, work, invest and visit.
	3.2 A City recognised for its high quality events and year round tourist offerings.
	3.3 A community where local business is supported.
<b>4</b> Connected City	4.1 Transport options that provide greater links within our district and increase capacity for community participation.
	4.2 A community that is well connected to its neighbours and the broader world.
	4.3 A linked network of cycleways and pedestrian paths providing alternative transport options.
<b>5</b> Cared for and Enhanced Environment	5.1 Our natural environment is cared for and enhanced for the enjoyment of the community and visitors.
	5.2 Growth is managed sustainably and our environment is protected and enhanced as we develop.
	5.3 Environment and climate change risks and impacts are understood and managed.
<b>6</b> Open and Collaborative Leadership	6.1 A Council that engages broadly and pro-actively with the community.
	6.2 Governance systems that deliver responsible, ethical and accountable decision making.
	6.3 An organisation that is managed effectively and achieves positive outcomes for the community.

Reporting directly to the CEO are members of the Governance Services business unit and the Major Projects team.

Governance Services provides support to the Council and community by ensuring activities and services are delivered ethically and in accordance with statutory governance standards. Officers are responsible for administering City and corporate relationships including the Sister City relationship with Sugito and undertake duties relating to public relations and media liaison.

Major Projects undertake planning and management of key strategic projects and act as the City's superintendent in delivery. Working closely with the CEO and members of the City's engineering team, officers in Major Projects undertake investigative work relating to the feasibility of major projects and secure funding from various State and Federal Government agencies.



MIKE ARCHER



## Governance

Council meetings were held on 22 occasions, with three Special Meetings of Council and two Electors Meetings also convened during that time. All decisions relating to strategic direction, budget allocation and policy setting for the City of Busselton were made by Council during these meetings. Council continued its regional partnership with

the Shire of Augusta-Margaret River, with the Capes Regional Organisation of Councils (CapeROC) meeting on four occasions to advance projects of regional significance.

The Council's two standing Committees continued, with the Finance Committee providing oversight of the budgeting and financial processes, and the Policy and Legislation Committee driving the policy

development and law-making activities of the City. Both committees reported to Council, generally on a monthly basis.

The City of Busselton has completed the processes required to reduce the number of elected members to nine from eleven. This followed the resignation from the Council of Debra Kurmann in October 2012 and David Binks in February 2013.



The City enjoyed a stable period under the leadership of Mayor Ian Stubbs and Deputy Mayor Tom Tuffin, both who will continue as Councillors until October 2015, along with Cr Jenny Green, Cr John McCallum and Cr Coralie Tarbotton.

There will be four Council positions vacant at the election in October 2013, marking the end of the four year terms served by Councillors Grant Henley, David Reid, Gordon Bleechmore and Terry Best. All Councillors will be eligible to stand for re-election to the Council.

### Managing Corporate Communication

The City published its weekly 'Council for the Community' page in the local

paper. This communication channel provided information on events, Council agendas, programmes and initiatives, consultation opportunities and policy and planning amendments.

The City circulated 75 general media releases to media across the State and fed continuous information relating to specific news items to local outlets throughout the year. The Mayor, Chief Executive Officer and members of senior executive team gave media interviews on request. Media launches, briefings and dedicated photo shoots were organised to inform the public on issues of importance and community interest. Feature articles were produced for specialist publications.

The City produced two editions of the community newsletter 'Bay to Bay', and worked closely with community members and local businesses to compile the annual Down South Community Directory. Other publications included the Cape to Cape 2013 Events Calendar and regular editorial supplements in Western Councillor, Local Government Focus, various event-based, business and specialist publications.

Copies of the 2011-2012 Annual Report were posted to key stakeholders in December 2012 and made available at the electors' meetings. An electronic copy was also posted on the City's website.



### Civic Events

During the year civic events were hosted by the City to acknowledge the contribution of individuals and volunteers from groups such as SAFE, the Busselton Oral History Group and local fire-fighting brigades. Receptions were also held for visiting international, interstate and intrastate visitors including delegations from China and Rotary International.

Along with other members of Council, the Mayor officiated at many cultural, school-based and sporting events. Examples of just some of these events included CinefestOZ 2012; Ironman 70.3; Jazz by the Bay; Australia Day Celebrations; and Australian Citizenship ceremonies. Councillors also attended community and service group meetings and functions, and participated in State and National events such as Anti-Poverty Week, Walk to School Safety Day, National Volunteers Week, Asbestos Walk for Research and Awareness and the White Ribbon Road Safety campaign.

### Promoting the Interests of the City

As part of Council's commitment to engaging with young people, an educational programme on the role of local government was provided for local students. The programme involved a range of activities tailored to suit the learning objectives of participating schools. Two local schools participated in the programme this year. The City continued to strengthen its relationship with local high schools and TAFE colleges by supporting work experience students, cadets, trainees and apprentices. The City facilitated 22 work experience placements during the year.

The visibility of the City was maintained by supporting community cultural and sporting events through the City's annual sponsorship and event funding programmes. Promotional material was distributed at various functions, conferences and events nationally and internationally. City banners were displayed at events ranging from small-scale community functions to major

sporting events such as the Busselton Jetty Swim and Ironman events.

The City granted 66 separate payments from its Scholarship Fund (to the value of \$22,800) to support residents promoting the City of Busselton through sporting or cultural endeavours and local charity events.







## Major Projects

### New City Civic and Administration Building

In March 2013 Council agreed to proceed to engage a panel to develop a concept brief for the redevelopment of the existing civic and administration facilities at the Southern Drive site. The underlying aim of the brief being the assurance that the redevelopment would cater for the community's needs well into the future and maximize modern technologies. These designs may incorporate the return and refurbishment of the Civic Centre back to the community. Five concept designs were considered and a preferred architect has now been identified. Proposed funding for a new City Civic and Administration building has been included in the Long Term Financial Plan.

### Busselton Foreshore

Stage 2A of the Busselton foreshore was completed in December 2012 after

construction commenced late in 2011. Two new sets of steps providing access to the water's edge from the most western part of the Busselton foreshore redevelopment were completed in early 2013 by officers from the Engineering and Works Service Directorate. Key features of the new foreshore project included the construction of a 400 metre sea wall and a new promenade, the installation of community facilities such as barbecues, drinking fountains, shower facilities and new lighting. The foreshore redevelopment is regarded by other State and Local governments as a successful model for developing premier public open space. Work on the Busselton foreshore will remain a key focus in 2013/2014.

### Community Resource Centre (CRC)

The \$4.8M CRC project was completed toward the end of 2012 and officially opened in February 2013, with 2012-2013 expenditure totalling approximately \$2.85M. The building features a number of 'green' designs,

including solar panels, window glazing, water sensitive garden designs and energy efficient building management systems.

### Dunsborough Foreshore

The Dunsborough foreshore was reopened in February 2012 following a \$4.3M make over, which was partly funded by the State Government's Royalties for Regions programme. New facilities include lighting, beachside facilities such as seating, barbecues, a boardwalk and play equipment in Seymour Park. Geographe Bay Road was also upgraded to improve pedestrian and parking access to the foreshore.



## Create a happy, healthy, inclusive and financially robust community.

Led by Director Naomi Searle, the Community and Commercial Services Directorate is charged with the responsibility of developing and delivering quality recreational and leisure services and pursuing sustainable commercial and development opportunities. The directorate is also charged with managing the City's commercial entities including the Busselton Regional Airport, Kookaburra Caravan Park, ArtGeo Complex and the City's two community leisure centres.



**NAOMI SEARLE**  
BMgmt (Marketing); M.Tech. Mgmt

The directorate is separated into two business units. Community Services Officers oversee cultural, recreational and community development as well as library services. Commercial Services Officers are responsible for economic development, events and marketing and the management of income generating commercial entities.

## Community Services

### Social and Ageing Plan

Adopted by Council on 30 January 2013, the plan is a guide for future planning of facilities and services for youth and aged residents, the administration and promotion of our Community Bids programme and the development of a safety and security strategy for town centres and surrounding districts. A new Youth Development Officer position was approved during the year to enable the delivery of youth services, youth advocacy and consultation. Delivery of these services is expected to commence in the second half of 2013.

### Seniors/Aged

The City of Busselton continued to support the Busselton Senior

Citizens Centre (BSCC), which is now approaching 800 members. Works enclosing an old courtyard at the front of the BSCC were completed during the year to cater for the ever increasing number of visitors during the summer season.

### Disability Access and Inclusion Plan 2012-2013

Under the auspices of the Disability Access and Inclusion Plan the Dunsborough beach trekker wheelchair found a new home at Quindalup Beach, thus overcoming the need for the chair to be transported. Booking arrangements were revised and moved to the Dunsborough Visitor's Centre, which is open seven days a week.

In support of the Disabled Surfing Association's activities at Bunker Bay Beach, the City provided grant funding to the association to investigate the upgrade of the beach access boardwalk. The City then completed detailed design work and allocated funding in the 2013-2014 budget to implement the project. A grant application to Coastwest to match the funding has been submitted.

The City also completed road construction and provided fill for a new site for the Busselton Men's Shed, Rotary Sail Into Life and Disabled Surfing Association in addition to upgrading public toilet facilities to improve disability access.

Grant funding has been secured to install an Ability Whirl roundabout in Busselton and Dunsborough as well as a Birds Nest Swing in Dunsborough. The facilities, which cater for children with differing levels of physical mobility, will be installed at the newly redeveloped foreshore areas. Works are expected to commence in September 2013.

### Dunsborough Skate Park Extension

Over 800 people attended the formal opening of the Dunsborough Skate Park extension in April 2013, to coincide with National Youth Week. The extension located on Dunsborough Lakes Drive included new skate park furniture and lighting, plus a drink fountain. The City provided \$200,000 towards the upgrade, which was augmented by a \$109,000 Lotterywest grant and \$100,000 from the Department of Sport and Recreation.



