

# Annual Report

2009-2010



The best place to be.





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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  
best place  
to be.

Our Shire is a place worth sustaining. We are committed to:

### Our Environment

We will value our environment and when allowing for growth, we understand it differentiates our lifestyle and underpins our economic development.

### Our Lifestyle

We will maintain diversity and lifestyle choices and values through the enhancement of our coastal and rural environments, facilitating cultural and sporting experiences and supporting economic and business choices.

### Our Communities

We will strengthen our vibrant and progressive community, valuing community vitality, cohesiveness and safety, offering a range of lifestyle choices.

### Our Organisation

We will be a transparent, open organisation, which facilitates a culture that strives for the highest standards of governance and organisational performance.



## Our Shire



The Shire of Busselton is located in the South West corner of Western Australia, 219 kilometres south of Perth. It covers an area of 1454 km<sup>2</sup> and is bounded by the Shires of Augusta-Margaret River, Capel, Donnybrook and Nannup.

Around 30,000 people call the Shire of Busselton home with most residing in the coastal towns of Busselton, Dunsborough and Yallingup. The Shire is one of the fastest growing communities in the State with the population expected to increase significantly over the next decade.

European settlement in the district commenced in the 1830s and many of the towns in the coastal area were established to service the timber industry. The Group Settlement Scheme, which operated during the 1920s, saw further agricultural development. The wine industry started in the late 1960s and today the Shire is home to some of our State's best known and most prestigious wineries.

Tourism has played an important part in the Shire's economy since the mid 1900s. The Shire contains some of the State's most famous surfing

breaks, kilometres of beautiful sandy beaches and clear safe waters, and a spectacular network of limestone caves. The iconic Busselton Jetty, which stretches 1.8 kms into Geographe Bay, is an important landmark for both visitors and locals.

With thousands of different plant species located throughout the many reserves, ancient Tuart Forest and wetland areas of world significance; the Shire of Busselton is an acclaimed biodiversity hotspot.

The region's agricultural industries service local, tourist and export markets. Viticulture, livestock including dairy and beef cattle, and horticulture are major contributors to the local economy.

Together with quality education, health and sporting facilities, the Shire of Busselton has many features that make it the best place to be.

Situated on the sheltered waters of Geographe Bay, the Shire has been a premier holiday destination for Western Australians and visitors to the State for many generations.

## Our Council



*Councillors with members of the Busselton Senior Management Team.*

Councillor	Appointed	Term Expires/Ended	Council Meetings attended 2009-10
<b>Cr Ian Stubbs</b> <i>Shire President</i> <i>Appointed 26-10-2009</i>	20-10-2007	15-10-2011	21 of 22
<b>Cr Tom Tuffin</b> <i>Deputy Shire President</i> <i>Appointed 10-6-2010</i>	20-10-2007	15-10-2011	21 of 22
<b>Cr Don Hanran-Smith</b>	7-5-2005	15-10-2011	21 of 22
<b>Cr David Binks</b>	20-10-2007	15-10-2011	19 of 22
<b>Cr Ross Bromell</b>	20-10-2007	<i>Resigned 12-11-2009</i>	4 of 9
<b>Cr Rob Underdown</b>	20-10-2007	<i>Resigned 31-7-2010</i>	13 of 22
<b>Cr Jackie Emery</b>	18-12-2008	19-10-2013	19 of 22
<b>Cr Terry Best</b>	17-10-2009	19-10-2013	15 of 15
<b>Cr Len Boyling</b>	17-10-2009	19-10-2013	15 of 15
<b>Cr Gordon Bleechmore</b>	17-10-2009	19-10-2013	14 of 15
<b>Cr Grant Henley</b>	17-10-2009	19-10-2013	14 of 15
<b>Cr Wesley Hartley</b>	22-6-2006	17-10-2009	7 of 7
<b>Cr Bernie Masters</b>	18-12-2008	17-10-2009	7 of 7
<b>Cr David Reid</b>	18-12-2009	19-10-2013	19 of 22
<b>Cr Bethwyn Hastie</b>	17-5-2005	17-10-2009	7 of 7
<b>Cr Beverley Clarke</b>	5-5-2001	17-10-2009	6 of 7
<b>Cr Anne Ryan</b> <i>Deputy Shire President</i>	7-5-2005	<i>Resigned 9-6-2010</i>	18 of 20

**Queen Street** in Busselton underwent a series of staged upgrades to enhance the functionality and aesthetics of the CBD. Upgrades included an improved stormwater management system, new footpaths, roundabouts and additional car parking.

See page 16



**The Geographe Leisure Centre** received a major facelift with the opening of a purpose built group fitness room and a major refurbishment of the indoor swimming pool.

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The new **Dunsborough Oval** was officially opened by Hon. Brendon Grylls on June 3, 2010.

Completion of the new oval was one of the Shire's largest projects during the 2009-2010 financial year.

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The Shire of Busselton **Strategic Plan 2010-2020** was developed outlining the Shire's vision for the next 10 years and identifying major projects under key areas of strategic priority.

See page 39

**Foreshore development** in both Busselton and Dunsborough progressed in close consultation with the community. The Busselton Foreshore Working Group Concept Plan was released for public consultation.

See page 32

A **Fire Management Plan** for Shire reserves was endorsed by Council. This plan provides a ten year fuel reduction plan for all of the Shire's reserves.

See page 18

The Shire signed a new three year contract with the World Triathlon Corporation for **Ironman Western Australia**. This major sporting event profiles the Shire on an international platform and injects significant financial return to the local economy.

See page 13

The Shire's **GIS team** completed mapping of all land within the Shire. This represents a major milestone for the Shire establishing the foundation for comprehensive management of Shire assets at property level.

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## Our Highlights



By the end of the year restoration of the **Busselton Jetty** was 70% complete and planning was underway for a gala celebration befitting the size and importance of this milestone project.

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Council launched a **community recognition programme** to recognise the contribution volunteer groups and individuals make to the Shire of Busselton. The efforts of many volunteers, including members of the Dunsborough Writers Group, were acknowledged throughout the year.

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In association with the Augusta-Margaret River Tourism Association, the Shire of Busselton jointly sponsored '**Cow Parade**'. This important cultural event celebrated art and local artists and was a major tourist drawcard during the year. Proceeds from the auction of the Shire's sponsored cow were donated to the Busselton Hospice.

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## IAN STUBBS

### From the Shire President



It is my privilege and pleasure to present the Shire President's report for the 2009–2010 year.

It's been a year of considerable change for the Shire of Busselton with the Local Government elections in October 2009 resulting in a significantly new-look Council.

Newly elected Councillors Grant Henley, Gordon Bleechmore, Len Boyling and Terry Best joined re-elected Councillors David Reid, Jackie Emery and Anne Ryan and together with Councillors Don Hanran-Smith, Rob Underdown, Tom Tuffin, David Binks, Ross Bromell (resigned November, 2009) and myself, the Busselton Shire Council took on a new look and a new approach to providing a Local Government service to the residents of the Shire.

I wish to place on record my appreciation for the contribution made over recent years by former Councillors Wes Hartley, Bev Clarke and Bernie Masters all of whom did not seek re-election and Bethwyn Hastie who was an unsuccessful candidate at the 2009 elections.

It was my honour and privilege to be elected Shire President and to have Councillor Anne Ryan serve as Deputy Shire President until June 2010 when she announced her resignation to relocate to Canberra. Cr Tom Tuffin was elected to the Deputy President's position to replace Anne Ryan.

The new Council has focused on re-connecting with the community and has purposefully set about building strong and cooperative relationships with community groups, residents, ratepayers and Members of Parliament.

A school engagement programme, stakeholder forums and a schedule of community recognition ceremonies are just some of the initiatives the Council has put in place to engage with the community. The Council is actively promoting a 'can do' approach across the whole of the organisation.

The Council has taken a more active role in the financial management of the Shire with close scrutiny given to the budget formulation and a determination that rates would not increase more than the CPI.

Councillors took a lead role in the formulation of the Shire's new Strategic Plan 2010-2020 which sets the direction for the Shire over the next decade. To demonstrate its commitment to openness and accountability, the Council, in consultation with the community, developed a Strategic Action Plan

which identifies major projects and activities that the Council proposes to tackle during the life of the Strategic Plan. The new Strategic Plan was endorsed by Council on June 9, 2010.

The Council has been working on some significant projects during 2009-2010 and some of these projects will continue to take up a fair amount of the Council's time over the 2010-2011 year. These include the Jetty rebuild, design and redevelopment of the Busselton foreshore, construction of new playing fields at Dunsborough and the re-development of the existing Dunsborough playing fields, the upgrade of the Dunsborough foreshore, Busselton CBD upgrade and upgrade of the Busselton Airport. Of course, while the Council has been focusing on these large projects it is nonetheless still very mindful of the importance of providing the core Local Government services and facilities including roads, footpaths and drainage, and refuse removal services.

Local Government reform remained on the State Government agenda during 2009-2010. While the Council generally supported the need for reform it did not consider amalgamation a suitable option for the Shire of Busselton. The Council has worked hard to strengthen relationships with neighbouring Councils. Busselton and Augusta-Margaret River Councils have re-activated the Capes Regional Organisation of Councils (CapeROC)

to increase resource sharing and cooperation between the two Shires. Some of projects identified by CapeROC include improved boat launching and jetty facilities throughout the Capes region, extending existing walk and cycle trails and the development of a regional airport.

Work on the Shire's Town Planning Scheme review progressed with Council endorsing the draft Local Commercial Planning Strategy and the draft Local Tourism Planning Strategy. With the Shire's population now edging over 30,000 and with increasing pressure for services and facilities, the Town Planning Scheme review is a priority. Council is closely following the development of other key supporting strategies such as the Local Cultural Planning Strategy, the

Local Environmental Planning Strategy and the Local Settlement Planning Strategy all of which are now at working draft stage.

I would like to express my sincere appreciation to my fellow Councillors for their support and their dedication to the task of improving the way we provide a Local Government service. The process of change has only just commenced. We welcome our new CEO Mike Archer in August 2010 and look forward to working with him and further improving how we do business.

I extend my sincere gratitude to the hard-working staff of the Shire of Busselton. The way the staff have accepted the challenges the new

Council has given them has been most pleasing. I make a special mention of our Acting Chief Executive Officer, Matthew Smith who took on the leadership role when former CEO Andrew Macnish went on extended leave from October 2009 until the date of his resignation on July 2, 2010. Mr Smith's leadership and support during this important year of organisational change has been invaluable and I thank him most sincerely.

In conclusion, I thank the residents and ratepayers of the Shire for the way you have signified your support of the new Council's objectives. All Councillors are only too pleased to hear your views. I urge you to contact your Councillors whenever the need arises.



## MATTHEW SMITH

### From the Acting Chief Executive Officer



The Shire of Busselton has continued to strive to provide excellent service to the community across its various operations in the 2009-2010 financial year. The newly elected Council in October 2009 expressed a strong desire to deliver quality services to the community by adopting a 'can do' attitude and approach in focusing on and carrying out the core business of the Shire. To this end, Shire staff have worked hard to deliver quality services to the community and maintain high levels of customer satisfaction throughout the year.

The new Council embarked on the process of developing a new 10 year Strategic Plan and associated Action Plan to endeavour to meet the needs of the growing Shire community into the future. The Plan focuses on delivering much needed community infrastructure such as roads, sporting ovals, library extensions and other community facilities. The fact that the new Strategic Plan and associated Action Plan were totally facilitated and developed in-house, without any consultant involvement, is a credit to the many staff involved.

During the year several of the Shire's major projects were successfully completed. Highlights include the opening of the new group fitness room at the Geographe Leisure Centre, construction of the new Dunsborough Playing Fields and the near completion of the Busselton Jetty Refurbishment Project.

The launch of the Shire's interactive mapping system, IntraMaps Public, was also an important achievement, providing stakeholders with up to date access to mapping information via the Shire's website.

