

# Annual Report 2011-2012



The  
best place  
to be.

## Our Vision



The  
best place  
to be.

Our City 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 support 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.

## In This Report

- 1 Our City
- 2 Our Council
- 3 From the Mayor
- 4 Our Highlights
- 6 CEO's Executive Summary
- 7 Our Organisational Structure
- 8 Financial Briefs
- 9 Our Priorities in 2012 - 2013

### Focus On

- 10 Community & Social Wellbeing
- 18 Business & Economic Wellbeing
- 24 Natural & Environmental Wellbeing
- 30 Organisational Wellbeing

### Financial Overview

- 37 Auditor's Report
- 38 CEO's Statement
- 39 Finance Reports

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



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

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

The traditional owners of the land are the Wardandi of the Noongar Aboriginal people of the South West, who inhabited this country some 40,000 years before European occupation.

European settlement of the City began in 1834. In 1871 the City was divided into two areas – the Busselton Municipal District and the Sussex Road District. In 1951 the two areas merged to become the Busselton Road District and on July 1, 1961 the Busselton Road District became a Shire.

On January 21, 2012, the City of Busselton was declared, supporting a population of around 32,000 people.

Land use in the City is predominantly rural and agricultural, with significant areas of State Forest and National Park. Our local manufacturing, vegetable, beef and dairy industries are long standing. The local wine industry comprises over 50 percent of the wine producing members of the Margaret River Wine Industry Association.

Our rare and distinctive array of native plant species, ancient Tuart Forest and wetland areas of world significance make the City of Busselton

an acclaimed biodiversity hotspot and popular tourist destination.

The iconic Busselton Jetty, built in 1865, stretches 1.8 kilometres into Geographe Bay and is an image that readily identifies Busselton and the broader South West region.

The City of Busselton is a desirable and attractive location with a moderate climate, natural beauty, and diverse economy. The City has a proud, supportive and growing community. Residents enjoy an enviable lifestyle and access to quality services and facilities.

The City of Busselton remains the best place to be.

## Our Council



Councillor	Appointed	Term Expiry	Meetings Attended (of 22 Meetings)
<b>Cr Ian Stubbs</b> Mayor	15 October 2011	17 October 2015	21
<b>Cr Tom Tuffin</b> Deputy Mayor	15 October 2011	17 October 2015	21
<b>Cr Terry Best</b>	17 October 2009	19 October 2013	20
<b>Cr David Binks</b>	15 October 2011	17 October 2015	16
<b>Cr Gordon Bleechmore</b>	17 October 2009	19 October 2013	18
<b>Cr Jenny Green</b>	15 October 2011	17 October 2015	13 of 15
<b>Cr Grant Henley</b>	17 October 2009	19 October 2013	19
<b>Cr Debra Kurmann</b>	15 October 2011	19 October 2013	12 of 15
<b>Cr John McCallum</b>	15 October 2011	17 October 2015	14 of 15
<b>Cr David Reid</b>	17 October 2009	19 October 2013	21
<b>Cr Coralie Tarbotton</b>	15 October 2011	17 October 2015	14 of 15
<b>Donald Hanran-Smith</b>	20 October 2007	15 October 2011	7 of 7
<b>Jacqueline Emery</b>	17 October 2009	10 August 2011 (resigned)	2 of 2



The municipality's change to City status on January 21, 2012 marked a pivotal stage in the growth of our community. During the proclamation ceremony I was honoured not only to accept the position of Mayor, but to publicly acknowledge the many individuals, community groups and municipal councils whose efforts over the years helped us realise this important milestone.

The City of Busselton is Western Australia's sixth regional city and the second in the South West. Council is confident that this change to city status will lead to greater investment in major facilities and infrastructure and return real benefit to the growing community. I extend my appreciation to our CEO Mike Archer who directed the extensive community consultation process preceding the decision to move to city status.

This year Council pursued funding opportunities to support major foreshore redevelopments. The Dunsborough Foreshore Revitalisation Project has already seen significant progress as has the Busselton Foreshore Redevelopment Project. The new Cultural Precinct in Queen Street Busselton will link the town centre with the Busselton Foreshore, creating greater vibrancy in the CBD and providing a home for the region's burgeoning art scene.

Completing the necessary investigations that underpin expansion

of the Busselton Regional Airport has been a priority. Ministerial approval of the Noise Management Plan granted in June has paved the way for additional flights in and out of the airport and progressed realisation of the Busselton Regional Airport Master Plan.

Finding a workable solution to problems associated with the Port Geographe development has remained a high priority. The City has been working through a myriad of complex legal issues to advance a resolution as well as actively lobbying the State Government to fund the groyne reconfiguration. Council's objective is to see the State Government resolve the two major hurdles hindering progress – one being the developer in administration, the other being a major bank which is seeking to recover a significant debt.