### Geographe Leisure Centre (GLC)

Attendance at the GLC increased by 39,890 compared to 2011-2012, returning an annual income of \$1.438M. Gymnasium, group fitness and crèche attendances increased during the year, with the fitness department achieving a total income of \$524,302, an increase of \$124,304 on the previous year. Child care, including vacation care enrolments, increased by almost 30% to 9,223.

A decline in aquatic attendance of around 3.5% to 120,816 was due to pool maintenance issues. Learn to Swim also experienced a 30% decline in numbers due to issues related to the construction of the geothermal project.

### The Naturaliste Community Centre (NCC)

Revenue generated at the NCC increased by \$9,883. This increase can be attributed to the improved performance of aerobic and crèche programmes. Attendance was recorded as 29,740, a decline from 42,314 in the previous year. This difference can be attributed to a new approach to registering attendance during 2012-2013. As such, 29,740 will be the baseline figure used to compare attendance in ensuing years.

### Busselton and Dunsborough Libraries

The Busselton Library extension was formally opened in August 2012 with new shelf signage, carpet, automated item check in and check out and

returns facilities and an extra 250 square metres of book space. Although brief renovation closures affected both libraries, Busselton Library issues increased by 15% and membership increased by 20% over the year. Since November, internet use has increased by around 35% each month. Attendance at the Dunsborough Library increased by 12% with membership increasing by 3%. Wi-Fi, e-book and public internet use also increased over the 12 months. The net cost of library services over the year was \$1.375M.

### Sporting and Recreational Facilities

A funding application to the Department of Sport and Recreation in September 2012 resulted in the approval of \$517,000 for the development of the Barnard Park District Playing fields. Detailed planning work for the development commenced in June 2013 with construction expected to commence in September 2013. Works will include increased field size to accommodate senior sport, a turf cricket wicket on one oval, irrigation and sub-surface drainage. The area will be used by a variety of sporting and community groups including a new home to local cricket, rugby and soccer clubs as well as Busselton Fire and Rescue.





### Active Open Space

On April 15 2013 the City endorsed the development of a long-term strategy for new regional level sporting facilities either on Rendezvous Road or an expanded area of the existing Sir Stewart Bovell Park. The developments are subject to further feasibility studies.

### Safety and Security

Following evaluation of the trial CCTV surveillance cameras installed in Mitchell Park in December 2012, Council decided not to proceed with this programme. Instead, Council resolved that a Safety and Security Strategy be developed for the Busselton and Dunsborough town centres, with CCTV being part of the strategy.

Passive surveillance measures in Mitchell Park were progressed, which included the pruning of trees and assessment of lighting.

### Cultural Precinct

The annual Culture on Queen event held on May 14 showcased local talent and provided entertainment for all ages. The City contributed \$50,000 to the Busselton Settlement Art Project, which celebrates the 175th anniversary of European settlement in Busselton. The funds will assist with the 2013-2014 commissioning of the first sculpture – that of the Whaler's Wife. These life-sized statues will adorn the Cultural Precinct.

Planning for the Cultural Precinct Activation Strategy commenced early in 2013. The strategy aims to develop the area into a space that can accommodate a range of events, activities and commercial opportunities in addition to promoting a strong sense of place and cultural identity.

### ArtGeo Cultural Complex

ArtGeo's role as a thriving regional centre for visual arts and heritage continued to strengthen since the Cultural Precinct was conceived, with visitor numbers in 2012-2013 increasing

by 50% from the previous year to 24,235. Art sales grossed \$72,641, a 10% increase from 2011-2012, generating \$15,777 in commission. Total income generated from exhibition fees, studio rental, facility hire and leases was \$46,160.

Major events hosted by ArtGeo Gallery included three Art On The Move travelling exhibitions, Ozquilt's Australia Wide Three, CinefestOZ short films, and the fifth City of Busselton Acquisitive Award Signature South West. Albany artist Renée Farrant won the award for the second time. Her prize-winning work 'Cutting Edge' joins the City of Busselton Collection and now hangs in the new Community Resource Centre, alongside five former prize-winning artworks.

Five solo and group exhibitions by regional artists were staged at ArtGeo. The City of Busselton Art Collection drew considerable interest during its brief showing at the Gallery. The collection was audited and valued at over \$100,000. Landscaping of the Courtyard and Terrace Garden adjacent to the Courthouse Gallery was completed, providing much improved settings for outdoor events.





## Commercial Services

### Busselton Regional Airport

The net operating cost of the Busselton Regional Airport decreased to \$48,199 compared to \$322,810 in the previous year, primarily due to increased landing fees and new fees for passenger facilitation and screening. A one-off Federal Government grant for \$90,909 to assist with the introduction of special security legislation requirements for the Airport was also received. 6,024 aircraft landings were recorded in 2012-2013 compared to 5,986 in 2011-2012. Regular passenger transport (RPT) and Fly-In-Fly-Out (FIFO) passenger numbers increased to 17,050 compared to 10,834 in 2011-2012.

The Noise Management Plan was approved in June 2012 resulting in (FIFO) services increasing from seven to twenty per week. Work progressed on the expansion of the terminal to facilitate the introduction of security screening and the car park expansion was completed with a new car parking

management system installed. An application was made to the Federal Government to convert up to five services operating as closed charters to RPT services which will provide RPT services to and from Perth five days a week. It is hoped that RPT services can commence in October 2013 to capitalise on the peak tourist season.

Consultants were appointed to undertake a peer review of the infrastructure requirements and costs for further development and upgrades, and prepare an operational model projecting operational and capital costs, revenues and pricing structures for the Master Plan stages over the next 10 years.

### Economic Development

#### Foreshore Activation

The City issued Expressions of Interests (EOI) for café / kiosk / restaurant sites identified on the Busselton and Dunsborough foreshores as part of the Busselton and Dunsborough Foreshore Master Plans. Phase one of

the EOIs, to engage interested parties, was advertised for five months from April 2012 with the City receiving eight submissions for Busselton sites and two submissions for Dunsborough. Following consideration by City officers and the Council, the preferred respondents were selected and invited to proceed to Phase 2 of the EOI for both Busselton and Dunsborough respectively. Negotiations are continuing with the preferred applicants for Busselton and Dunsborough on the terms and conditions of their proposals.

An EOI was advertised for a short stay/hotel accommodation site located on the Busselton foreshore (Marine Terrace) from October 2012 for four months. The City received six formal registrations of interest and applicants were invited to progress to Phase 2 of the EOI. Initial consultation with interested parties has indicated that the commercial terms and conditions of the City's proposal will need to be further considered by the Council. City officers are continuing discussions with interested parties.



**Marine Berthing Facility**

During the year the City received a matching dollar for dollar Federal Quality Tourism Grant of \$33,840 to undertake a detailed feasibility study of a Marine Berthing Facility. A request for quotation was issued for the preparation of the feasibility study and has now been awarded and in progress.

**Busselton Town Centre Development**

In April 2013 a negotiated lease agreement to convert the Old Fire Station into a café was signed and plans submitted for its development. The proposed bar/café will include a courtyard area on the southern side, facing Mitchell Park. The redevelopment is expected to commence next financial year.

**Capes Regional Organisation of Councils (CapeROC )**

Through CapeROC the City continued to work with the Shire of Augusta-Margaret River to promote economic development across both districts.

A Calender of Events was produced with the aim of increasing awareness of hundreds of events occurring in the Capes region. The Capes Region Higher Education and Training Taskforce continued its efforts to attract interest from Australian Universities to consider participation in the delivery of Higher Education courses in the region. Formal interest was registered by a number of Universities and commitment to a pre-feasibility study into a dual sector

approach to higher education delivery was scoped.

A study into the cultural facility needs of the region was completed with a view to planning enhancement and refurbishment of existing facilities and the need for new facilities for the region's growing population.

Both Councils collaborated in a review of tourism directional signage and worked with the two tourism associations to prepare a discussion paper on enhancing signage to support Capes tourism businesses.

The City and the Shire of Augusta-Margaret River joined other south west municipalities in the 2013 South West Sensations promotion, an event organised by the Hon. Nola Marino MP, Member for Forrest. Representatives from Local Government and industry in the South West of WA met with Federal parliamentarians to showcase the region's food, wine, art and produce and to generally promote the region to decision makers. The Councils also collaborated to receive Royalties for Regions funding to enhance foreshore developments at Busselton, Dunsborough and Surfers Point at Margaret River.





### Events

The focus in 2012-2013 was to maintain existing events and attract new events to the region. It is estimated that event tourism generated \$42M of economic activity in the City. A total of \$232,000 was distributed in sponsorship agreements and \$90,000 allocated to the Winter Promotional Recharge marketing campaign. There were 21 new major events held, including twelve new annual and nine one-off events. There were 65 re-occurring major events, an increase of 47% compared to 2011-2012. These included premier events such as Ironman WA, Ironman 70.3, the Busselton Jetty Swim, CineféstOZ and Gourmet Escape.

### Kookaburra Caravan Park

The Kookaburra Caravan Park net operating profit for 2012-2013 was \$434,170; an increase of \$151,872 compared to the previous year. The improved performance was due to increased revenue from caravan park fees and charges associated with a rise in visitor numbers and lengths of stays.