Achievement of the \$1.5 million Infrastructure Development Reserve was an important outcome for the Shire. The Reserve was established through a series of cost saving initiatives in the 2009-2010 financial year, including rationalisation of the Shire's fleet, deferment of various capital works programmes, salary and superannuation savings and significant consultancy savings. In addition to the \$1.5 million added to the Infrastructure Development Reserve, a surplus of over \$1 million was achieved at the end of the financial year, with the bulk of this money being earmarked for significant infrastructure projects in the 2010-2011 financial year. The achievement of these savings has put the Shire in a much stronger financial position for the future.

The Local Government Insurance Services (LGIS) also refunded the Shire \$69,000 in recognition of low

workers compensation claims made during the previous year. These refunds, coupled with a significant credit with LGIS, enabled the Shire to reduce the safety and risk budgets for the 2009-2010 and 2010-2011 financial years. The refunds are the direct result of new health and safety measures adopted across the organisation.

The Shire instigated several important community consultation programmes, the outcomes of which will have significant bearing on future development. Considerable time and planning was invested into engaging the public on the issue of foreshore development at Busselton and Dunsborough. The release of draft concept plans for Dunsborough in January and Busselton in June marked a significant achievement for the community committees driving these processes and the Shire. Work has also continued with various community groups in the planning for the development of a new Community Resource Centre. The Shire is hopeful of receiving significant funding for this project in the 2010-2011 financial year.

Negotiations with the developers at Port Geographe were ongoing in an attempt to rectify a range of issues including incomplete landscaping, construction of the pedestrian bridge and the unnatural accumulation of seagrass caused by the initial construction of the Port Geographe groyne.

As a temporary response to the seagrass problem, bypassing works commenced in April with approximately 80,000 cubic metres of sand and seagrass transported from the affected beach to the badly eroded beach at Wonnerup. Stakeholder consultation continues with the aim of developing and implementing a long-term solution to the seagrass problem.

The formation of the Port Geographe Community Consultation Forum, chaired by the Honourable Barry House MLC, Member for the South West Region, has enabled the Shire to work closely with the representatives of the resident and business groups in Port Geographe to both keep them informed of ongoing developments in relation to Port Geographe matters and also to try to achieve better outcomes for the people living in Port Geographe.

The Shire has also developed a close partnership with the Department of Transport in trying to resolve some of the conflicts with engineering and environmental problems associated with the Port Geographe development. Significant progress was made in the 2009-2010 financial year towards the finalisation of the sand and seagrass movement studies with the results of the seagrass study being released in May this year. The next stage of the process, involving the study and modelling of sand and sediment, is now well underway.

With the successful staging of Leavers Week, Ironman Western Australia and the Southbound Concert, the Shire of Busselton is becoming a mecca for large scale events. The level of planning, coordination and inter-agency co-operation involved in hosting events of this magnitude can't be underestimated and I congratulate all Shire Officers who played a role in bringing them to fruition.

Finally, it has been a privilege and a pleasure to act in the role of Chief Executive Officer of the Shire for approximately 10 months prior to the commencement of our new Chief Executive Officer, Mr Mike Archer. I have greatly appreciated the guidance and support of the Shire President, Ian Stubbs and indeed all of the Councillors during this time. It also would not have been possible for me to successfully carry out this role without the considerable support and efforts of all the staff of the Shire of Busselton who have always had the needs of the community as their number one objective

and have worked hard to achieve the outcomes sought by the new Council. In particular, with myself in an acting role and with the reduction in consultancies and positions resulting in significant financial savings, many staff have stepped up and taken on additional responsibilities and displayed great flexibility and commitment to the Shire. Well done to all.

It gives me great pleasure to present the 2009-2010 Shire of Busselton Annual Report. The Annual Report has been structured around the Shire's five areas of strategic focus outlined in the 2006-2011 Strategic Plan. These being: Community and Social Wellbeing, Built and Physical (Infrastructure) Wellbeing, Business and Economic Wellbeing, Natural and Environmental Wellbeing and Organisational Wellbeing.

The full copy of the Shire's financials for the year ended June 30, 2010 have been inserted into the back of this report and are also available on line at [www.busselton.wa.gov.au](http://www.busselton.wa.gov.au)



## Our Organisational Structure



### Community and Organisational Development

Director **Matthew Smith** LLB (Hons)

Legal; Human Resources; Governance; Strategic Planning; OSH and Risk; Economic Development; Communications; Community Development; and Customer Service.



### Community Infrastructure

Director **Oliver Darby** BEng Hons (Civil)

Infrastructure Planning; Development and Services; Waste; Parks and Gardens; Fleet; and Asset Management.



### Lifestyle Development

Director **Nigel Bancroft** BA (Urban and Regional Studies) (Hons)

Planning; Building; Health; Rangers; and Culture.

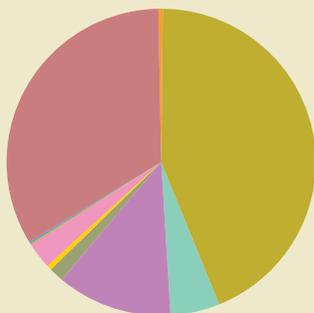


### Systems and Information Management

Executive Manager **Cathryn Hutton** BEc BA(Politics) GradDipSc(CogSc)

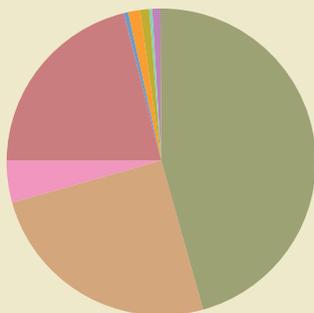
Finance; Rates; Information Technology; GIS and Libraries.

### Operational Revenue 2009 - 2010 Financial Year



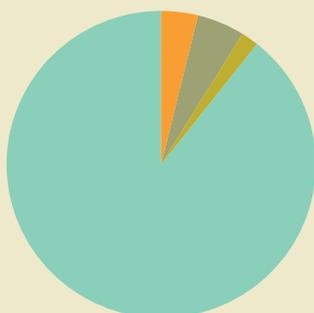
34.1%	Non-Operating Grants, Subsidies and Contributions	1.5%	Other Revenue
0.3%	Profit on Asset Disposal	0.2%	Other Revenue - Distributions on Investments
44.0%	Rates	2.5%	Interest Earnings
4.9%	Other Grants	0.1%	Gain on Redemption of Financial Assets
12.3%	Fees and Charges	0.1%	Fair-Value Adjustment to Financial Assets

### Operational Expenditure 2009 - 2010 Financial Year



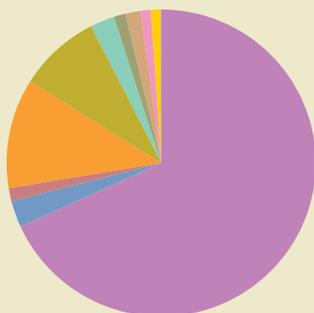
21.5%	Depreciation on non current assets	0.8%	Loss on Asset Disposals
0.1%	Loss on Redemption of Financial Assets	45.7%	Employee Costs
1.5%	Insurance Expenses	25.0%	Materials and Contracts
0.9%	Other Expenditure	4.1%	Utilities (Gas, Electricity, Water etc)
0.4%	Interest Expenses		

### Capital Acquisitions by Class 2009 - 2010 Financial Year



\$25.1M	Infrastructure	\$1.4M	Plant and Equipment
\$1.0M	Land and Buildings	\$0.5M	Furniture and Fittings

### Infrastructure Acquisitions 2009 - 2010 Financial Year



68.0%	Busselton Jetty	2.7%	Other Parks, Gardens and Reserves
2.9%	Footpaths and Cycleways	1.2%	Beach Restoration and Related Works
1.3%	Townscape Works	1.6%	Bridge Works
11.8%	Roadworks	1.0%	Drainage Works
8.5%	Dunsborough Oval	1.0%	Other

FOCUS ON:

## Community and Social Wellbeing

Enhancing and improving community and social wellbeing through the implementation of a series of strategic initiatives aimed at:

- fostering vibrant cultural activities that celebrate the diversity and a sense of community;
- supporting the provision of a range of healthy recreation, entertainment and lifestyle opportunities;
- facilitating and assisting in the development of quality community facilities and services; and
- working with the community to enhance safety and security in a healthy environment.

The extent to which these objectives have been realised is detailed in pages 13 - 19.



## Fostering vibrant cultural activities that celebrate diversity and a sense of community.

### Encouraging and supporting cultural activities and events.

#### Significant Events

The Shire of Busselton is a well established centre for Western Australian events. During 2009-2010 the Shire continued to support a range of large scale events through event application processing, health and sanitation services, logistical planning and funding support.

This year's Ironman Western Australia Triathlon attracted a record number of competitors. More than 1300 individuals and 98 teams competed in the event making it the largest in the six year history of Ironman WA and further elevating the Shire and the event on the international sporting scene. With an estimated \$3.5million injected into the local economy, the event returned a significant financial benefit to the Shire.

Contract negotiations undertaken with the World Triathlon Corporation (WTC) during the year successfully guaranteed the Shire of Busselton a further three year contract to host the Ironman event.

This year Shire Officers successfully processed event applications for 83 community events. All of these applications were compliant with the statutory requirements established to deal with public health and safety.

This year's Southbound Festival featured entertainers of international acclaim. The event attracted around 20,000 people, further cementing the Shire as a prime location for large-scale musical festivals. Other major events staged during the year included the Festival of Triathlon, Festival of Busselton, Busselton Beach Festival, Geographe Bay Race Week, the Busselton Jetty Swim, Forest Rally, the Busselton Agricultural Show and the CinéfestOz Film Festival.

#### The ArtGeo Cultural Complex

The Shire's ArtGeo Cultural Complex attracted many local, state and international visitors with 12,616 people visiting the Courthouse Gallery and 7,755 visiting the ArtGeo Gallery.

ArtGeo continues to support local artists with approximately 95% of all gallery stock coming from artists based in the South West. The ArtGeo Cultural Complex is also home to the Busselton Art Society, Acting Up Theatre Group and the Busselton Wood Turners Association.

Throughout the year the ArtGeo Gallery has hosted several culturally noteworthy touring exhibitions such as 'The Art of Truth, Compassion, Tolerance' (art from the falun dafa) and the 'Pinjarra Massacre Memorial'.



Presented by Pinjarra Katijin (but managed by Art on the Move) the Pinjarra Massacre Memorial exhibition was timed to coincide with National Reconciliation Week. Both exhibitions were well attended. This year also saw the revitalisation of the Artist in Residence programme.

The recruitment of additional weekend casual staff in May ensured compliance with necessary Occupational Health and Safety requirements in addition to enabling ArtGeo management to expand and improve customer service to locals and tourists. The opening of the Old Post Office Tearooms in early April added vibrancy and increased tour group interest in the Complex. By June, two coach tour operators had added ArtGeo Cultural complex to their travel itineraries.

The 'Recollections Audio Tour' continued to operate smoothly and was recognised at the 2010 Heritage Council of WA Awards Ceremony for its innovation and heritage relevance. Work began on preparing the Recollections Audio Tour Schools Package in time for the 2011 school year.



### Build and recognise the value of our cultural heritage.

To support the development of a vibrant and diverse cultural scene, the Shire implemented a Percent for Art Policy as part of its overall Cultural Plan. The Policy, which aims to enhance public places by contributing a set percentage of Shire funding to the cost of public art forms, was well received by industry. At the end of the financial year one private project was completed at Centrelink with another near completion at Will's Domain.

A feasibility study for a performing arts and creative industries centre was completed and presented to the Council at the end of the last financial year. In December 2009 an assessment of alternative sites was presented to Council. Progress on the performing arts and creative industries centre is pending the outcomes of the Foreshore Development Project.

## Supporting provision of a range of healthy recreation, entertainment and lifestyle opportunities.

### Supporting and facilitating leisure information and sporting activities.

#### The Geographe Leisure Centre

Busselton's Geographe Leisure Centre (GLC) continued to provide a range of quality health and fitness programmes and recreational activities for residents and visitors.

Construction of the new group fitness room at the GLC was completed enabling the number and variety of fitness classes offered at the centre to be expanded. Participation in group fitness classes has increased by 2% since the opening of the new facility.

GLC attendance for the year was 219,714 returning an annual income of \$1,038,592. Attendance at the centre can be broken down into the following components:

Aquatic Centre.....	122,701
Sports Stadium .....	74,560
Fitness Centre .....	14,189

Overall there was a 6% decrease in attendance at the GLC compared to the previous financial year and, correspondingly, a 4% decrease in annual income.

This is largely due to the closure of the indoor swimming pool for major renovations in April. The pool was closed for a three week period to

allow for the replacement of the vinyl pool liner. As a result, attendance at the GLC was down by 14% during the final quarter and this had a negative impact on annual attendance rates.

Income from the gymnasium, including memberships and casual entries, was 20% above budget expectations for the financial year. This was offset by a 42% reduction in income for vacation care against budget expectations due to a new competitor in the market.

Expense variances against budget expectations were recorded for building insurance, electricity and machinery breakdown insurance. These increases were 16%, 8% and 232% respectively. It is expected that the Council decision to revert back to black power will reduce the electricity expense increases in the new financial year.

#### The Naturaliste Community Centre

The Naturaliste Community Centre (NCC) in Dunsborough recorded a successful year. A wide variety of programmes were offered during the year and the centre continued to accommodate a variety of community groups and organisations.

Attendance for the year was 114,410 (which includes library users). This marks an increase of 665 visits from

the previous financial year. Attendance at the centre can be broken down into the following components:

Library.....	66,310
Child Health Clinic.....	2,600
Sports Stadium .....	15,399
Multi-purpose Activity Room....	23,749
Family Activity Area .....	4,637
Community Office.....	1,715

Annual income for the NCC increased by 4.5% from the previous year. However, expenditure increased by 8.8% due to significant expense variances against budget expectations for building insurance, electricity and water consumption. These increases were 16%, 9% and 27% respectively. Again, it is expected that the Council's decision to revert back to black power will reduce electricity expense increases in the new financial year.

**Sporting and Recreational Infrastructure Projects**

Major infrastructure projects outlined in the Shire's Leisure Services Plan progressed significantly. Completion of new Dunsborough oval playing fields and the installation of sports lighting on the existing oval are two notable achievements. The new Dunsborough oval, which was funded by Royalties for Regions, was officially opened in June by the Minister for Regional Development and Lands, the Honourable Brendon Grylls.

Its construction marks one of the Shire's largest projects for the

year involving personnel from the construction, drainage, irrigation, maintenance, carpentry, footpath and horticultural crews as well as the crew from the Dunsborough depot. The entire project from design through each construction stage was managed in-house representing a major achievement for the Shire.

The continuous dual use path between Busselton and Dunsborough remains a priority with Council reaffirming the conceptual alignment for the remaining sections. Environmental assessments will be undertaken in the 2010-2011 financial year and the required planning approvals are being sought from Main Roads WA. The Draft Shire of Busselton Bicycle Plan was completed and presented to Council in March 2010.

The tender to construct a new bore at Sir Stewart Bovell Oval was awarded in May, 2010. Works on the bore and water storage tanks have been completed. The original budget

for this project was \$373k of which \$149k was carried over into the 2010-2011 financial year to complete headworks and the installation of the pump system.

**Supporting Sport Facilities**

The Shire received Community Sport and Recreation Facilities Fund applications in the Small Grants Round in February 2010. Applications were received for the construction of golf tees, equipment shed and an on-course toilet facility at the Dunsborough and Districts Country Club Inc; construction of sports lighting at the new oval at the Dunsborough Playing Fields (submitted by the Dunsborough Football Club), and resurfacing of the outdoor Netball Courts at Lou Weston Oval (submitted by the Busselton Netball Association Inc). The Shire considered these applications high priority and forwarded them to the Department of Sport and Recreation for assessment.



### Shire Libraries

The Shire libraries experienced a marked increase in usage with a total of 202,070 people visiting the Busselton and Dunsborough Libraries during 2009-2010. This represents a 9.4% increase over the previous year. Library loans also increased with a total of 312,903 items being issued across both libraries. This represents an 11.8% increase over the previous year. Additionally there was a 4% increase in library membership and 26,907 sessions booked on the public internet computers.

In June 2010, Shire officers participated in the re-negotiation of the State Library Framework Agreement. Following a brief but intensive lobbying campaign, the State Library received additional funding for public libraries (\$9.307 million for 2010-2011). However, no funding was received for innovation and development – this will be pursued again next year.



## Facilitate and assist in the development of quality community facilities and services.

### Enhancing community vitality and sense of place through nodal design and development.

The Shire is working hard to improve the attractiveness and vibrancy of Busselton and Dunsborough town centres. The review of planning controls is progressing via the scheme review process and the review of the planning policy.

The Busselton 2020 group was established in August 2006 with representatives from across the community. In 2009-2010 this group met four times to investigate ways to revitalise the Busselton town centre. As a result of Busselton 2020 action, a number of visual enhancements were made to the Busselton town centre including the installation of plaques around associated artwork; rain gardens; water fountains and pictorial litter bins.

Phases 2 and 3 of the planned five-phase upgrade to Busselton's Queen Street were completed during 2009-2010. This saw an upgrade to the existing storm water management system, new footpaths, and indented parking bays. The median strip was widened to allow for further lighting and communication upgrades including the installation of fibre optics. A new and decorative roundabout was installed at the Prince and Queen Street junction and the retaining wall around the existing roundabout on Kent and Queen Street was demolished and replaced with brick paved inlay.

A Dunsborough Technical Design Forum meeting was held in June. Discussion at the forum focused on Dunsborough Foreshore Concept Plan development and, to a lesser extent, the revival of the Dunsborough Townscape Committee. It was agreed that rather than convening another group to look specifically at townscape issues, this brief should be given to the existing Dunsborough Foreshore Working Group which is made of representatives from residential groups, Councillors, and the Chamber of Commerce.

### Facilitating Development

The Shire received 1,476 building applications during the year which represents an approximate 13% increase from the previous year. While average processing times increased to over 10 days due to the increased volume, the length of time taken to complete each application remained well within the 35 day performance target.

The Shire provided ongoing statutory planning services including subdivision development applications and compliance. A higher than expected number of applications were received during 2009-2010 (464 compared to 396 last year) and despite an initial backlog, applications were processed within the accepted service timeframes.

## Facilitating aged, youth and disabled service access as part the ongoing community development activities.

### Disabled Access

The Shire continued to work toward ensuring all new and redevelopment works provide access to people with disabilities (where appropriate and practical). Fundamental to this was ensuring that all new buildings, additions and alterations complied with the Building Code of Australia (BCA).

As part of the Shire's routine building licence processing procedure, Shire officers ensure class 2-9 buildings comply with part D3 of the BCA which deals with access for people with disabilities.

### Youth and Aged Services

Consultation with stakeholders was undertaken to identify a suitable youth service model for the Shire. A report to council outlined existing assets and gaps in services and identified a range of options for youth service delivery. Council resolved to allocate \$80,000 to Southern Rip in the 2010-2011 budget and subsequent budgets for an initial period of three years (subject to meeting MoU expectations) to support Southern Rip in the delivery of a youth-focused events model developed in association with the Youth Advisory Council.

The Shire's Community Development Officer attended an Age Friendly

Community Workshop in March run by the Department for Communities and the City of Melville. The workshop focused on the World Health Organisation's Age Friendly Cities Framework. Information obtained at the workshop informed the development of the Shire's draft Aged Strategy and will assist in the development of strategies to attract funding for implementation.

The Vasse Human Service Alliance continues to be coordinated by the Shire's Community Development Officer. A partnership arrangement between the Shire and the Busselton TAFE has enabled the Shire to host a Community Services student whose main role is to update and promote the 'Need a Hand' Directory.



## Working with the community to enhance safety and security in a healthy environment.

### Achieving an environment in which residents are safe and feel safe.

The Shire has approximately 840 pools and about 220 are inspected annually to meet the statutory four year inspection requirement. Additionally all pools under construction are inspected. The Shire's register of pools has been transferred to the new corporate software programme to provide an automated alert process and inspection schedule for each quarter.

Progress has been made on the evaluation of known or suspected

contaminated sites of land owned by the Shire. Preliminary site investigations were undertaken into two of the 17 Shire-owned sites categorised 'possibly contaminated - investigation required'. A report on the investigation at the site of the old Busselton Pistol Club is currently being considered by the Department of Environment and Conservation. In both this case and the case of Barnard Park, reports recommended further investigation before determination on remediation is made.

### Emergency Management

The annual review of the Emergency Management Recovery Plan was completed in February, as required by the Emergency Management Act 2005. Some sections of the recovery arrangements were successfully put into practice during the West Street Busselton bushfires in February 2010. Approximately 100 community members received direct support during the fortnight following the bushfires.

Other major exercises undertaken include an airport emergency scenario, an evacuation desktop exercise and a boat fire exercise. Work on the Shire's Evacuation Plan continued during the year informed by the outcomes of the desktop evacuation exercise.

The Shire's Reserves Fire Management Plan provided a strategic approach to reserve management. Hazard

reduction mosaic burning and slashing was undertaken in winter and spring. A review of the Bushfire Strategic Plan commenced this year. The Bush Fire Management Committee also reviewed the burning of garden refuse and made several recommendations. These recommendations will be considered by Council in the new financial year.

The 'Prepare. Act. Survive' campaign, which was launched in December by FESA, was actively promoted by the Shire. The campaign was particularly useful when introducing the winter burn programme to rural residents.

### Ranger Responses

During the year, Shire Rangers received 3,745 requests for assistance and complaints from the public. Shire Rangers issued 2,577 infringements and 855 warnings in response to these complaints as well as issues arising while on general patrol.

This represents a 5% increase in the number of infringements issued and a 10% increase in the number of warnings issued compared to last year. Over the course of the year the Shire dealt with 78 dog attacks, 924 reports of wandering dogs and impounded 405 cats and dogs.

### Keeping Leavers Safe

Leavers 2009 was the biggest yet with an estimated 7,000 young people visiting the Shire. While participant numbers have increased each year, the negative impact experienced by the community has declined due to the strategies put in place to minimise disruption to residents and ensure public safety.

Each year, a social impact survey is conducted to gauge the community's level of satisfaction with event management. In 2009 85% of respondents indicated that they were 'satisfied or very satisfied' with the management of Leavers Week. Of the remaining 15%, no respondents indicated that they were 'dissatisfied' with the management of the event.

Between 2004 and 2009 the Shire has experienced a 74% reduction in clean up costs associated with Leavers celebrations and the number of Police arrests has remained steady despite the increase in the number of Leavers in the area. These achievements are attributed to the strong partnerships between the State, Local and Non-Government groups involved and the risk management strategies implemented.



### Ensuring health practices within the Shire meet acceptable standards.

This year saw the successful implementation of the Food Safety Programme. Risk evaluations of food premises across the Shire were undertaken and all food notification forms were given a risk evaluation of high, medium, low or very low.

Health inspection regimes were amended to allocate resources to those premises presenting greater risks to public health. Additionally, free online training was made available by the Shire to all food businesses. At the end of the financial year 163 users had completed the online training.

### Working with other environmental agencies to manage mosquito numbers and reduce the incidence of mosquito borne illnesses.

Environmental Health Officers continued to work closely with other agencies including the Department of Environment and Conservation, the Shire of Capel and the Department of Health to manage mosquito numbers and reduce the incidence of mosquito borne illnesses.