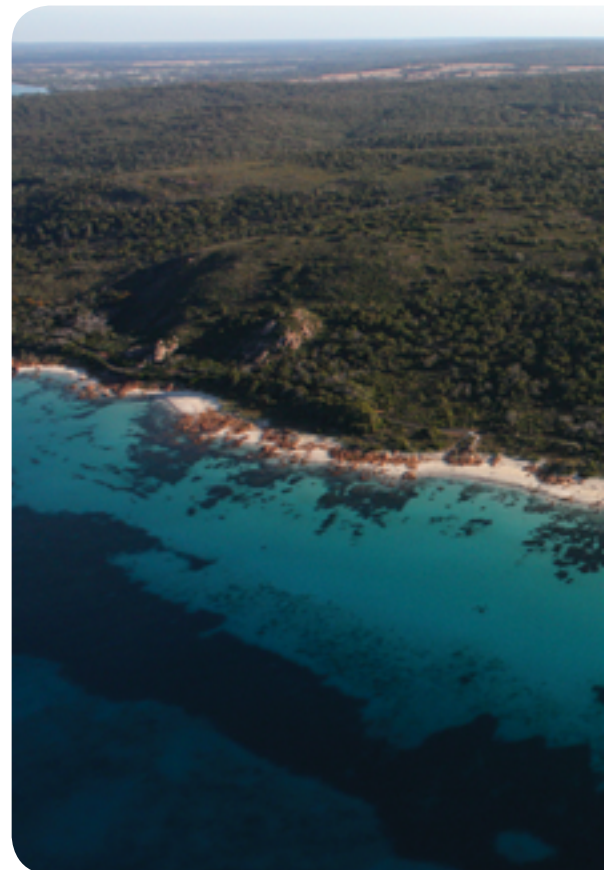
Occupancy rates for 2012-2013 were slightly higher than for the previous year.

A project to build a new Managers' residence and on-site office was completed in 2013 with the previous off-site residence and office lease terminated. The new residence/site office will mean that the managers can be based on-site 24 hours a day to assist customers if required and to ensure the safe running of the park.

### Meelup Regional Park

The 20th anniversary of Meelup Regional Park during 2012-2013 resulted in significant achievements by Meelup Regional Park Committee. A dieback survey was conducted in previously unsurveyed areas in wildlife corridors and coast between Eagle Bay and Bunker Bay. To help prevent the spread of dieback, firebreaks along a section of the Eagle Bay boundary were resurfaced with limestone. The Committee organised the planting of nearly 4,000 plants, placed mostly along coastal sites, completed weed and feral animal control programmes and installed pedestrian and bike counters around the park to monitor trail usage.

Extensions to the Meelup Beach car park were also completed, providing an additional fifteen parking bays. In celebration of the 20th anniversary, the Committee held a photo competition and moonrise picnic at Meelup Beach.



## Provide a strong organisational backbone and essential services to City ratepayers.

Director Matthew Smith leads the Finance and Corporate Service Directorate. Working closely with the CEO this directorate provides organisational leadership and ensures the City's financial accountability.



**MATTHEW SMITH**  
LLB (Hons)

The Finance and Corporate Service Directorate delivers key internal and external services essential to developing and maintaining a robust and adaptable organisation capable of servicing community needs well into the future. The directorate is comprised of two business units. Within the Finance and Information Technology Services Unit are three separate activity units responsible for: organisational finance; management and maintenance of information technology; and rates. The Corporate Service Unit is comprised of six activity units with responsibility for: customer service; employee services and risk; legal services; organisational development; property and corporate compliance; and records management.

### Corporate Services

#### Integrated Planning Framework

Five key planning documents were developed and adopted in 2012-2013 in response to changes to the Local Government Regulations introduced in 2011. The first plan adopted on February 27, 2013 was the Strategic Community Plan 2013. This preceded the adoption of the Corporate Business Plan 2013/2014-2017/2018, Asset Management Plan 2013, Long Term Financial Plan 2013/2014-2022/2023

and Workforce Plan 2013-2017, which were endorsed by Council in June 2013. Together, these plans integrate and align Council's strategies, plans and programmes with the community objectives identified in the Strategic Community Plan 2013. All the plans will be reviewed regularly, with the Strategic Community Plan 2013 proposed to be reviewed with the benefit of community engagement and feedback.

#### Human Resources and Our Workforce Plan

During 2012-2013 the City completed its workforce plan for the period 2013-2014 to 2016-2017. The Workforce Plan identifies future workforce demands over this period, analyses relevant labour supply factors and outlines a number of strategies to meet demand and to ensure attraction, retention and best use of skills through good recruitment, development and engagement of staff. These strategies are set out in section three of the Workforce Plan.

In addition human resources continued to provide a full range of services to the organisation in the areas of staff recruitment, training, performance management, employee relations and payroll.

#### Employee Remuneration

In accordance with the Local Government (Administration) Regulations 19B the City of Busselton is required to disclose in bands of \$10,000 the number of employees entitled to an annual cash salary of \$100,000 or more.

Salary Range \$	2012	2013
100,000 - 109,999	4	7
110,000 - 119,999	0	1
120,000 - 129,999	0	1
130,000 - 139,999	2	0
140,000 - 149,999	1	2
150,000 - 159,999	1	1
160,000 - 169,999	0	1
170,000 - 179,999	0	0
180,000 - 189,999	0	0
190,000 - 199,999	0	0
200,000 - 209,999	1	0
210,000 - 219,999	0	1





### Occupational Safety and Health (OSH) and Risk

In November 2012 the City was awarded a silver medal by its insurer, Local Government Insurance Services (LGIS), for the overall performance of its OHS safety systems and processes. During 2012-2013, the City continued to improve its overall safety systems and focussed on the development of a safety culture programme which will be further progressed and piloted in 2013-2014.

### Contracting and Procurement Activities

During the past year the City undertook the development of a Contracts Register. The aim of the project was the development of a register of all ongoing contracts used by the City. Now compiled, the Contracts Register can be used to capture, record and make available essential contract details across the organisation. This will result in improved recordkeeping and management of City contracts.

To effectively manage the risks associated with procurement, the City's contract and tendering templates have been reviewed on an ongoing basis. An annual external tendering and procurement audit concluded that the City was compliant with all relevant legislation.

### Records Management

The City's archive records have recently been transferred to a new purpose-built on-site facility. The new facility provides a better environment for existing records and will contribute to their long-term preservation and accessibility. The facility also provides better storage and meets the requirements of the State Records Act.

A back-scanning project, expected to commence in early 2014, will ensure timely and efficient retrieval of information as well as providing a high level of customer service both internally and externally to the City's stakeholders.

The effectiveness of the City's Electronic Document Records Management System (EDRMS), is constantly being assessed to ensure continuous improvement and that organisational requirements are being met. 89,678 documents were registered during 2012-2013 compared to 70,800 in 2011-2012.

### Legal Services

Council resolved to commence the law making process for the new City of Busselton Jetties Local Law 2013. The draft local law has been published for public comment and all the submissions received have been generally supportive of the proposed new local law.

The City applied for Governor's approval to apply the proposed new local law to the waters surrounding the Busselton Jetty. Should approval be given, Council will consider all submissions received and resolve whether to make the new local law or not.

The legal services section continued to provide a range of services to the organisation. Some highlights included:

- negotiation of the reacquisition of the Nautical Lady;
- negotiation of a water supply agreement for Dunsborough Lakes; and
- negotiating a service agreement to progress the new Busselton Womens' Refuge Project.

### National Competition Policy

Local Government is required to report annually on the implementation, application and effects of the National Competition Policy (NCP) with regard to three significant areas being: competitive neutrality; legislation review; and structural reform.

As the City did not acquire any new entities or privatise any activities during 2012-2013, there was no requirement for competitive neutrality testing. In addition, there were no NCP obligations arising from any structural reform.

The City's proposed new Jetties Local Law 2013 did require NCP testing as it contains provisions that could potentially restrict competition. The proposed new local law will provide Council with measures to effectively regulate the iconic Busselton Jetty and surrounding area as a unique tourist attraction, which is annually visited by hundreds of thousands of tourists and which could in future be used to accommodate super yachts and cruise liners. It will also provide the City with the ability to protect and improve the amenity of local residents and regulate commercial activities in the area in a fair and transparent manner.

Therefore it is considered that although the proposed new local law will to a certain extent restrict competition, the benefits of the restrictions to the community as a whole outweigh the costs.

This can only be achieved by implementing these restrictions, thus the proposed new local law is consistent with the NCP.

### Property Services

The City has been progressively reviewing and entering into new occupation agreements in relation to the Locke Estate. During the year the City entered into lease agreements in respect of 12 of the 16 Locke Estate campsites. It is anticipated leases for the remaining four will be finalised by the end of 2013.

The Busselton Community Resource Centre was completed during the year. The modern office suites were designed to accommodate community groups who had expressed an interest in the Centre and the City has successfully leased all available space to nine local organisations. The Centre houses well equipped meeting rooms that can be hired both by the lessee groups and the wider community.

A grazing lease for City owned land in Chapman Hill was completed as was a commercial lease for a new bar/restaurant in the Old Fire Station building in Queen Street. A number of leases have also been successfully negotiated between the City and community and sporting groups for the premises they occupy.





These groups include the Busselton Kart Club, the Busselton Harness Racing Club, Naturaliste Children's Community Centre and Busnet.

### Aged Housing Services

The City's community housing joint venture programme with the Department of Housing consists of 42 rental units for low income seniors. The units are situated at two locations, Winderlup Villas and Kweelam Court.

There is a strong public demand for occupation of these dwellings. During June 2013 three vacancies occurred and at June 30 a total of 31 applications remained on the wait list.

The City also owns seven aged persons units at Winderlup Court (located within the Winderlup complex) which were fully occupied during the year with no vacancies occurring. The City has nearly completed all the preliminary steps necessary to include these seven units on a separate Crown Land Title.

### Customer Services

The City continued to provide high levels of customer service to the community and to deliver a broad range of quality and efficient services.

The customer service team, as the first point of contact for customer enquiries, took 52,298 enquiries over the phone, through the mail and at the front counter and processed 20,441 receipts valued at \$27,043,687.74.

13,208 applications, including Building, Planning, Bonds, Bookings, Health and Customer Requests, were created in the 2012-2013 financial year.

With respect to customer complaints, the new Complaints Policy and improving education around what is a complaint has seen more complaints captured centrally and has better enabled the City to pro-actively address customer issues.

### Cemeteries

The Busselton Cemetery benefited with the expansion of the Lawn Cemetery area, refurbishment of the niche walls, including capping and sealing to prevent water penetration; new limestone and steel fencing and landscaping upgrades. Approximately 40 aged and dying trees were also replaced with more suitable species.

This work was undertaken by officers from the City's Engineering and Works Services Directorate.

The implementation of the first stage of the Old Busselton Cemetery (Pioneer Cemetery) Conservation Plan saw the removal of unwanted and non-native shrubs and trees, pruning and removal of dangerous material from existing trees, and new plantings of young peppermint trees.



### Port Geographe

During 2012-2013 the State Government allocated \$28.15M to fund a complete reconfiguration of the groynes at Port Geographe. This follows many years of lobbying and negotiation by the City and the community. The reconfiguration is aimed at alleviating seagrass accumulation and addressing beach erosion issues at Wonnerup. Works are due to commence in July 2013.

Ongoing discussion with the State Government regarding the State's commitment to take responsibility for coastal structures under the groyne reconfiguration resulted in a draft version of a new management deed being developed. As at June 30 the draft

was being negotiated.

The City also continued to work with stakeholders to ensure that the design of the foreshore areas on the eastern side of the groyne meets the needs and expectations of the community. The new configuration project includes a foreshore enhancement aspect.

### Finance and Information Technology Services

In addition to the ongoing provision of its core functions, the Financial Services Activity Unit was also successful in delivering a number of significant projects over the past twelve months.

#### Finance

As part of the Department of Local

Government and Communities' Integrated Planning Framework, the City was required to produce, amongst others, a long term financial plan for the ensuing ten year period. Whilst guided by the Council's Strategic Community Plan and other informing plans, the development of the Long Term Financial Plan was a complex project, requiring high levels of skill and expertise to ensure both reliability of outputs, and compliance with statutory reporting requirements.

In addition to the above, during April 2012, the use of fair value in local government financial reporting was mandated. As part of the transition, the City was required to report several asset classes at fair value, for the financial year ending June 30 2013.

This project was almost exclusively completed in-house with Finance staff guiding and co-ordinating the provision of required information. The implementation also necessitated significant changes to financial accounting systems, which were also fully completed using internal expertise.

### Information Technology

Over the year the Information Technology (IT) team undertook a number of projects to enhance community focussed technology improvements as well as the City's internal business processes.

In January, the services offered at the Busseton and Dunsborough libraries were enhanced with the installation of wireless internet access and radio frequency identification systems (RFID), which have allowed the libraries to streamline their operations through self-service checkouts and returns. Audio visual technology was installed in meeting rooms at the Community Resource Centre to ensure the community has access to high quality meeting room and training facilities.

Projects undertaken at the organisational level included the review of the regulatory business processes to accommodate legislative changes, such as the building application process and health compliance processes.

Work also progressed on the development of the IT asset management strategy. When complete, this strategy will guide the capital works component of the City's IT infrastructure expenditure.

### Rates

The Rates Department has continued to operate effectively and efficiently throughout the past 12 months.

Rates staff have worked closely with the City's ratepayers to achieve a high level of debt collection and ensured that we have offered suitable assistance and advice for those experiencing difficulties in paying their accounts.

The annual review of properties (within the respective UV/GRV rating areas)

continues to ensure that properties are being appropriately rated whilst achieving the most equitable results for both ratepayers and Council. Likewise, reviews of other Local Government rating processes were undertaken to ensure the City's rating systems and processes are contemporary and comparable.

In addition to these ongoing reviews the Rates Department is investigating the issue of rate notices via electronic means. While this process is in its early stages there is evidence of clear savings to the City especially with regard to annual postage costs. A secondary benefit in addition to a guaranteed delivery of the rating notice will be the saving in the amount of time staff currently spend issuing copy notices for returned mail and/or requests for copy notices. It is anticipated that the electronic issue of rate notices will be available in late 2013-2014 or in time for the 2014-2015 annual billing period.



## Build and maintain a great City.

Oliver Darby is the Director of the City's Engineering and Works Services Directorate (EWS). This directorate has responsibility for engineering construction and the maintenance of community assets and infrastructure including bridges, roads, and pathways; landscaping and parks; buildings, lighting and drainage; coastal infrastructure and foreshores; and waste collection and management.



OLIVER DARBY  
BEng Hons (Civil)

The directorate is comprised of two business units. Officers in Operations Services have responsibility for fleet services; parks and gardens; waste management; construction; and maintenance – these Officers are largely based at the Busselton Depot. Engineering and Facilities Service Officers have responsibility for asset management; design and survey; development control; facility services; and landscape architecture.

## Operations Services

### Construction and Maintenance

Progressing works on the Dunsborough and Busselton foreshores was a key focus in 2012-2013. At both sites the City's Construction and Maintenance Team completed all the associated earth works and construction of car parks and beach access ways. Work

also involved the demolition of the Old Nautical Lady site on the Busselton Foreshore and the reconstruction of Geographe Bay Road (from Elmore Road to Gifford Road) in Dunsborough. Officers from EWS designed and constructed the new 250m U-shaped Busselton foreshore swimming jetty and the new Scout Road jetty. While work on the Dunsborough Foreshore is now complete, the Busselton Foreshore Redevelopment Project remains ongoing. Revitalisation of the Busselton CBD continued with Queen Street (from Albert Street to Adelaide Terrace) upgraded to ensure consistency through the town centre. Works included intersection upgrades at Albert, Duchess and Kent Street including the installation of decorative railings; the development of new 'Al Fresco' seating areas; water sensitive urban design drainage improvements; landscaping and seating.

In addition to the existing footpath construction programme, Officers from EWS secured approximately \$2M in external funding to improve pedestrian access around the City. These funds were directed to school precincts, areas around retirement villages and shopping centres and included the construction of two pedestrian bridges. These works are mostly completed with the bridges to be finished in October 2013.

In addition, the Construction and Maintenance Team completed over \$7.3M of road capital and construction maintenance projects. \$400,000 was directed into carpark upgrades; \$600,000 was expended on dual use pathway and footpath projects and \$200,000 was directed toward individual drainage projects. Street light installations valued at \$200,000 were undertaken and in conjunction with MRWA, bridge repairs worth \$900,000 were completed.





The Port Geographe canal bridge which was left unfinished by the developers was completed by the City. This required additional balustrading, the installation of pedestrian and navigation lighting and structural repairs.

### Fleet

Approximately \$2.1M was spent on the replacement of major plant and equipment. Significant purchases included a new waste truck, grader, low loader and beaver tail truck. A new hook lift truck and ten additional bins were also purchased for use at the City's waste facilities. The City can now transport its own waste rather than relying on contractors.

### Parks and Gardens

The Busselton and Dunsborough foreshores were upgraded during the year. The City's Parks and Gardens Team completed the landscaping, reticulation and turf planting. They also installed new barbeques, furniture and other hardscape features. Landscaping projects at the Busselton Library and the new Busselton

Community Resource Centre were also completed. This involved the reconstruction and landscaping of the roundabout at Camileri and Stanley Street and the revitalisation of the Japanese Garden. Landscaping in and around ArtGeo was completed to enhance the Cultural Precinct. This included new shaded seating areas, a rejuvenated events space and areas for heritage interpretation. The Busselton town centre benefited from ongoing landscaping works as part of the CBD upgrade.

New gas barbeques were installed at Castle Bay, Meelup. Additionally the stairs from the main car park at Smiths Beach were upgraded to ensure universal access to the new beach look out. The playground at Longland's Park in Busselton was replaced and the construction of a new playground at Cape Rise public open space commenced. The Parks and Gardens Team played a pivotal role in the Dunsborough Skate Park upgrade. This major project involved the expansion of the existing facility including new skating bowls, furniture, lighting and landscaping.

Work on the first stage of the Yallingup foreshore upgrade commenced with the renewal and upgrade of non-compliant play equipment. The new playground focusses on the use of natural and recycled resources. When complete it will feature an interactive wave wall, climbing wall and mud pools, a tunnel and timber fort.

### Waste and recycling

The City collected 42,139 tonnes of waste in 2012-2013. Of this 27,244 tonnes (64.7%) went to landfill, while 11,416 tonnes (27%) was recycled. The remaining 3,479 tonnes collected was in the form of liquid waste. This component of waste increased in volume by 22% compared to 2011-2012.



The amount of construction and demolition waste collected decreased by 1,548 tonnes (29.5%) compared to the previous year. The closing down of the building waste stockpile at the Busselton Waste Management Facility and the decision to only accept this type of waste at the Dunsborough site had an impact on this figure. The volume of building waste collected decreased by 1,875 tonnes compared to 2011-2012. This is partly due to the fact that the City is now sorting and recycling more of this type of waste material. Commercial landfill waste increased by 1,006 tonnes compared to 2011-2012.

Of the 11,416 tonnes of waste recycled, 3,917 tonnes (34%) was collected in the yellow top recycle bins - an increase of 76 tonnes from last year. The amount of e-waste recycled declined by 7 tonnes to 129 tonnes, however, glass recycling increased by 2 tonnes to 123 tonnes. Recycled oil increased by 7,000 litres to 29,000 litres and cardboard recycling increased by 5 tonnes to 17 tonnes.

A joint study into options for a regional waste facility commenced through CapeROC. The study will determine the benefits (or otherwise) of a regional waste facility developed in association with the Shire of Augusta-Margaret River. The study will identify potential future sites and research remains ongoing.