The Commonwealth Government granted a further 12 month approval for treatment of the RAMSAR listed wetlands. Regular monitoring of nominated breeding sites was undertaken to determine the need and timing of the application of

larvicide to minimise the emergence of adult mosquitoes. During the year over 500 hectares of breeding sites were treated with larvicide.

The adult mosquito programme has been ongoing. This programme determines the need for larval control on the basis of the density of known species that may transmit Ross River Virus. 2009–2010 presented as a low-medium risk year for the spread of the virus.

A campaign conducted through the local media and on the Shire website was undertaken to educate the public on ways to minimise mosquito breeding and protect themselves against mosquito bites. A draft Mosquito Management Plan has been developed by external consultants and is currently being reviewed by Environmental Health Officers.

### Taking a proactive approach in reducing Fire Hazards in our community and promoting the “Be Fire Aware” message.

Shire Rangers undertook seasonal inspections for community compliance with firebreak requirements and fire prevention strategies.

More than 3,500 fire safety newsletters were sent to occupants of rural properties prior to the commencement of winter and spring inspection periods. The newsletter provided information on ways to prepare for the peak fire season and what to do in the event of a bush fire.

During the course of the year 13,021 properties were inspected for fire safety compliance, 445 work orders were issued for minor non-compliance breaches and 319 infringements were issued for major non-compliance breaches.

#### Ongoing Projects and New Initiatives to support Community and Social Wellbeing.

In 2010–2011 we will:

- progress revitalisation of the Busselton and Dunsborough Foreshores;
- finalise and adopt the Access and Inclusion Plan;
- work toward completion of the Busselton to Dunsborough cycleway and the integrated dual-use pathway in Busselton;
- commence development of the Community Resource Centre;
- progress upgrades at Churchill Park and Barnard Park;
- develop and implement strategies to assist the aged and youth;
- recognise and celebrate the legacy of our Shire’s pioneering forefathers;
- develop a management plan for heritage assets including the restoration of the Ballarat Engine;
- progress townscape works in Busselton and Dunsborough;
- upgrade the existing Dunsborough oval, other areas of public open space and play equipment;
- install a stinger net in Dunsborough;
- undertake road, car park, footpath and drainage upgrades;
- construct a lookout with disabled access at Yallingup;
- build toilet facilities at the Dunsborough cemetery; and
- commence street furniture upgrades.

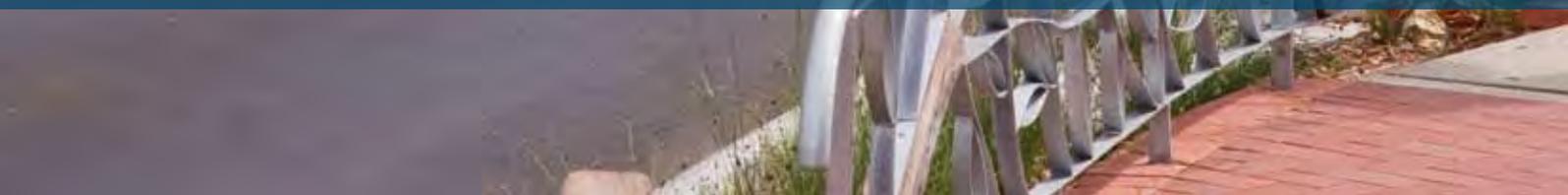
FOCUS ON:

## Built and Physical (Infrastructure) Wellbeing

To ensure the built and physical wellbeing of the Shire of Busselton, Council adopted the following four strategic objectives:

- developing and maintaining the Shire's assets and built environment to maximize public benefit now and into the future;
- developing and ensuring the provision of universally accessible and socially inclusive services, facilities and functions for all people within the community;
- ensuring that development recognises and balances with the unique character of the region; and
- reviewing town planning to reflect emerging diversity whilst retaining identity and character.

The success of the initiatives put in place to achieve these objectives is detailed in pages 21-29.



## Manage and maintain the Shire's assets for the amenity of the Community.

### The Busselton Jetty - Management Order

The State has provided the Shire of Busselton with a new Management Order for the Busselton Jetty which enables its use for the purposes of recreation, tourism and heritage.

The Shire has also entered into a new Licence Agreement with the State for the Jetty. This Licence authorises the Shire to grant leases, sub-leases, or licences over the Jetty for a term not exceeding 49 years for the purposes listed in the Management Order. This will enable the Shire to enter into arrangements with other parties for the future use of the Jetty.

Subsequently, Council resolved to grant Busselton Jetty Environment and Conservation Association (BJECA) a sub-lease for a five year term with two further options to renew. This sub-lease gives BJECA the right to operate the Jetty including the Underwater Observatory, the Interpretive Centre and the Railway as a commercial enterprise. BJECA is required to pay a license fee of \$650,000 per annum to the Shire which is paid into the Jetty Maintenance Fund which can only be spent on the maintenance of the Jetty. This has been done to ensure the Jetty is preserved for the future.

The sub-lease / Licence Agreement between the Shire and BJECA also

provides for general conditions such as public liability insurance, maintaining improvements and further development of the Jetty.

### Busselton Jetty – Infrastructure

The majority of work on the Busselton Jetty Refurbishment Project was completed during 2009-2010. Initial construction commenced in May 2009 and at June 30, 2010, 70% of the reconstruction had been undertaken.

All 300 piles were driven with the exception of 10 piles required for heritage node 4 and 2 piles required for the disability access platforms (both of which were additional to the original tendered work scope). New and refurbished decking was installed for a length of almost 1500m, to the approximate position of Allie's Landing. At the end of the financial year only 200 metres of deck needed to be completed to reinstate access to the Underwater Observatory (UWO). Steel piling in Section 10 (beyond the UWO) was complete.

Railway track laying commenced in April, 2010 with approximately 1,100m of the 1,700m track re-laid on the jetty by the end of June. Limestone wall reinstatements and buried electrical works were completed on the foreshore and brick pavers selected and purchased.



Despite good progress overall, a number of problems plagued the project during the year. Inclement weather affected productivity on site with approximately 100 work days lost. This was far in excess of the original allowance made by the contractor as part of its tender. It is expected that the jetty will be reopened to the public in December 2010.

### Locke Estate

Locke Estate, which is an 'A' class recreational and camping reserve located on Geographe Bay, is managed by the Shire of Busselton. Historically the estate has been leased to a number of different community groups. All current leases were for a period of 21 years and are due to expire in December 2011. During 2009-2010, the Shire has taken proactive steps to determine an appropriate future use for the site.

The Locke Estate Working Group was established by Council to work with lessees and other stakeholders, to consider and make recommendations on operational and design matters involved with the development and management of Locke Estate from 2011 onwards.

Negotiations with the stakeholders commenced in December 2009 and a report proposing the guidelines for the development of the lease conditions to be incorporated into the new agreement was presented to Council in June 2010. Council deferred making any decision on the new lease conditions, pending further consultation with lessees.

#### Residential Accommodation

The Shire manages 42 residential aged housing tenancies and seven resident funded tenancies accommodating approximately 60

seniors. All of these properties are located in Busselton. An annual review of the Shire's Community Housing Application Register was completed in March identifying a waitlist of 38 applicants.

In 2009-2010, \$174,555 was expended on capital expenditure and refurbishing units. This represented an increase of approximately \$70,000 compared to the previous year. The increase was due to major works to rebuild a section of damaged brick wall at Winderlup Villas and roof restoration work on 28 rental units.

The Shire has completed the necessary documentation to secure 'Third Tier Registration' as an accommodation provider. The Shire is waiting on confirmation from the Department of Housing regarding its compliance with the National Community Housing Standards.

#### Fleet and Plant, Buildings, Parks and Roads

As a result of a review of the Shire's light fleet, the number of vehicles in the fleet was reduced from 22 to 16. Sixteen vehicles were traded in for new vehicles and the remaining six vehicles were sold without replacement.

Progress was made on a draft Asset Management Plan for buildings, roads, parks and gardens. The Shire continued its review of all light and heavy plant. Aspects of this review include utilisation rates, whole of life costs and the Plant Renewal Policy.

All Shire owned buildings have been incorporated into the Shire's asset management register and basic maintenance schedules have been developed.

Shire assets are maintained in accordance with the Civil Infrastructure Maintenance Programme. In 2009-2010 Shire construction and maintenance teams worked hard to complete the scheduled programme. This was a major achievement given the extensive role they played in the construction of the new Dunsborough Oval.

The Shire's drainage team completed 100% of all drainage capital works projects. A total of \$179,000 (or 90%), was expended against a drainage works budget of \$200,000. Major projects included High Street storm water upgrade between Reynolds Street and Thomas Street and



Dunsborough storm water upgrade on Patton Terrace, Lorna Street, Chester Way and Grove Street.

The Shire's footpath team completed 88% of projects included on the footpath capital works programme. Construction of a new footpath on Guerin Street was delayed and only partially completed due to a conflict with heavy vehicle traffic associated with the Port Geographe seagrass bypassing project. An additional project (Thomas Street footpath) was also placed on the budget by Council resolution. Major projects included the Barnard Road footpath between Bussell Highway and Silverglen Avenue, and the Bird Crescent footpath connecting Turner Street and Hennessey Loop to Dunsborough Primary School.

The Shire's parks and gardens capital works programme was 99% complete by 30 June, 2010. Major projects included new play equipment at public open space in Geographe; new ashes garden, limestone walls and pathway construction at the Busselton Cemetery; fencing upgrades at Lou Western Oval, Churchill and Bovell Parks; and the installation of the Bovell Park Bore. Paving and anti-graffiti sealant has been undertaken at Victoria Square and the reticulation of the Busselton beachfront was completed.

The road construction and maintenance teams completed 100% of scheduled capital roadworks projects. Major projects this year

included: Jindong Treeton Road reconstruction and widening; gravel re-sheet to Chambers Road; asphalt overlay, kerbing and drainage works to Geographe Bay Road and Bignell Drive; and reconstruction, kerbing and drainage work to Duke Street.

Road patching and cycleway maintenance continued throughout the year. At the end of the financial year, the rural grading programme was fully completed.

All bridges were inspected prior to undertaking preventative maintenance and \$157,000 was expended on bridge maintenance budget. Work included an upgrade to the deck and guard railing of the Margaret Street pedestrian bridge that provides passage over the Vasse Diversion Drain.

### Work with developers to ensure community sensitive townsite and neighbourhood layouts and functionality.

Prior to the commencement of any development works, management plans are required to be submitted to the Shire. Engineering drawings are assessed and approved as per the Shire of Busselton's Technical Specifications. During the 2009-2010 year nine large-scale commercial subdivision requests were received by the Shire with 100% approved.

At 30 June, 2010, 18 subdivisions remained outstanding with various works attached to them for which the



Shire is holding bonds. Officers are working with the respective developers and consulting engineers to reduce the number of outstanding works. Additionally there were 12 subdivisions in the 12 month maintenance period. At the end of each subdivision's maintenance period all works are inspected and any defects rectified prior to the bond being returned.

At the end of the financial year there were 12 subdivisions which were either active (i.e. road works had commenced) or had engineering drawings approved and could commence at any time. These 12 subdivisions represent a total of 387 green title or strata lots (when fully developed).

Officers are in the process of reviewing the subdivision life-cycle, from planning to the handover phase. The major steps involved in the subdivision process are being reviewed along with statutory and regulatory requirements. This will also highlight the various roles and responsibilities of all parties involved in the process.

## Develop and ensure the provision of universally accessible and socially inclusive services, facilities and functions for all people within the community.

### Ensuring equitable access to Shire facilities and services by embedding Access and Inclusion principles within Shire operations.

The Shire conducted quarterly Access and Inclusion meetings. Additionally new terms of reference were endorsed to guide the group more effectively in its advisory role regarding access and inclusion matters.