Further designs have been developed and submitted to the DEC (now Department of Environmental Regulation) for the construction of the new landfill cell at Vidler Road, Dunsborough. Rehabilitation plans for both the Busselton and Dunsborough waste sites have been submitted to the DER for approval. The Busselton (Rendezvous Road) Waste Facility was

successfully developed into a transfer station. Landfill ceased at the site on June 30, 2012. Plans are currently being developed to improve the useability and operation of the transfer station.

Construction of the new septage ponds at Dunsborough commenced and will be completed in the 2013-2014 financial year.

## Engineering and Facilities Services

### Asset Management

During 2012-2013 considerable effort went into collecting, maintaining and assimilating condition and construction data to plan for the community's future asset requirements. At a Special Council Meeting on June 26 2013, Council adopted the Overall Asset Management Plan and Individual (five year) Asset Management Plans for roads, buildings, parks and gardens. These plans will be subject to regular review and refinement.

High speed data regarding road conditions and road networks, footpaths, and related infrastructure was also captured. This data will assist with the strategic management of the City's roads. Existing data bases for coastal protection structures, boat ramps, footpaths and cycle ways were also enhanced during 2012-2013.

### Dual Use Paths and Footpaths

The construction of the remaining portion of the Busselton to Dunsborough dual use pathway (between the Quindalup A Class Reserve and Annie Brook Drain/Toby Inlet) commenced.

The project consists of approximately 1.2km of dual use pathway and a pedestrian bridge spanning approximately 45m crossing Toby Inlet. The project, which is costed at approximately \$1.5M, was initially expected to take four years to complete. However, construction has been fast-tracked with grant funding from the Department of Transport, Regional Bicycle Network Scheme. It's anticipated that the remainder of the works on the dual use pathway, including the bridge, should be completed in October 2013.

### Design and Survey

A traffic study looking at alternative vehicle access into Busselton and traffic management on the Bussell Highway was completed during the year. The study looked at the impact of population growth on the town's road networks over short, medium and long-term time frames. Over 90 different road models were examined as possible access and traffic management combinations. The functionality of intersections located along Bussell Highway was also assessed and future upgrades recommended. Council is expected to consider the outcomes of this study early in the 2013-2014 financial year.

### Development Control

#### Coastal and Boating Facilities

The Capes Regional Boating Study investigated coastal facilities across the City of Busselton and the Shire of Augusta-Margaret River. Initiated by CapeROC, the results of this study have been used to access funding for boat ramp upgrades from the Department of Transport, Recreational Boating



Facility Scheme (RBFS) and Department of Regional Development and Lands – Country Local Government Funding schemes.

The following coastal infrastructure projects were progressed during the 2012-2013 Financial Year:

- The Capes Regional Boating Demand Study – this study provides a basis for future maritime planning in the region particularly in Dunsborough, Quindalup and Port Geographe where there are definite periods of peak demand.
- Eagle Bay/Canal Rocks Finger Jetty Planning and Design Study – this study has identified a suitable location for an additional finger jetty to aid the evacuation of people injured at sea in the Capes area. At this point in time the study is yet to be endorsed by Council.
- Dunsborough Regional Boating Facility Planning Study – the study investigated a site for a new regional boat ramp in Dunsborough. This report is nearing completion.
- Port Geographe Parking Requirement Planning Study – the City received grant funding for a car park planning study and design for Port Geographe.
- Boat Ramp Upgrades:
  - Quindalup Sea Rescue Boat Ramp – ramp access improvements, additional seasonal car parking and improved traffic management, completed in December 2012.
  - Georgette Street and Dolphin Road Boat Ramps – access improvements and installation of a removable ramp suitable for use in peak season and removal over winter, completed in December 2012.

- Old Dunsborough Boat Ramp and Finger Jetty – minor improvements to the boat ramp and construction of a finger jetty, completed in May 2013.
- Abbey Boat Ramp (Newtown Beach) – construction of an additional ramp, new jetty, additional seasonal parking and a protective seawall, completed in May 2013.

### Rails To Trails

A 106km recreational trail of world-class standard has been proposed to commemorate the heritage and environmental value of the former State Government railway that ran from Geographe Bay, Busselton to Flinders Bay, Augusta. The Rail-Trail Steering Committee (consisting of representatives from the City of Busselton, Shire of Augusta-Margaret River and the National Trust of Australia (WA) worked with consultants to prepare a master plan for development of the trail.

The master plan consists of a trail development plan, environmental plans, interpretation plan, Aboriginal heritage assessment and land tenure report. All documents have been finalised. Together with the summary report, the master plan has been advertised for public submissions. A final recommendation report is expected to be made to the respective Councils by September 2013.

### Facilities Services

The City's Facility Team commenced management and construction of the GLC Geothermal Project which will heat the GLC swimming pools using heat extracted from water deep underground. The project includes installation of 1,400m of thermally

insulated pipe and heat exchangers. The project is due for completion in November 2013.

An eight month project at the Dunsborough Community Hall was completed during the year resulting in the refurbishment of the ablution block and the installation of additional storage space at the hall. Work to remodel the rear courtyard of the Naturaliste Community Centre was also completed along with the erection of new shade sails to alleviate extreme sun exposure in the foyer area.

The Busselton Museum (Old Butter Factory) chimney stack was re-engineered according to current Australian standards and building regulations and the museum's front entry statement was remodelled to improve disabled access. The refurbishment and upgrade of facilities at the Weld Theatre was completed with the removal of asbestos from the rear of the building and completion of the front façade.

At the Kookaburra Caravan Park the diesel hot water boilers at Parks 1 and 3 were removed and replaced with new solar units partially funded by a Federal Government grant. The male and female ablution blocks at Kookaburra Park 2 were refurbished. Electrical works were completed at Churchill Park. This involved the installation of new cables and power meters to improve the monitoring of electricity usage. Two new Western Power supplies were also installed.

## Ensure appropriate and beneficial development of the City.

The Planning and Development Service Directorate is led by Director Paul Needham. The Directorate is comprised of two business units – Development Services and Environmental Services.



**PAUL NEEDHAM**

BA (Urban and regional Studies);  
Postgraduate Diploma (Policy Studies);  
MA (City Policy)

Development Services provide statutory and strategic planning services to the City and to the community in accordance with the City's planning policies. This business unit also ensures building developments within the City meet all statutory requirements.

The Environmental Service Business Unit is comprised of three services. Environmental Health ensures public health standards across the City are maintained. Environmental Planning ensure the sustainable development and management of the City's natural assets, such as reserves and waterways. Ranger and Emergency Services protect the community through educational

programmes, the enforcement of local laws and adherence to relevant emergency management plans.

## Development Services

### Planning and Development

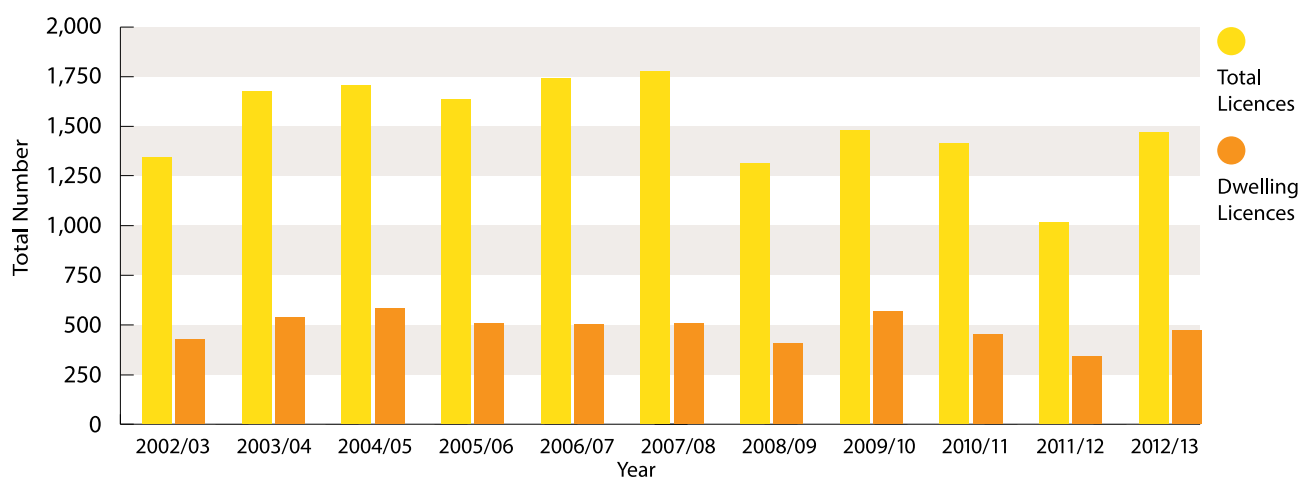
In 2012-2013 the City received 982 planning applications, with the number being significantly influenced by a one off boost of 560 holiday home planning applications. Commercial applications remained low and the overall value of development, partly as consequence of the low commercial activity, has remained lower than the equivalent

value of development before the global financial crisis.

The total number of building permits approved in 2012-2013 was 1,466, including 469 new dwellings. This was an increase on the figures of 1,015 and 338 respectively in 2011-2012. These figures are demonstrated in the graph below, which shows the total number of building licences in each of the past 11 financial years.

In 2012-2013, four Development Guide plans were approved and 60 subdivision applications were made with a total of 390 allotments proposed.

City Of Busselton. Total Permits Issued – Building And Dwellings





### Local Planning Strategy

In 2012-2013 the City continued to progress its Local Planning Strategy. A series of community workshops on future development options for the City were completed in March 2013. The results of the workshops are expected to be presented in draft format to the community before the end of 2013.

### Busselton and Dunsborough Town Centres

Community workshops were held in April 2013 to focus on the future development of the Dunsborough and Busselton town centres. The workshops looked at a range of issues that have direct bearing on how the community accesses, enjoys and conducts business in both towns.

### New Town Planning Scheme

Steady progress continued towards the final approval of the City's new town planning scheme, Scheme 21, as the comprehensive but policy neutral replacement of current Scheme 20. A total of 17 Scheme amendments preceding Scheme 21 were endorsed and gazetted in 2012-2013. Approval of Scheme 21 is anticipated in late 2013, however, until approval is received a moratorium on new scheme amendments will remain.

## Environmental Services

### Environmental Health

During 2012-2013 the City's Environmental Health Services implemented a wide variety of health programmes and performed statutory functions including inspections, investigations and sampling programmes detailed below.

A notable result in 2012-2013 was the decrease in disease control investigations compared to 2011-2012, which can be attributed to the reduced number of local incidences of Ross River Virus and Barmah Forest Virus.

Health Programme	Statutory Function	Number 2012-2013	Number 2011-2012
Safe Accommodation	Lodging houses, caravan parks and public buildings	104	71
Safe Food	Food Premises and temporary food stalls	599	578
	Food sampled and unsafe food recalls from sale	56	108
Safe Events	Events and festivals compliance and public safety.	135	78
Safe Water	Investigation and sampling of recreational swimming pool water	1710	1670
Safe Disposal of Effluent	Onsite effluent disposal and grey water reuse systems	146	134
Disease control	Investigation of food poisoning (Salmonella, Campylobacter and Giardia) and notifiable infectious diseases	16	42
Pollution Compliance	Environmental nuisance including community noise, asbestos and environmental pollution.	42	128



### Mosquito Management

A Mosquito Control Programme was conducted between August 2012 and February 2013 to reduce the incidence of mosquito borne illness within the community. During this period, two aerial (helicopter) treatments of larvicide were applied to approximately 180 hectares of known mosquito breeding areas. These treatments were the result of ongoing monitoring and were timed to coincide with peak emergence of mosquito larvae, to reduce mosquito numbers and the

incidence of Ross River Virus and Barmah Forest Virus.

The City also conducted health promotion activities including a comprehensive media campaign (radio, television, cinema and drive in advertising) focusing on controlling mosquito breeding around the home and self-protection from mosquitoes, contributing to the success of the Mosquito Control Programme.

### Ranger Responses

Our role in ensuring public safety was actively promoted by school workshops, emergency response exercises and the annual Fire and Emergency Services Expo, with an emphasis on education and community engagement.

Increasing awareness and growing community intolerance of dog attack and anti-social dog behaviour resulted in the investigation of 1,320 dog and cat related matters and 61 reports of dog attack. These activities resulted in 430 infringements and 231 warnings being issued to persons responsible for the control of the animals. 409 dogs and cats were also impounded. A further 2,302 infringements and 331 warnings for breaches of other laws relating to bush fire, litter, parking, camping and local government property were issued, with the City instigating court proceedings for 29 offences over the year.

### Bushfire Safety and Management

As part our commitment to building the community's capacity to prevent, respond and recover from fire emergencies, the City worked closely with the Department of Fire and

Emergency Services to reduce the risk and impact of fire on the community. New facilities were also provided for the Yoongarillup Bushfire Brigade and the Hithergreen, Yallingup Coastal and Dunsborough brigade's facilities were upgraded.

The City worked closely with fire and emergency services personnel to deliver a rigorous and ongoing bushfire awareness campaign in an effort to encourage home owners to take greater responsibility and prepare themselves and their property for the fire season.

The effectiveness of the City's Bushfire Prevention Strategy to increase fire awareness within the community resulted in an increased level of property compliance during the 2012-2013 fire season. Compared to the previous fire season overall, there was a larger number of compliant properties in high fire risk areas.

An Emergency Services Expo was held at Lions Park, Dunsborough in October 2012. The Expo was held in conjunction with local markets which made for a fun family day that provided a great opportunity to learn more about ways to safe-guard your family, property, pets and livestock from the threat of bushfire.

The City of Busselton Volunteer Bush Fire Brigades continued to provide a vital response to fire emergencies with brigades attending 75 fire incidents during the year. The most significant fire incidents were the Roy Road, Margaret River Dairy Company, Doyle Road, Siesta Park and Ambergate Reserve fires.

## Emergency Management

During 2012-2013 a major emergency exercise involving all emergency personnel was undertaken to test airport emergency management procedures and evaluate the City's emergency procedures at the Busseton Airport. The City is grateful for the support of emergency agencies and community volunteers for their involvement in this exercise.

The City's Local Emergency Management Committee (LEMC) has continued to meet throughout the year to plan for emergencies and enhance operational relationships between agencies that will be involved in responding to, or assisting in the recovery from, an emergency incident that may occur within our City.

## Energy Action Plan

From July 1 2012 to June 30 2013, the City produced an estimated 5897.16 tonnes of greenhouse gas emissions and spent \$2,117,871.36 on energy. This is an increase on the 2011-2012 figures of 5810.36 tonnes of estimated greenhouse gas emissions and \$1,981,164 of energy costs. The rising cost of electricity and LPG fuel contributed to this increase. In 2012-2013 58% of carbon emissions produced by the City came from the use of electricity in community buildings and street lighting, followed by diesel emissions from the City's fleet (29%). Our target per capita of greenhouse gas emissions is 0.115 tonnes by 2015-2016. The City paid an additional \$85,550 in electricity and gas costs following the introduction of the carbon price in July 2012.

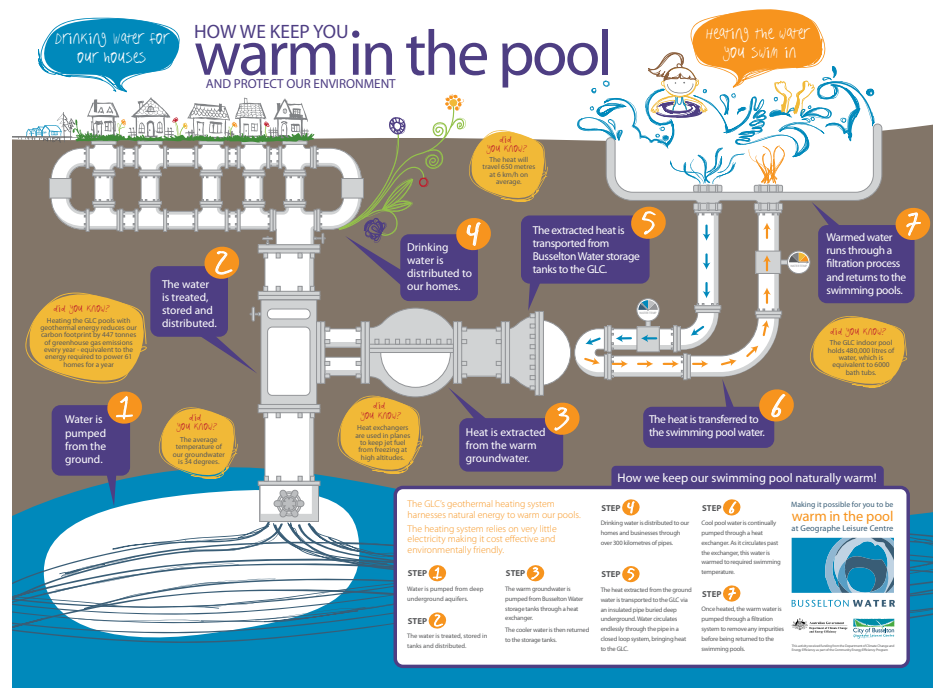
Initiatives completed during the year to manage our greenhouse gas emissions include the upgrade of photoelectric cells on ablution blocks, reprogramming of air-conditioning and lighting schedules at the CRC to reduce non-essential services and planning and procurement of lighting for installation at Bovell Oval 3. In June, \$20,000 was received from the Australian Government Local Government Energy Efficiency Programme to retrofit old and inefficient electric hot water systems with solar hot water systems at the Kookaburra Caravan Park and Winderlup Villas (Aged Persons Homes). The new solar hot water systems will achieve energy savings in the order of 60 - 80% per year. Both systems will pay for themselves in less than 4 years.

## Geothermal Project

The City secured \$533,206 from the Australian Government Community

Energy Efficiency programme for the construction of a geothermal heat exchange system at the Geographe Leisure Centre. The system will recover natural heat from water extracted from deep underground to heat the indoor and outdoor pools, and the interior of the buildings at the Geographe Leisure Centre.

This represents an important milestone in the City's progress toward promoting and utilising greener and more efficient energy sources. The new system will save an estimated 447 tonnes of greenhouse gas emissions per annum – the equivalent of powering 60 homes for a whole year. Based on our current population, this represents a further 5% per capita reduction in emissions. A new pool blanket for the indoor pool will help maintain pool heat overnight. The system is expected to be operational by November 2013.





### Foreshore and Bushland Management

Extensive revegetation was carried out during the winter of 2012 and 2013 with more than 16,000 local native seedlings planted in foreshore reserves from Dunsborough to Wonnerup and bushland reserves throughout the district. Many revegetation projects were completed with assistance from local community groups.

Involvement of the not-for-profit organisation 'Growing Towards Wellness' continued on the East Busselton foreshore, with more plantings and maintenance works completed during the year, with support from the City and the Department of Training and Workforce Development.

Rehabilitation works were carried out with assistance from the Busselton Naturalists Club and the Geographe Community Landcare Nursery in Ambergate Reserve after a fire devastated the northern section of the reserve.

A targeted fox control programme was implemented in Big Rock Reserve, with support from adjacent landowners and the Friends of Big Rock Reserve.



The baiting programme resulted in a significant reduction in fox numbers, and associated predation on native wildlife and local poultry. Weed control was carried out in high value reserves, such as the Vasse-Yallingup Siding, Yoongarillup Reserve, Ruabon-Tutunup Reserve, the Old Police Reserve and Dugalup Brook. Significant improvements have been observed, with regular and ongoing follow up treatments.