The Shire was successful in securing a grant from the Disability Services Commission for the 'You're Welcome' Initiative. The funding will allow the Shire to employ a part-time Project Officer to collect access information and enter it on the 'You're Welcome' website. The website will be a valuable resource for people with a disability, their families, friends and carers. It will allow them to make an informed decision about the sites they visit.

The Busselton Low Vision Support Group met at the Shire in June to view the 'What to Do When You Meet a Blind Person' DVD. Shire customer service staff attended the screening to improve communication with people with a visual impairment. The Shire actively promoted the 'Guide Dogs Can Go Anywhere' message throughout the community.

Other access and inclusion highlights include hosting four special forums about diversity covering topics such

as cultural awareness, communicating with people with visual impairment, Aboriginal cultural awareness and living with a disability.

Consultation and research was also undertaken to identify suitable locations and options for a disabled fishing platform in the Dunsborough area. The Access and Inclusion Reference Group also worked with the Busselton Jetty Advisory Group to plan

for an accessible low level platform at the refurbished Busselton Jetty.

### Developing and implementing appropriate and practical workplace accommodation strategies to meet the immediate and medium term requirements of the Shire.

A thorough analysis indicated that the Shire has sufficient office accommodation to allow for planned growth over the next two years. In response to this analysis the Shire's executive put development of a short-term accommodation plan on hold in favour of focusing resources on the existing administration buildings with particular attention to improving power supply and air-conditioning.





### Creating innovative approaches to development via a reviewed town planning scheme.

The Draft Local Tourism Planning Strategy was considered and adopted for consultation by Council in January 2010. This important document provides a framework for future tourism development. It addresses current and future tourism demand, identifies future tourism sites and provides guidance on tourism zones and infrastructure needs.

The draft strategy was released for public consultation on June 14, 2010 and remained out for public comment until the second week of the new financial year.

### Facilitating Coastal Management Plans.

The Shire received a \$30,000 grant from the Department of Environment and Conservation. This injection of funds helped protect threatened flora, vegetation complexes and fauna habitat on important bushland reserves.

Some of this funding also went towards bollards and weed control at Quindalup Reserve.

From the Shire's budget the following actions were implemented: bollards and fencing maintenance at Broadwater Foreshore; formalisation of access near Elmore Lagoon Dunsborough; rabbit fumigation on the foreshore in East Busselton and Broadwater; and planting of coastal vegetation on the foreshore near Scout Road, Holgate Street, Allan Street, and Freycinet Drive.

### Managing the Port Geographe development to deliver a high quality sustainable outcome with minimum ongoing costs and liabilities for the community.

#### Seagrass and Sediment

Management of the Port Geographe development remained a high priority for the Shire. The issue of odour associated with the accumulation of seagrass received ongoing

public attention and following a recommendation from the Department of Health, the Shire had signs erected at the beach adjacent to the western groyne warning people of the potential health effects of hydrogen sulphide ( $H_2S$ ).

Shire Environmental Health Officers inspected the 'liquor pools' in the seagrass wrack and documented the  $H_2S$  levels. A Shire monitor was placed among the seagrass wrack accumulation and the data was monitored and provided to the Department of Health. No exceedances of World Health Organisation limits were recorded from that monitor:

An Odour Management Strategy was agreed with the Department of Health and monthly reports were compiled and presented to the Port Geographe Community Consultation Forum attended by a representative from the Department of Health and community action groups.

A Notice of Default served on the developers in relation to the seagrass bypassing operation expired at the end of October, 2009. No response to the Notice was received and no action taken by the developers to remedy the default. The Department of Transport served a Notice of Default on the developers requiring them to comply with their obligations in relation to sand bypassing and renourishment of Wonnerup beach.

This notice expired on January 15, 2010 and with no action on the part of the developers, the Shire of Busselton and Department of Transport entered into negotiations to commence the work. The Department of Transport also took action to rectify the developer's default in relation to the obligations in the Development Deed concerning navigability of the entrance channel at the Port Geographe Marina.

The Department of Transport and the Shire of Busselton prepared tender specifications for the 2009 bypassing works. The contract was awarded in April, 2010 and works commenced on April 19 until June 4. The Department of Transport acted as principal of the contract of works and the Shire was appointed superintendent.

A public awareness campaign was undertaken by the Shire in conjunction with the Department of Transport and various management plans were implemented for the bypassing operation to ensure minimal disruption. The bypassing operation was a condensed version of the full works usually carried out annually with the focus being on sand renourishment and coastal protection at Wonnerup beach.

The final report of the two year Seagrass Study was released in early May, 2010. The report recommended structural changes to the groynes at Port Geographe to facilitate natural bypassing of seagrass wrack around the western groyne and at the same time ensure navigability of the harbour entrance. The report presented six

possible groyne reconfigurations with scenario number five, which involves the creation of a convex shore line on the western side of the marina entrance channel, presenting as the preferred option in terms of seagrass transportation.

A Public Information Day was held in association with the Department of Transport, for people interested in learning more about the outcomes and recommendations of the Seagrass Study. Considerable work, including the completion of a sediment study, is required before a final decision is made on groyne reconfiguration. The sediment study is progressing well. At the end of 2009-2010 the Shire of Busselton and the Department of Transport sought submissions from interested parties to form a reference



group for the purpose of community consultation on the proposals outlined in the sediment study.

### Artificial Water Body Management

Mediation in relation to the Artificial Water Body Management Plan, that stemmed from obligations within the legal agreement entered into following clearance of stages 3 and 4 of the development, has resulted in the issue of a consent order by the State Administrative Tribunal requiring further revisions to be made to the Plan. Implementation of the Plan requires the installation of a monitor, regular sampling and submission of reports on any water quality issues arising in the canals should levels of certain elements be exceeded. The Shire remains in talks with the Department of Transport and the Department of Environment and Conservation on the issue.

### Phase II and the Village Centre

The subdivision at Phase II is on hold. The Shire and State Government continue to negotiate, both formally through the State Administrative Appeal process and informally at inter-government and developer representative meetings, to conclude a set of new subdivision conditions that reflect up to date requirements.

Agreement has been reached on the majority of the proposed new subdivision conditions. A disagreement as to clearance of a different set of subdivision conditions in relation to



the relatively small part of the village centre that remains to be completed was the subject of mediation in the State Administrative Tribunal. Following mediation and further negotiation the developer withdrew its SAT application and no longer sought clearance of the conditions.

At the end of the financial year the footbridge spanning the canal in the Port Geographe development remained incomplete and closed to the public. The Shire pursued the option of accessing the developer's bond to complete construction of the footbridge and rectify defects. The Shire obtained an independent engineer's assessment of the condition

of the footbridge as well as a report on the outstanding items from the developer's consultants.

Shire engineers carried out their own inspection and after comparing the two reports a detailed scope of works was prepared. Ongoing discussions with the developer's consultants has enabled the Shire to more accurately determine what is required to complete the footbridge and ensure it is built to the correct design specification.

Formal notices have been served on the Developer and it is expected the work will commence utilising the bond money before the end of 2010.

## Review town planning to reflect emerging diversity whilst retaining identity and character.

### Supporting development that is contained in identified nodes with well defined boundaries.

#### Toward a Scheme Review

The Shire is in the process of formulating a Local Planning Strategy which, over the next two to three years, will lead toward a new Town Planning Scheme. The Local Planning Strategy provides a framework for future development of the Shire of Busselton over the next 15 - 20 years. It sets out the planning directions for the Shire and provides the rationale

for the zones and other provisions of the local planning scheme. The Local Planning Strategy involves the formulation of a number of strategies including commerce, settlement, environment, culture and heritage and tourism.

Progress achieved during 2009-2010 includes release of the Draft Local Commercial Planning Strategy and the Draft Local Tourism Planning Strategy

for consultation. Significant progress was also made on the Draft Local Environmental Planning Strategy and Draft Local Cultural Planning Strategy.

These documents, once endorsed by Council, will form an important component of the Local Planning Strategy. They are currently being developed by Shire officers in conjunction with development of the Draft Local Settlement Planning Strategy.

#### Progressing the Local Commercial Planning Strategy

The Draft Local Commercial Planning Strategy provides a planning framework for the long-term provision



of adequate retail, commercial and industrial development in the Shire. The draft strategy was released for public comment and 65 submissions were received. A public information session was also held in December 2009.

Shire officers worked through these submissions and met with key stakeholders. A report will be presented to Council for final consideration in 2010-2011.

### Progressing the Local Tourism Planning Strategy

In January 2010 Council adopted the Shire of Busselton Draft Local Tourism Planning Strategy for consultation purposes.

The Draft Local Tourism Planning Strategy provides strategic direction for tourism development in the Shire and addresses current and future demand. It also identifies potential future tourism sites and provides guidance on tourism zones and infrastructure needs.

The draft strategy was advertised in May 2010 and at the end of the financial year remained open for consultation. Members of the public were invited to attend two community information sessions on the strategy.

### Progressing the Local Environmental Planning Strategy

The Local Environmental Planning Strategy provides guidelines for future land use, development and environmental protection within

the Shire. The draft strategy was prepared by a consulting firm engaged by the Shire. In November 2009 the draft strategy was considered by a Technical Advisory Group with representatives from the Departments of Environment and Conservation, Water, Planning, Agriculture and Food as well as Busselton Shire officers.

The strategy was also considered by a Community and Industry Reference Group with representation from local environmental groups, Geographe Bay Tourism Association, the Busselton-Dunsborough Environment Centre and Satterley Development Group. The strategy will be presented to Council in 2010 before being released for public consultation.

### Progressing the Local Settlement Planning Strategy

The Local Settlement Planning Strategy is currently being formulated to provide an assessment of the settlement hierarchy in the Shire and the broader region. The strategy, which considers opportunities for the growth of existing settlements within the Shire as well as the potential for new settlements, is being prepared by a consulting firm engaged by the Shire.

In early 2010 a 'Profile of the Shire of Busselton' was prepared. This important document brought together demographic, economic, infrastructure, planning and environmental information which will underpin the development of a housing, transport and infrastructure strategy.

## Ongoing Projects and New Initiatives to support Built and Physical (Infrastructure) Wellbeing.

In 2010-2011 we will:

- finalise the future management of Locke Estate including plans for its environmental management;
- complete restoration of the Busselton Jetty and host an opening event for the community;
- take an active role in the management of seagrass and sediment issues relating to the Port Geographe development and continue negotiations with the developer to see completion of outstanding works;
- complete refurbishment of the original Dunsborough Playing Field and install new lighting;
- progress toward completion of a new Town Planning Scheme with finalisation of the Local Tourism Planning Strategy, the Local Environmental Planning Strategy, the Local Settlement Planning Strategy, and the Local Commercial Planning Strategy;
- continue to upgrade the Shire's existing aged accommodation;
- improve public ablution facilities across the Shire;
- upgrade facilities at the Kookaburra Caravan Park;
- plan for cemetery expansion; and
- complete replacement of the bore at Sir Stewart Bovell Oval.

FOCUS ON:

## Business and Economic Wellbeing

Council made a commitment to ensure the Business and Economic wellbeing of the Shire by:

- promoting an environment that supports and encourages business that contributes to the community and is in keeping with the environmental and cultural aspirations of the region; and
- promoting the Shire of Busselton as the preferred destination within Western Australia for visitors seeking to experience food and wine, recreation, culture, heritage and nature-based attractions.

The extent to which these objectives have been achieved, is detailed in pages 31 - 33.



To promote an environment that supports and encourages business that contributes to the community and is in keeping with the environmental and cultural aspirations of the region.

**Establishing partnerships with key agencies to build economic development and broaden the industry base.**

During the year the Shire has worked hard to build and strengthen partnerships with key agencies including other local governments.

The Capes Regional Economic Development Strategy was endorsed by the Shire of Busselton and the Shire of Augusta-Margaret River in October 2009.