### Wetlands Demonstration Site and Trails Project

In partnership with the Busselton Wetlands Project Team, significant progress was made on the Wetlands Demonstration Site with the completion of lime stone walk trials to provide access through the wetland. When complete, the Wetlands Demonstration Site will provide eco-tourism, scientific and educational opportunities to raise community awareness of the significant environmental and biodiversity values of the Busselton wetland and to demonstrate best practice wetland rehabilitation and management techniques.

The Vasse River East Trail was also extended and now connects to the bird hide that has been constructed at Pioneer Cove.

### Water Quality Improvement

In 2012, the City Council formed a Taskforce to ensure the restoration of water quality in the City's waterways and wetlands. In 2012-2013 the Water Quality Taskforce worked with a range of government agencies and highlighted the urgent need for action, citing the fish kill that occurred in April 2013 near the Vasse Estuary floodgates.

Preparations were also made for further water quality improvement trials to treat algal blooms that occur in the Lower Vasse River during summer. Nutrient levels, algal densities and effect on sediment will be measured to determine the effectiveness of these treatments.

### Improving Western Ringtail Possum Habitat

Residents again supported the City's Street Tree Programme during the year. The 2013 programme resulted in 663 trees being planted on road verges in residential areas from Dunsborough to Port Geographe, enhancing visual amenity and providing shade and habitat for the threatened Western Ringtail Possum.



## PARTNERS

Clifton M. Anderson FCA, JP	Stuart Fricker CPA, GAICD
Stephen FJ Down CA	Tim Partridge FCA
Shaun G. O'Callaghan CA	Maria Cavallo CA
Peter Manolas CPA, CTA (Master of Taxation Law)	Shane Kaurin CPA

## REPORT OF THE INDEPENDENT AUDITOR ON THE SUMMARY FINANCIAL STATEMENTS TO THE ELECTORS OF THE CITY OF BUSSELTON

### Report on the Summary of Financial Statements

The accompanying summary financial statements, which comprises the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity, statement of cash flows and rate setting statement for the year then ended and statement by chief executive officer, are derived from the audited financial report of the City of Busselton for the year ended 30 June 2013. We expressed an unmodified audit opinion on that financial report in our report dated 4 October 2013. Those financial reports, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

The summary financial statements do not contain all the disclosures required by the Local Government Act 1995 (as amended) and Accounting Standards. Reading the summary financial statements, therefore, is not a substitute for reading the audited financial report of the City of Busselton.

### Council's Responsibility for the Summary Financial Statements

Council is responsible for the preparation of a summary of the audited financial report in accordance with the Local Government Act 1995 (as amended) and Australian Accounting Standards.

### Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance with Auditing Standard ASA 810 *Engagements to Report on Summary Financial Statements*.

### Opinion

In our opinion, the summary financial statements derived from the audited financial report of the City of Busselton for the year ended 30 June 2013 are consistent, in all material respects, with that audited financial report, in accordance with the Local Government Act 1995 (as amended) and Australian Accounting Standards.

### AMD Chartered Accountants

**TIM PARTRIDGE**  
Partner

Bunbury, Western Australia

On this 4<sup>th</sup> day of October 2013



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**City of Busselton**

**Financial Report**

**For the Year Ended 30<sup>th</sup> June 2013**

**LOCAL GOVERNMENT ACT 1995**

**LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996**

**STATEMENT BY CHIEF EXECUTIVE OFFICER**

The attached financial report of the City of Busselton being the annual financial report and supporting notes and other information for the financial year ended 30th June 2013 are in my opinion properly drawn up to present fairly the financial position of the City of Busselton at 30th June 2013 and the results of the operations for the financial year then ended in accordance with the Australian Accounting Standards and comply with the provisions of the Local Government Act 1995 and the regulations under that Act.

Signed on the 3rd day of October 2013



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Mike Archer  
Chief Executive Officer



## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Statement of Comprehensive Income by Nature or Type

	Note	2013 Actual \$	2013 Budget \$	2012 Actual \$
<b>REVENUE</b>				
Rates	24	31,449,630	31,394,843	29,693,215
Operating Grants, Subsidies and Contributions	30	6,403,843	3,161,531	5,106,374
Fees and Charges	29	11,987,561	11,222,190	9,068,263
Interest Earnings	2(a)	2,331,951	2,590,000	3,220,035
Other Revenue		945,853	815,315	464,029
		<b>53,118,838</b>	<b>49,183,879</b>	<b>47,551,916</b>
<b>EXPENSES</b>				
Employee Costs		(22,225,010)	(22,230,287)	(20,554,327)
Materials and Contracts		(13,687,183)	(12,288,645)	(12,365,499)
Utility Charges		(2,017,256)	(2,040,074)	(1,682,740)
Depreciation on Non-Current Assets	2(a)	(9,651,499)	(9,141,860)	(8,261,752)
Loss on Redemption of Financial Assets	4	0	0	(10,075)
Interest Expenses	2(a)	(248,768)	(275,721)	(289,461)
Insurance Expenses		(652,286)	(656,942)	(600,730)
Other Expenditure		(2,696,748)	(760,450)	(279,191)
		<b>(51,178,750)</b>	<b>(47,393,979)</b>	<b>(44,043,775)</b>
		<b>1,940,088</b>	<b>1,789,900</b>	<b>3,508,141</b>
Non-Operating Grants, Subsidies and Contributions	30	13,335,147	22,042,582	8,200,267
Fair value adjustments to assets through profit or loss	2(a)	(1,068,568)	0	0
Profit on Asset Disposals	22	67,413	56,834	164,962
Loss on Asset Disposals	22	(179,975)	(161,017)	(96,044)
		<b>12,154,017</b>	<b>21,938,399</b>	<b>8,269,185</b>
<b>NET RESULT</b>		<b>14,094,105</b>	<b>23,728,299</b>	<b>11,777,326</b>
<b>Other Comprehensive Income</b>				
Change on revaluation of non-current assets	14	196,941	0	0
<b>Total Other Comprehensive Income</b>		<b>196,941</b>	<b>0</b>	<b>0</b>
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>14,291,046</b>	<b>23,728,299</b>	<b>11,777,326</b>

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Statement of Comprehensive Income by Program

	Note	2013 Actual \$	2013 Budget \$	2012 Actual \$
<b>Revenue</b>				
General Purpose Funding		36,457,885	35,680,829	35,450,450
Governance		262,851	77,637	649,143
Law, Order & Public Safety		671,652	462,850	471,922
Health		199,306	147,496	192,071
Education and Welfare		2,678	2,896	3,049
Housing		387,453	392,940	366,592
Community Amenities		7,492,754	6,886,195	5,135,706
Recreation and Culture		3,022,663	2,859,145	1,891,751
Transport		2,526,813	705,767	1,460,398
Economic Services		1,752,064	1,770,591	1,614,623
Other Property and Services		342,719	197,533	316,211
		<b>53,118,838</b>	<b>49,183,879</b>	<b>47,551,916</b>
<b>Expenses Excluding Finance Costs</b>				
General Purpose Funding		(849,146)	(886,918)	(1,027,793)
Governance		(6,357,120)	(4,707,735)	(4,122,713)
Law, Order & Public Safety		(2,227,368)	(2,052,078)	(1,917,619)
Health		(975,642)	(1,035,126)	(897,672)
Education and Welfare		(214,204)	(221,276)	(216,065)
Housing		(257,906)	(310,989)	(300,935)
Community Amenities		(10,321,046)	(9,686,108)	(8,227,076)
Recreation and Culture		(12,478,290)	(12,240,927)	(10,724,863)
Transport		(13,992,287)	(12,293,130)	(12,335,214)
Economic Services		(3,086,533)	(3,215,270)	(3,011,385)
Other Property and Services		(1,239,008)	(468,701)	(972,979)
		<b>(51,998,550)</b>	<b>(47,118,258)</b>	<b>(43,754,314)</b>
<b>Finance Costs</b>				
	2(a)			
Education and Welfare		(1,233)	(1,233)	(3,131)
Community Amenities		(20,315)	(20,315)	(35,007)
Recreation and Culture		(220,188)	(247,141)	(243,078)
Economic Services		(7,032)	(7,032)	(8,245)
		<b>(248,768)</b>	<b>(275,721)</b>	<b>(289,461)</b>
<b>Non-Operating Grants, Subsidies &amp; Contributions</b>				
	30			
Governance		1,726	0	0
Law, Order & Public Safety		684,762	1,030	481,562
Health		2,381	0	1,446
Housing		8,000	0	0
Community Amenities		140,000	1,851,000	20,000
Recreation and Culture		6,057,812	12,164,230	5,192,274
Transport		6,428,466	8,026,322	2,475,422
Economic Services		12,000	0	0
Other Property and Services		0	0	29,563
		<b>13,335,147</b>	<b>22,042,582</b>	<b>8,200,267</b>
<b>Profit / (Loss) on Disposal of Assets</b>				
	22			
General Purpose Funding		10	0	0
Governance		4,202	20,199	(8,148)
Law, Order & Public Safety		22,881	(3,817)	10,485
Health		13	0	(352)
Education and Welfare		0	0	(2,288)
Housing		(1,258)	0	(16)
Community Amenities		(116,949)	(110,884)	23,985
Recreation and Culture		(1,275)	0	6,369
Transport		(4,149)	(3,287)	14,332
Economic Services		(4,355)	1,372	0
Other Property and Services		(11,682)	(7,766)	24,551
		<b>(112,562)</b>	<b>(104,183)</b>	<b>68,918</b>
<b>NET RESULT</b>				
Change on revaluation of non-current assets	14	196,941	0	0
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>14,291,046</b>	<b>23,728,299</b>	<b>11,777,326</b>

This statement is to be read in conjunction with the accompanying notes.

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Statement of Financial Position

	Note	2013 Actual \$	2012 Actual \$
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	3	44,514,021	45,773,663
Investments	4	0	0
Trade and Other Receivables	5	4,096,912	3,151,133
Inventories	6	123,501	133,355
<b>TOTAL CURRENT ASSETS</b>		<b>48,734,434</b>	<b>49,058,151</b>
<b>NON-CURRENT ASSETS</b>			
Other Receivables	5	494,946	753,911
Property, Plant and Equipment	7	41,036,828	37,174,043
Infrastructure	8	249,802,424	238,929,140
<b>TOTAL NON-CURRENT ASSETS</b>		<b>291,334,198</b>	<b>276,857,094</b>
<b>TOTAL ASSETS</b>		<b>340,068,632</b>	<b>325,915,245</b>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	10	5,711,512	5,735,245
Current Portion of Long Term Borrowings	11	662,150	775,353
Provisions	12	3,084,674	2,851,095
<b>TOTAL CURRENT LIABILITIES</b>		<b>9,458,336</b>	<b>9,361,693</b>
<b>NON-CURRENT LIABILITIES</b>			
Long Term Borrowings	11	3,217,438	3,521,035
Provisions	12	479,087	409,792
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>3,696,525</b>	<b>3,930,827</b>
<b>TOTAL LIABILITIES</b>		<b>13,154,861</b>	<b>13,292,520</b>
<b>NET ASSETS</b>		<b>326,913,771</b>	<b>312,622,725</b>
<b>EQUITY</b>			
Retained Surplus		298,329,958	285,495,082
Reserves – Cash Backed	13	28,386,872	27,127,643
Revaluation Surplus	14	196,941	0
<b>TOTAL EQUITY</b>		<b>326,913,771</b>	<b>312,622,725</b>

This statement is to be read in conjunction with the accompanying notes.

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Statement of Changes in Equity

	Retained Surplus	Reserves Cash Backed	Revaluation Surplus	Total Equity
Note	\$	\$	\$	\$
Balance as at 1 July 2011	276,977,211	23,868,188	0	300,845,399
Changes in Accounting Policy	0	0	0	0
Correction of Errors	0	0	0	0
<b>Restated Balance</b>	<b>276,977,211</b>	<b>23,868,188</b>	<b>0</b>	<b>300,845,399</b>
<u>Comprehensive Income</u>				
Net Result	11,777,326	0	0	11,777,326
Changes on Revaluation of Non-Current Assets	0	0	0	0
Total Other Comprehensive Income	11,777,326	0	0	11,777,326
Transfer from / (to) Reserves	(3,259,455)	3,259,455	0	0
<b>Balance as at 30 June 2012</b>	<b>285,495,082</b>	<b>27,127,643</b>	<b>0</b>	<b>312,622,725</b>
<u>Comprehensive Income</u>				
Net Result	14,094,105	0	0	14,094,105
Changes on Revaluation of Non-Current Assets	0	0	196,941	196,941
Total Other Comprehensive Income	14,094,105	0	196,941	14,291,046
Transfer from / (to) Reserves	(1,259,229)	1,259,229	0	0
<b>Balance as at 30 June 2013</b>	<b>298,329,958</b>	<b>28,386,872</b>	<b>196,941</b>	<b>326,913,771</b>

This statement is to be read in conjunction with the accompanying notes.

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Statement of Cash Flows

	Note	2013 Actual \$	2013 Budget \$	2012 Actual \$
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Rates		31,313,761	31,470,724	29,571,119
Operating Grants, Subsidies and Contributions		6,080,175	3,161,675	5,003,707
Fees & Charges		11,663,146	11,221,562	9,008,675
Interest Earnings		2,331,951	2,590,000	3,220,035
Goods and Services Tax		5,829,526	0	3,950,977
Other Revenue		873,583	815,601	858,241
		58,092,142	49,259,562	51,612,754
<b>Payments</b>				
Employee Costs		(21,921,052)	(22,143,259)	(20,126,125)
Materials and Contracts		(13,563,933)	(12,939,133)	(11,400,045)
Utility Charges		(2,017,256)	(2,040,074)	(1,682,740)
Insurance Expenses		(652,286)	(656,942)	(600,730)
Interest Expenses		(248,768)	(275,721)	(289,461)
Goods and Services Tax		(5,498,064)	0	(5,282,320)
Other Expenditure		(3,118,104)	(740,252)	(770,953)
		(47,019,463)	(38,795,381)	(40,152,374)
<b>Net Cash Provided by Operating Activities</b>	15(b)	11,072,679	10,464,181	11,460,380
<b>Cash Flows from Investing Activities</b>				
Payment for Purchase of Prop, Plant & Equip		(7,999,074)	(9,868,493)	(7,756,667)
Payment for Construction of Infrastructure		(15,872,263)	(35,807,666)	(16,381,427)
Advances to Community Groups		0	0	(100,000)
Non-Operating Grants, Subsidies and Contributions used for the Development of Assets		11,066,130	20,337,408	6,952,865
Proceeds from Sale of Assets		558,216	561,000	1,241,935
Proceeds from Sale of Investments		0	0	112,193
<b>Net Cash Used In Investing Activities</b>		(12,246,991)	(24,777,751)	(15,931,101)
<b>Cash Flows from Financing Activities</b>				
Repayment of Debentures		(950,006)	(815,406)	(810,584)
Proceeds from Self Supporting Loans		331,470	156,817	222,096
Proceeds from New Debentures		533,206	5,105,706	100,000
<b>Net Cash Provided By (Used In) Financing Activities</b>		(85,330)	4,447,117	(488,488)
<b>Net Increase (Decrease) in Cash Held</b>		(1,259,642)	(9,866,453)	(4,959,209)
Cash at Beginning of Year		45,773,663	45,773,663	50,732,872
<b>Cash and Cash Equivalents at the End of the Year</b>	15 (a)	<b>44,514,021</b>	<b>35,907,210</b>	<b>45,773,663</b>

This statement is to be read in conjunction with the accompanying notes.

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2013

## Rate Setting Statement

	Note	2013 Actual \$	2013 Budget \$	2012 Actual \$
<b>REVENUE</b>				
General Purpose Funding		5,347,462	4,612,025	5,757,235
Governance		277,737	97,836	649,179
Law, Order & Public Safety		1,380,752	463,880	968,469
Health		201,699	147,496	193,585
Education and Welfare		2,678	2,896	3,049
Housing		395,453	392,940	366,592
Community Amenities		7,632,800	8,737,195	5,189,699
Recreation and Culture		9,084,400	15,023,375	7,109,958
Transport		8,977,333	8,765,826	3,998,730
Economic Services		1,764,624	1,773,051	1,614,623
Other Property and Services		346,026	197,971	372,810
		<b>35,410,964</b>	<b>40,214,491</b>	<b>26,223,929</b>
<b>EXPENSES</b>				
General Purpose Funding		(849,146)	(886,918)	(1,027,793)
Governance		(6,366,077)	(4,707,735)	(4,130,896)
Law, Order & Public Safety		(2,228,824)	(2,055,895)	(1,922,119)
Health		(975,642)	(1,035,126)	(898,093)
Education and Welfare		(215,437)	(222,509)	(221,484)
Housing		(259,163)	(310,989)	(300,950)
Community Amenities		(10,458,356)	(9,817,307)	(8,272,091)
Recreation and Culture		(12,703,678)	(12,488,068)	(10,987,505)
Transport		(14,018,491)	(12,330,154)	(12,383,792)
Economic Services		(3,098,481)	(3,223,390)	(3,019,629)
Other Property and Services		(1,253,997)	(476,905)	(975,466)
		<b>(52,427,292)</b>	<b>(47,554,996)</b>	<b>(44,139,818)</b>
Net Result Excluding Rates		<b>(17,016,328)</b>	<b>(7,340,505)</b>	<b>(17,915,889)</b>
<b>Adjustments for Cash Budget Requirements</b>				
<b>Non-Cash Expenditure and Revenue</b>				
(Profit) / Loss on Asset Disposal	22	112,562	104,183	(68,918)
Movement in Assets due to Changes in Regulations		1,068,568	0	0
Movement in Deferred Pensioner Rates		(3,612)	0	(8,438)
Movement in Deposits and Bonds		(184,010)	0	(323,528)
Movement in Employee Benefit Provisions		302,874	27,252	331,540
Movement in Non-Cash Contributions	15(e)	(2,046,335)	(1,750,000)	(1,207,145)
Depreciation on Assets	2(a)	9,651,499	9,141,860	8,261,752
<b>Capital Expenditure and Revenue</b>				
Purchase of Land and Buildings	7	(4,738,314)	(6,188,068)	(3,340,976)
Purchase of Plant and Equipment	7	(2,397,097)	(2,940,469)	(3,434,186)
Purchase of Furniture and Fittings	7	(875,965)	(939,961)	(1,079,653)
Purchase of Infrastructure Assets	8	(15,872,262)	(36,057,666)	(16,381,427)
Proceeds from Disposal of Assets	22	558,216	561,000	1,241,935
Repayment of Debentures	23(a)	(950,006)	(815,406)	(810,584)
Proceeds from New Debentures	23(a)	533,206	5,105,706	100,000
Advances to Community Groups	23(a)	0	0	(100,000)
Self Supporting Loan Principal Income		331,470	156,817	222,097
Transfers to Reserves / Restricted Assets		(14,017,304)	(7,676,153)	(11,092,394)
Transfers from Reserves / Restricted Assets		14,716,496	16,099,683	13,912,833
ADD : Estimated Surplus / (Deficit) July 1 B/Fwd	24(b)	1,442,923	1,442,923	3,442,689
LESS : Estimated Surplus / (Deficit) June 30 C/Fwd	24(b)	1,727,014	0	1,442,923
Amount Required to be Raised from Rates	24(a)	<b>(31,110,433)</b>	<b>(31,068,804)</b>	<b>(29,693,215)</b>

This statement is to be read in conjunction with the accompanying notes.





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