The purpose of the Strategy is to foster the creation of a sustainable

economy and jobs growth in the Capes region. The strategy includes a comprehensive list of activities and tasks to be undertaken by both Shires either independently or collaboratively.

Some of the tasks outlined in the development strategy include the collation of a regional calendar of events, the development of economic development policies and the standardisation of regulatory frameworks.

Other projects include the first Regional Growers' Market, development of a business database for the Capes Region and a Higher Education Forum.

Shire engineers are developing strategies and business plans for the Rails to Trails network. These joint projects are being overseen by the Capes Regional Organisation of Councils (CapeROC).



To promote the Shire of Busselton as the preferred destination within Western Australia for visitors seeking to experience food and wine, recreation, culture, heritage and nature based attractions.

**Building partnerships to promote and help fund our environment and other assets to attract national and international tourism.**

### **Foreshore Development**

The community driven project to enhance the Dunsborough Foreshore and the adjoining Seymour Park received Council endorsement in January 2010. A project team was formed in March to progress the actions required to enable the delivery of the project. With a budget of \$105,000 the team attempted to appoint one or more contractors to deliver the detailed design of the project area incorporating the proposed elements. A suitable contractor was not appointed and the team is now segmenting the design into individual components and undertaking as much of the work in-house as possible. This strategy will deliver better value for money for the Shire.

A Technical Design Forum for the development of the Dunsborough Foreshore was facilitated in June, 2010 by Shire staff. The forum was attended by adjoining landowners, key stakeholders, Shire Councillors and Shire infrastructure officers. Enquiries have been made through the Department of Regional Development and Lands regarding the establishment of a ground lease on the Dunsborough Foreshore to accommodate a café in accordance with the concept design.

The Busselton Foreshore development project commenced during the year with a primary focus on stakeholder consultation. The Shire has assisted the Busselton Foreshore Working Group through a process of consultation and concept plan development. A consultation plan was developed

incorporating the establishment of assessment criteria, a public submission process (and associated submission assessment process) and the appointment of an urban design and community engagement company.

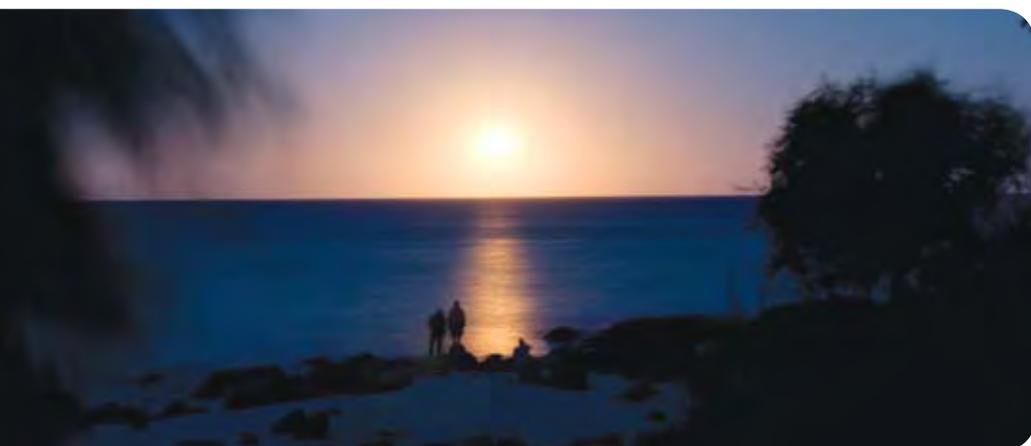
The aim of the group was to deliver a Preliminary Concept Plan based on the aspirations of the community and key stakeholders. This major milestone was achieved and the final concept plan is expected to be presented to the Council in 2010-2011.

**Supporting and seeking State-integrated initiatives that assist in promoting tourism.**

### **Busselton Airport**

The future of the Busselton Airport remained a priority in 2009-2010. During the year the Airport Advisory Group, which was established in June 2009, considered a range of matters relating to the airport including the development of a Noise Management Plan.

The Noise Management Plan was presented to Council in April 2010. It was endorsed by the Council (as a draft) and submitted to the Department of Environment and Conservation (DEC) and the Office



for the Environmental Protection Authority (OEPA) for additional comment. The DEC responded to the draft plan requesting that further work be undertaken before presentation to the Minister for the Environment.

The Airport Advisory Committee, which replaced the Airport Advisory Group, is in the process of revising the plan as per the DEC and OEPA comments so that the Noise Management Plan can be presented to the Minister for the Environment for review and approval. The Noise Management Plan will then provide the Shire of Busselton with a framework and supporting processes for effectively managing any noise emissions from the Busselton Regional Airport without having to gain approval from the OEPA and the Minister for the Environment for any variations to operational conditions.

Tourism WA, the Geopraphe Bay Tourism Association, the Augusta-Margaret River Tourism Association and Officers from the Shires of Busselton and Augusta-Margaret River, undertook market research in the Eastern States which identified strong interest in direct flights to Busselton. Tourism WA has identified that the development of the Busselton Regional Airport is a number one priority project for tourism in Western Australia. Shire Officers are working with Tourism WA and Tourism Australia to develop a marketing strategy for the Busselton Regional Airport.

### Recognise and support the potential of the Shire's wetlands as a tourist attraction.

The Shire is part of the Busselton Wetlands Project Team which is working towards the establishment of the New River Wetland Demonstration Site. Other members of the project team include representatives from Geocatch, the Department of Environment and Conservation, the South West Development Commission, Geopraphe Bay Tourism Association, Tourism WA and the community.

The project team was successful in obtaining \$50,800 from Royalties for Regions funding to commence restoration of the New River Wetlands Demonstration Site. Good progress has been made with the finalisation of an Acid Sulphate Soils Management Plan (a necessary precursor to reshaping the site to accommodate



birdlife) and the granting of a bore-water license from the Department of Water.

The concept plan for the New River Wetland Demonstration Site was approved by Council in February 2010. The project team is now in the process of negotiating the lease of the land from the Department of Regional Development and Lands.

### Ongoing Projects and New Initiatives to support Business and Economic Wellbeing.

In 2010–2011 we will:

- progress CapeROC initiatives including the Higher Education Forum, the Rails to Trails Network and boat ramp upgrades across the region;
- finalise and implement the Busselton Regional Airport Noise Management Plan;
- introduce a mechanism to maximise benefit from Federal and State government grant funding opportunities;
- improve regional tourism signage;
- further develop asset management plans;
- continue with CBD upgrades in Dunsborough and Busselton and work toward increasing IT connectivity in the CBD;
- pursue the acquisition of land in Yallingup Siding;
- develop a parks and gardens service level agreement; and
- facilitate the employment of ACTIV staff to assist Shire staff with general horticultural maintenance throughout the Shire.

FOCUS ON:

## Natural and Environmental Wellbeing

Council made a commitment to ensure the Shire's Natural and Environmental wellbeing by:

- fostering a culture of environmental awareness, ownership and action within the community and the organisation;
- ensuring that communities are provided with a balance of active and passive open space;
- minimising the adverse environmental impact of the activities of the Shire of Busselton and encouraging local businesses and the community to adopt practices that reduce their ecological footprint; and
- ensuring that waste is managed in a sustainable manner.

The extent to which these objectives have been achieved is detailed in pages 35 - 37.



## Foster a culture of environmental awareness, ownership and action within the community and the organisation.

### Creating opportunities for the community to become involved in maintaining and improving the natural environment.

The Shire provides funding incentives to community groups to maintain and improve the natural environment. The Shire's 2010 Community Environment Grant contributed to various community-based projects including allocations to the Busselton Dieback Working Group; the Residents of Eagle Bay Association; Geocatch and Dunsborough Coast and Land Care. The Possum Centre also received funding for a Western Ringtail Possum Care Manual and the Busselton-Dunsborough Environment Centre received funding support for tree planting in the Ludlow area. Above Water received assistance to develop an energy saving display and the Busselton Community Garden received funding for revegetation work.

The Shire is represented on the Busselton Dieback Working Group. This year the group circulated flyers to rural residential areas on the Naturaliste Ridge to raise awareness about the threat of Dieback. The Shire has also worked with the Toby Inlet Catchment Group to manage reserves in the Quindalup area. The Shire also supplied a quantity of phosphite to the group for foliar spraying of dieback affected vegetation in Creekview and Hayes Reserve.

Other community involvement includes assisting the Broadwater Beach group with a beach revegetation project; helping the Dunsborough Coast and Landcare Group to run a public display during Whale Week; and assistance with planting a quantity



of seedlings in Coastal Reserves in Dunsborough.

### Creating partnerships and encouraging cooperation with other agencies to assist in environmental protection.

The Shire has worked in partnership with Geocatch to install bio-retention basins at the corner of Barlee and Bunbury Streets in Busselton's light industrial area and at the Prince and Queen Street roundabout in the Busselton CBD.

These basins improve the quality of storm water before it enters local waterways. Planning is underway for the development of additional bio-retention basins at the end of Fairlawn Road and Bunbury Street in the Busselton light industrial area.





## Ensure that communities are provided with a balance of active and passive open space.

Completion of the new Dunsborough Oval in May 2010 marked an important milestone for the Shire and the residents of Dunsborough. Constructed to full AFL size, the new Dunsborough Oval is larger than Perth's Subiaco Oval. Its development reflects population growth within the Shire and the increasing demand for quality sporting facilities. The new oval was identified as a key priority for the community and the Shire committed its full Royalties for Regions Country Local Government Fund (\$1.263 million) allocation to its construction.

In approving detailed area plans for development at both Vasse and Yalyalup, the Shire has ensured compliance with the higher order development guide plans in terms of both passive and active recreation provision. In both cases this has resulted in substantially more than 10% of the overall development areas being set aside as public open space. In the case of both Vasse and Yalyalup, Shire officers have been working with the developers to finalise developer contribution plans to fund the creation of active open space in those areas. Significant new oval facilities will be developed in these areas over the next two to five years.

## Minimise the adverse environmental impact of the activities of the Shire of Busselton and encourage local businesses and the community to adopt practices that reduce their ecological footprint.

### Implementing the Environment Strategy.

The Environment Strategy was adopted in 2004. Since then the Shire has been progressively implementing the actions of the strategy. Key actions progressed in the last 12 months include joining the Cities for Climate Protection Programme and reaching milestones 2 and 3 of both the ICLEI Water Campaign (a water use reduction programme) and the Cities for Climate Protection (an energy use reduction programme). To achieve these milestones the Shire undertook an audit of its energy and water use

and developed new targets, which were outlined in a Local Action Plan.

The public provided input to the plan via an online survey run in January 2010. The plan was adopted by Council in February 2010.

An environmental management plan for the Locke Estate was also finalised and presented to Council. The Plan was accepted as a reference document, however, more information specifically relating to fire management and coastal sustainability is required

before Council considers the plan for final adoption.

A contractor was appointed to undertake management works in Shire reserves. Works included weed control, rabbit control, fencing and the installation of bollards and dieback treatment. Significant restoration of a section of the Dugulup Brook in Dunsborough CBD was undertaken. This involved weed control, a cool burn to remove the bulk of weed material, reshaping of the brook to repair erosion and create riffles

and pools and revegetation using local native plants. The Shire was successful in obtaining a Department of Environment and Conservation Environmental Community Grant of \$29,650. The funding was used for various management actions, including weed control, rabbit control, fencing, rubbish removal and signage in 13 high conservation value reserves.

### Ensuring that the Town Planning Scheme allows for sufficient densities of development within the identified population nodes to cater for the 25 year population projections.

The Shire is undertaking a review of its Town Planning Scheme. As part of this review Shire officers are preparing a Local Settlement Planning strategy.

In late 2009 the Shire released one of the key background reports which will inform the Local Settlement Planning Strategy - the Shire Profile. This important document analyzes key demographic trends and land supply requirements. The profile revealed that, based on population estimates and land currently identified for urban growth, the existing Town Planning Scheme ensures sufficient land to accommodate projected growth in the Shire for 25 years. This will inform the new Town Planning Scheme in which the provision of a wide variety of housing options and housing affordability will be given key consideration.

## Ensure waste is managed in a sustainable manner.

### Developing a waste management strategy to ensure minimum landfill and support recycling.

A Draft Waste Management Strategy was completed during 2009-2010 outlining an approach for landfill use at the Busselton and Dunsborough Waste Facilities.

The Strategy includes a recommendation for the number of landfill sites to be rationalised from two to one. This would see the Busselton Waste Facility converted into a transfer station and the Dunsborough Waste Facility, which has an estimated 15 years of life remaining, as the only landfill. The Strategy will be presented to Council for consideration in the 2010-2011 financial year.

#### Recycling Strategies

The Shire introduced free recycling at both landfill sites to assist in greater waste diversion from landfill. Another initiative currently being explored is the introduction of a three bin system for the collection of organic waste for composition and to reduce carbon emissions.

The weighbridge at the Dunsborough Waste Facility has proven to be a valuable instrument in the Shire's waste minimisation

strategy. This device has enabled the Shire to accurately determine the amount of waste being sent to landfill at its major waste facility. Prior to the installation of the weighbridge the Shire expected to reach its licensed quantity of 50,000 tonnes of waste for the financial year. However, the accurate records show that only 31,045 tonnes of waste were sent to landfill at Dunsborough in 2009-2010. This can be attributed to increases in the amount of waste being recycled in the Shire.

During the year the Shire recycled: 3,636 tonnes of kerbside recycling in yellow-top bins; 3,658 tonnes of mulch; 903 tonnes of scrap metal; 92 tonnes of electronic waste; 32 tonnes of glass; 20 tonnes of car batteries; 1 tonne of aluminium cans; 18,000 litres of used oil; 5 tonnes of car tyres; 3 tonnes of gas bottles; and 4 tonnes of cardboard.

Throughout the year waste management officers from the Shire gave a series of presentations to local school groups on waste management strategies and recycling. The Shire also promoted its waste management initiatives through feature articles in the local press and the Bay to Bay community newsletter.

### Ongoing Projects and New Initiatives to support Natural and Environmental Wellbeing.

In 2010 – 2011 we will:

- undertake a programme of tree planting to support the habitat of the Western Ringtail Possum;
- purchase a new waste compactor to assist in the Shire's waste management programme;
- investigate the use of thermal water for heating swimming pools at the Geographe Leisure Centre; and
- finalise the Shire's Waste Management Strategy.

FOCUS ON:

## Organisational Wellbeing

Council made a commitment to ensure the Organisational wellbeing of the Shire of Busselton by:

- managing the business of the Shire in a responsible and accountable manner utilising organisational sustainability principles;
- continuing to build organisational capacity through the strategic management of the Shire's assets which includes employees; and
- creating harmony and unity in the community through open communication, participation and accurate representation.

The extent to which these objectives have been reached is detailed in pages 39 - 48.



## Manage the business of the Shire in a responsible and accountable manner utilising organisational sustainability principles.

### Developing financial and business planning structures to support decision making.

#### Strategic Planning

Following a series of Councillor workshops and a period of public consultation, the Shire's Strategic Plan 2010–2020 was endorsed on June 9, 2010. Scheduled for implementation in 2010-2011, the Strategic Plan sets the direction for growth and development over the next decade. The Plan outlines twelve strategic priorities, aligned to four key result areas – Community and Social Wellbeing, Business and Economic Wellbeing, Natural and Built Environment Wellbeing; and Organisational Wellbeing.

Council also developed a supporting Strategic Action Plan in which a number of major projects and activities have been proposed. The Strategic Plan and Strategic Action Plan will be subject to regular reviews during their ten year life to identify and respond to changes in the social, economic, political and natural environments which may impact upon and/or change the priorities identified.

#### Reporting Mechanisms

As part of the strategic planning process a review of the Shire's organisational Key Performance Indicators (KPIs) commenced in December 2010 culminating in a

report to Council which proposed a refined and significantly reduced set of performance indicators focused on both the Shire and Council.

Council adopted these new KPIs which are now being used to measure organisational performance across core business areas including: finance, governance, community satisfaction, compliance assessment and safety.

The Shire's finance team undertook a rationalisation of the financial reports used for organisational reporting. In addition to this, numerous additional financial reports were compiled as part of the 2010-2011 budget development process. These include reports specific to consultancies, employee costs, fees and charges and reserve movements. These reports will form the basis of monthly financial reporting to senior management during 2010-2011.

#### Communication and Technology Planning

An internal steering group was established in November 2009 to review the Shire's Communication and Technology (ICT) Plan. A range of ICT projects including CBD Connect, which builds a new data communication service for



out stations, and an enhanced purchase ordering system were identified and earmarked for inclusion in the Shire's Ten Year Financial Plan (currently being developed).

### Organisational capacity building through continuous service review and improvement.

#### Improving Customer Service

Council adopted a formal Customer Service Policy in May, 2010. Following this a series of customer service awareness raising sessions were held across the organisation. The Shire's Customer Service Team undertook a customer service survey in January, 2010. In the survey 89% of all respondents reported a positive customer experience when dealing with the Shire's Customer Service Team. The Shire will use this information to benchmark future performance.

A new process for managing customer requests was implemented in February, 2010. The Customer Request

Management System (CRM) replaced the Customer Action Request System (CARS). The new system provides more accurate information about the type and volume of requests received and the Shire's response rate.

The Customer Service Team received 44,653 enquiries (of all types) during 2009-2010. Of these 40,617 (91%) were resolved by the Customer Service Team without the need for referral.

#### Enhanced Information Systems

Focus this year has been on infrastructure development and improvement. The year commenced with a major network upgrade followed by upgraded virtualised systems environments.

The Dunsborough and Busselton Libraries had their internal networks upgraded - library systems are now more tightly integrated with the Shire's virtualised systems improving support and continuity of service. The Shire's website has also been upgraded, allowing the ArtGeo website to be hosted within a single operating environment. This change simplifies management of multiple web sites and makes provision for future expansion such as doing Shire business on the web.

The Councillor Information System (CIS) was implemented providing Councillors with improved access to electronic services.

Directly supporting the community and small business is a new online public mapping system. This product,

which has had wide community acceptance, provides online information on property managed by the Shire. Additionally, a high resolution aerial photo service is now attached to the product.

#### Organisational Review

The Shire undertook an internal review using the Guided Self Assessment tools contained within the Australian Business Excellence Framework. The assessment highlighted the need to re-examine all current corporate and business plans including the Shire's Ten Year Financial Plan.

Another outcome was the need to integrate other plans into the financial and strategic planning process. As part of the assessment outcomes a review of Council's contract management processes commenced with the appointment of a new contracts and procurement officer. Implementation of an improved project proposal process including a review of contract, tendering, and contract management policies and procedures commenced in May 2010. This review remains ongoing.

#### Asset Management

The Shire's Asset Management team has completed configuring and updating the asset registers for roads, buildings, parks and reserves, bridges and other Shire infrastructure. An asset management modelling tool has also been configured and populated with data to generate capital works programmes for the main asset classes.



Asset management plans and five year capital works plans for buildings, roads and parks and reserves are all in progress, including financial analysis to identify funding gaps for Council's consideration. An Asset Management Working Group with cross-organisational representation has been established to ensure consistent processes are being implemented.

### Rates Review

In 2009-2010, Council continued to offer instalment options for the payment of Shire rates (one or four payments) pursuant to the requirements of the Local Government Act.

The four instalment payment option attracted an additional administration fee of \$2.30 per instalment (excluding the first instalment) and instalment interest charged at a rate of 5.5%. In the 2009-2010 financial year approximately one third of properties (per assessment) elected to utilise the instalment payment option.

### Meeting regulatory requirements.

#### Local Law Review

The ongoing review of the Shire's local laws continued throughout 2009-2010. During this time two new local laws came into operation, being the Local Government Property Local Law 2010 and the Dust and Building Waste Control Local Law 2010.



The Local Government Property Local Law has been initiated to regulate the care, control and management of all property of the local government, except thoroughfares. It also encompasses reserves and foreshores. The former Reserves and Foreshores Local Law was repealed as part of the new Property Local Law coming into operation.

The Dust and Building Waste Control Local Law has been initiated to provide for the regulation, control and management of dust, sand drift, rubbish and litter on building sites, extractive industries and subdivisions on land within the district to protect the amenity of the district.

In addition to the two new Local Laws coming into operation, reviews of the existing Standing Orders,

Parking and Dogs Local Laws were advanced, with a new Airport Local Law also being written and progressed to the stage of advertising.

#### Legal Service

Internal legal services were provided across all of the Shire's operations. Advice was provided on a range of issues in relation to legislative interpretation, compliance issues and a range of contracts and agreements (including drafting various notices) involving the Shire. These included the new Ironman contract, Jetty works agreements, and IT service agreements. Legal documents in relation to various planning matters were prepared and reviewed as required including development deeds for tourist developments, bond agreements, deeds relating to open space management,

temporary accommodation agreements and the like.

Ten new issues were referred to the State Administrative Tribunal (SAT) during 2009-2010. Two issues were carried over from the previous financial year. Four of these were resolved at mediation, seven were withdrawn by the applicant and one application for appeal was refused by the SAT. As at June 30, 2010 five appeals remained outstanding of which one had progressed to a hearing.

Two of the more significant issues dealt with through SAT were: Smiths Beach, which was resolved through a mediation process and finished on 23 October 2009; and an issue relating to coastal protection structures at Siesta Park. This issue was resolved before hearing and therefore the SAT hearing was vacated.

The Shire received six Freedom of Information (FOI) applications.

Two of these applications resulted in the release of documents, three were ultimately withdrawn by the applicants and one remained pending at the end of the financial year.

### Local Government Reform

Busselton Shire Council joined many other Western Australian Councils in rejecting the State Government's rigid focus on amalgamation as the only solution for Local Government reform.

The key action from the Council's determination on the Minister's structural reform initiative was to partner with the Shire of Augusta-Margaret River to advance a range of joint projects and initiatives addressing organisational sustainability and regional development. After consultation with the Shire of Augusta-Margaret River, Council was presented with the proposal to re-establish The Capes Regional Organisation of Councils (CapeROC) - this occurred on November 25, 2010.

Council also received an invitation from the Minister for Local Government to participate in a Regional Transition Group to work towards amalgamation. A report was presented to the Council at its meeting on March 24, 2010 where a unanimous 'No' decision was passed. The Minister has been advised that the Shire of Busselton will not participate in amalgamation talks.

### National Competition Policy

The requirement on all Local Governments to implement the National Competition Policy (NCP) arises from the Competition Principles Agreement, an inter-governmental agreement between the State/Territory Governments and the Commonwealth Government. The agreement sets out nominated principles that apply to Local Government.

Local Governments are required to report annually on the implementation, application and effects of the NCP with regard to three significant areas. These are:

- Competitive Neutrality;
- Legislation Review; and
- Structural Reform.

The application of these aspects of the NCP is intended to ensure that service delivery is open to competition and that Local Laws and Council policies do not unduly restrict competition.

As the Shire did not acquire any new entities or privatise any activities during



the 2009-2010 financial year, there was no requirement for competitive neutrality testing. In addition, there were no obligations arising from structural reform with regard to the NCP.

The remaining Local Laws in force in the Shire of Busselton continue to be reviewed in accordance with the requirements of the Local Government Act 1995. As part of any review, any anti-competitive provisions that cannot be justified on public benefit grounds must be removed, in accordance with the NCP.

The new Local Government Property Local Law that came into operation was based on an industry model Local Law and therefore NCP testing had already been undertaken. With regard to the other Local Law that came into operation, being the Dust and Building Waste Control Local Law, an NCP review did not reveal any anti-competitive provisions for removal. All other reviews initiated must continue to be undertaken cognisant of the NCP requirements.

### Governance

The ordinary bi-annual Local Government Election was conducted in October, 2009. Seven new Councillors were elected, joining six existing Councillors. Despite two Councillors resigning during the 2009-2010 financial year, the organisation did not have to conduct an extraordinary election due to the

Electoral Commissioner approving these vacancies remain. The Council moved towards a formal reduction of the number of elected members. This potential reduction will be progressed in 2010-2011 and may impact on the number of Councillors elected at the next election in October, 2011.

The Shire of Busselton made some significant changes to its governance processes during the last financial year and advanced a range of internal change mechanisms that the Council required to ensure its stated objectives were being met. Following the election, one of the earliest decisions of the new look Council was to establish a new decision making framework, which included key Committees.

The Council also set a range of targets for the organisation to meet in the areas of financial management, planning for the future, policymaking, community consultation, project management and accountability. As depicted throughout the Annual Report of the 2009-2010 financial year, this has resulted in a significant number of reforms and achievements.

### Legislative Compliance

All local governments are required to conduct an annual audit of their operations against a significant range of statutory requirements. The most recent audit was completed in March 2010 and the Shire of Busselton again demonstrated a high level of



compliance across all aspects of the organisation's operations. The review included examination of financial compliance, tender regulations, meeting processes and procedures and disclosure requirements.

In addition to the statutory audit required of all local governments, the Council also initiated an internal audit of its contracting and procurement activities and processes that was conducted by an expert auditing organisation with significant experience in these areas. The audit found that, overall, the Shire's procurement and contract management practices are supportive of achieving best value for money while ensuring prudence, due diligence and probity are evident. The auditors made some recommendations on areas that can be improved and the organisation has embraced these suggestions, embarking on a

continuous improvement process in these areas.

In accordance with the complaints processes established under the Local Government Act 1995, a local government is required to include in its Annual Report details of entries made in the Complaints Register that the Complaints Officer is required to keep. The Complaints Register is to include information on all complaints that result in action.

There were two complaints against individual Councillors of the Shire of Busselton recorded in the Complaints Register during the 2009-2010 financial year both resulting in action. These complaints were dealt with by a Local Government Standards Panel and findings of minor breaches of the Local Government (Rules of Conduct) Regulations 2007 were made. On both occasions the Councillors were publicly censured and on one of those occasions a Councillor was required to make a public apology.

### Investigating land development opportunities.

Planning for the acquisition of State-owned land in Berryman Road commenced with a meeting between Native Title claimants and the Department of Regional Development and Lands in August 2009. A report on the development potential of this land was considered by Council in May with a resolution to continue negotiations possibly resulting in the

Performance Indicator	2008-2009	2009-2010
Number of records registered	39,163	68,835
Surface mail received from Post Office	33,307	30,578
Number of electronic records received (email, fax)	227,776	242,333

acquisition of the land (subject to further Council consideration).

The Shire also investigated the acquisition of Lots 48 and 49 Causeway Road, Busselton. A business plan for the proposed acquisition of these lots was presented to Council in April, 2010 and released for public comment. The proposal was yet to be finalised by the end of the financial year.

### Ongoing internal capability development.

#### Records Management

The Shire of Busselton is committed to the reliable and systematic management of records in accordance with legislative requirements and best practice standards. The Shire's Record Keeping Plan (as required by the State Records Act 2000) was approved by the State Records Commission in June 2010 for a period of five years.

Consistent with the Record Keeping Plan, the Shire operates an ongoing record keeping training program to ensure all staff are made aware of their record keeping roles and responsibilities and are provided with the skills necessary to operate the Shire's record keeping system.

Measurement of corporate record keeping indicators during this period are compared to last year's figures in the table above.

Internal record keeping audits are conducted on a regular basis to monitor compliance with the Shire's Record Keeping Plan. This report has been published in accordance with the requirements of the State Records Act 2000 and the Shire of Busselton Record Keeping Plan.

#### Human Resources

The Human Resources team worked on staffing issues across the Shire including investigations and grievances; terminations and contract negotiations; and workers compensation. They also provided coaching and support to managers and supervisors with regards to performance management and worked with directors to implement the recommendations of the Motor Vehicle Review.

The Shire commenced negotiation on a new Enterprise Bargaining Agreement (EBA) with staff in March 2010. A series of information sessions were held by the Acting CEO and Shire officers were invited to nominate bargaining representatives. The first

formal meeting between the Shire and nominated bargaining representatives took place on June 15, 2010.

**Employee Remuneration**

As per the requirements of Local Government (Administration) Regulation 19B, the Shire of Busselton is required to disclose in bands of \$10,000 the number of employees that are entitled to an annual cash salary (not package) of \$100,000 or more.

This information is provided in the table below.

Salary Range \$	2009	2010
100,000 - 109,999	0	1
110,000 - 119,999	1	1
120,000 - 129,999	1	1
130,000 - 139,999	1	1
140,000 - 149,999	1	1
150,000 - 159,999	0	0
160,000 - 169,999	0	0
170,000 - 179,999	1	1

**Occupational Safety and Health**

The Shire continues to place high priority on compliance with the Occupational Safety and Health Act 1984.

Shire work teams undertook mandatory monthly toolbox meetings; quarterly workplace safety inspection checks; and also reported on all accidents and incidents. At the end of the financial year, all workplace safety



inspections were up to date and a project to revise and rewrite Job Safety Analyses was underway.

The Shire's Occupational Safety and Health Committee met every six weeks to discuss and assist in the resolution of OSH issues across the organisation. Seventeen new workers compensation claims were raised during 2009-2010, 12 of which had been closed by the end of the financial year.

WorkSafe WA visited the Shire in November 2009. The Shire received two improvement notices relating to management of hazardous substances and asbestos management in Shire buildings. All improvement notices were completed within the required time and to required standards.

Flu vaccination was made available to Shire employees with 80 staff members participating in the programme. In addition to assisting employees to maintain their health, the

vaccinations are likely to reduce sick days across the organisation.

Basic First Aid training was made available to all employees. This was in addition to Shire officers who already hold Senior First Aid certificates and have a more formal responsibility to respond to workplace medical emergencies.

**Risk Management**

To reinvigorate the organisation's perception of risk management, a review of the structures and functions of the existing Risk Management Review Group was completed during the final quarter of the year.

The Risk Management Committee assisted in the identification of risk issues in key activities across the organisation and the development of appropriate mitigation strategies.

The Risk Coordinator has been actively involved with several risk management activities associated



with the Busselton Jetty refurbishment, Port Geographe seagrass bypassing, Wonnerup Beach erosion and sand profiling. Initial discussions regarding risk management integration in asset management, contracts and tendering were held with the respective officers to ensure implementation of appropriate risk management processes.

### Strategies to attract and retain staff.

The Shire continued to conduct interviews with exiting staff and a range of strategies have been put in place to address common trends arising from these interviews. These include: leadership and frontline management programmes; improved internal communication; and staff reward and recognition policies. The employee wellness programme, flexible working arrangements and

Shire support for further education are important initiatives designed to attract and retain quality staff at the Shire of Busselton.

Formalised succession planning to provide aspiring staff with opportunities for career advancement have been initiated.

Planning for a comprehensive staff survey commenced in the fourth quarter with the launch scheduled for early in the new financial year. To facilitate benchmarking against the previous survey conducted in June 2009, questions will aim to reveal staff perceptions on a range of issues.

### Employee Training and Development

The Shire's Training and Development Policy ensures staff training needs are met. As per the Shire's current Enterprise Agreement, an amount equivalent to 1.5% of the total gross

wages and salaries budget is committed annually to the staff training pool.

During the year 221 staff participated in training courses run internally at the Shire or externally. Internal training courses were run according to an annual schedule and based on identified needs. In addition to staff induction training and internal corporate systems training, the following courses were run on site, facilitated by external providers; Project Management (Fundamentals and Advanced), Winning Presentations, Agendas and Minutes, Excel, Basic Computing, Customer Service, Communicating in Difficult Situations, and Business Writing.

Nationally accredited training courses were also provided to existing staff through the national traineeship system. Ten staff signed up to existing worker traineeships. These traineeships provide employees with nationally accredited and structured on-the-job training and, in some cases, also provide the Shire with funding incentives.

Thirteen staff took advantage of the Shire's Study Assistance Programme which provides financial and/or time assistance to approved applicants, enrolling in a range of courses specifically related to their area of work within the Shire. These studies included: Urban and Regional Planning, Economic Development, Business, Occupational Health and Safety, and Management.

## Create harmony and unity within the community through open communication, participation and accurate representation.

### Developing stakeholder management practises, communication and community education strategies.

Two round table stakeholder forums were held in 2009-2010. A forum held in November focused on sustainability assessment criteria and an additional forum provided a general project update for stakeholders. Both events were well attended and received positive feedback.

#### Managing Corporate Communication

The Shire produced three editions of the community newsletter 'Bay to Bay'. Articles covered a range of news items of general interest to residents and visitors. A survey on the effectiveness of the 'Bay to Bay' as a communication mechanism was included in the final edition for 2009-2010. The results of this survey indicated continuing public support for the newsletter.

Officers in the communications team worked closely with community members and local businesses to compile the annual Down South Community Directory. This valuable resource included up to date street maps, visitor information, and contact details for government agencies, community organisations, sporting groups and businesses.

Copies of the 2008 - 2009 Annual Report were posted to key stakeholders in January 2010

and made available at the Electors Meetings. An electronic copy was also posted on the Shire's website.

#### Corporate Events

Council is committed to acknowledging the efforts of individuals and groups who contribute

significantly to the wellbeing of the Shire. During 2009-2010, 21 dedicated civic events (excluding naturalisation ceremonies) were hosted by the Shire. A significant number of these civic events were held to thank volunteer groups such as Meals on Wheels, the Busselton Jetty Swim Organising Committee, the Dunsborough Writers Group and the Busselton Seniors Variety Band for their efforts. Council will continue to acknowledge the contribution of volunteers.





A formal function and media launch was held for the official opening of the Dunsborough Playing Fields which was attended by several dignitaries including the Minister of Regional Development and Lands, the Hon Brendon Grylls and the Member for Vasse, Troy Buswell.

The Shire President and other members of Council officiated at many community and sporting events throughout the year. Examples of just some of these events include the Half Ironman and Ironman WA events; Australia Day Celebrations; Rotary Memorial Opening; CowParade Auction; Fire Fighting State Open Championships; Vasse Art Exhibition and the Street Rod Nationals.

#### Promoting the interests of the Shire.

As part of Council's commitment to engaging with schools, an educational programme centred on the role of local government was developed and delivered to local students. Forty three students participated in the programme which involved a range of hands-on activities including a mock Council session where the students debated an actual Council issue. Members of the Shire Council supported the initiative by participating in the mock session. The students received information kits and later produced posters about their visit which were displayed at the public library.

The Shire strengthened its relationship with local high schools and TAFE

Colleges by supporting work experience students, cadets, trainees and apprentices. During 2009-2010, the Shire facilitated 20 work experience placements.

Throughout the year the Shire maintained high visibility by supporting community and sporting events. Promotional material was distributed to various functions, expos and conferences and Shire banners were displayed at many events from small scale tournaments such as the South West Table Tennis Championships to major international events such as Ironman Western Australia.

The Shire granted 56 separate payments from its Scholarship Fund to support residents promoting the Shire of Busselton through sporting or cultural endeavours.

#### Ongoing Projects and New Initiatives to support Organisational Wellbeing.

In 2010 – 2011 we will:

- implement initiatives outlined in the Shire's Leadership Plan;
- finalise the Shire's Ten Year Financial Plan and implement actions;
- analyse the outcomes of the Staff Survey and develop appropriate action plans to address common themes;
- expand the use of the web to provide quality information to users; and
- undertake a community survey to monitor the Shire's performance.





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