In closing, I commend our newest members to Council who were elected into office in October 2011 along with returning Councillors Tom Tuffin and David Binks. Councillors Jenny Green, Debra Kurmann, John McCallum and Coralie Tarbotton have made an excellent contribution to Council during their first year in office.

I also wish to record my appreciation for the contributions of vacating Councillors Jackie Emery and Don Hanran-Smith. I thank my Deputy, Cr Tom Tuffin, and all members of the City Council who have worked so diligently over the past year.



Cr IAN STUBBS

## Our Highlights



### Busselton Foreshore

See page 19

Phase one of the broader Busselton Foreshore Master Plan resulted in a new sea wall completed in December 2011.

Costing \$1.2 million to construct, it involved the strategic placement of approximately 7,000 tonne of granite along the skeleton of the old sea wall. Two new car parks surrounding Signal Park were also completed.



### Seymour Park

See page 20

Dunsborough's Seymour Park was refurbished and reopened to the public in early March coinciding with the annual Sculpture by the Bay festival. The refurbishment involved extensive subsurface drainage work, landscaping and the installation of new street furniture, play equipment and decorative pathways. The reopening of Seymour Park marked the completion of Stage 1 of the Dunsborough Foreshore Revitalisation Project.



### City Status

See page 31

The City of Busselton was publicly proclaimed at a community celebration on January 21, 2012.

The Hon. John Castrilli MLA made the formal declaration of City status and presented Cr Ian Stubbs with the mayoral chain ceremoniously acknowledging him as the first Mayor of the City of Busselton.

The mayoral pendant was designed and crafted by local jeweller Clayton Gordon.





### Strategic Planning

New integrated planning and reporting regulations (introduced under the Local Government Act) prompted the City to commence the development of an overarching Strategic Community Plan. A series of community workshops and a broad survey were conducted during the year to inform this important planning process. The Strategic Community Plan will set out the vision, aspirations and objectives of the community over the next 10 years and inform the Corporate Business Plan.



### Jetty Complete **See page 25**

Completion of Section 10 of the Busselton Jetty (which extends beyond the Underwater Observatory) signified the end of the Busselton Jetty Refurbishment Project. Without doubt this was the biggest and highest profile project ever undertaken by the City. Practical completion was reached on June 18, 2012. The hand over of the final completion documents on that day marked the end of a challenging but rewarding chapter in the City's history.



### Cultural Precinct

**See page 25**

The section of Queen Street between Marine Terrace and Adelaide Street was permanently transformed into a mall-like precinct ideally suited to community events and cultural activities. The precinct, which incorporates decorative tiling, rain gardens and feature lighting, will also be home to the City's Settlement Art Project. The cultural precinct was officially opened during a night of community festivity coined 'Culture on Queen'. It is hoped that this will become an annual event for the City.



CEO MIKE ARCHER

The City of Busselton ended the 2011-2012 financial year in a state of robust health. Budgets were well managed, major projects remained on schedule and the organisation continued to attract and retain quality staff.

This has been a year of consolidation and growth with the benefits of the internal restructure undertaken last year clearly evident. The City held its first all-staff conference in May involving 230 employees across five directorates. This conference signified a new sense of professionalism and shared organisational responsibility.

Finalisation of the Local Planning Strategy progressed significantly. This strategy, which will provide the City with land use planning direction for the next 30 years, involved the preparation of five key local planning strategies. All five strategies have now either been endorsed by the WA Planning Commission, or are with the Commission for endorsement.

Development of the City of Busselton Strategic Community Plan and Corporate Business Plan commenced this year with a series of community workshops. The adoption of these two planning documents is on target for June 30, 2013.

Strengthening the City's economic position remained a key priority. Considerable time and effort has been directed toward progressing strategic initiatives such as the Busselton Regional Airport upgrade, the opening of the Queen Street cultural precinct, and expansion of the Busselton Library and

construction of the new Community Resource Centre.

Other achievements and issues determined (or significantly progressed) during the year include:

- ministerial sign-off of the Noise Management Plan for the Busselton Regional Airport;
- practical completion of the Busselton Jetty;
- significant progress of Stage 1 of the Busselton Foreshore Redevelopment Project and Council endorsement of the Busselton Foreshore Master Plan;
- completion of Stage 1 of the Dunsborough Foreshore Revitalisation Project and the reopening of Seymour Park;
- determination of City status (after a lengthy community consultation process);
- expansion of the Busselton Regional Airport Passenger Terminal to accommodate passenger screening; and
- a continuing focus on environmental and energy saving initiatives including the progression of geothermal heating at the Geographe Leisure Centre; improved dieback control measures in City reserves; commencement of the Yallingup Foreshore Management Plan; and the development of two wetland education and appreciation sites.

I express my thanks to City of Busselton Councillors, the Executive Team and all City Officers who continue to work hard to serve the community in which they live.



Our four Directors report to the City of Busselton Chief Executive Officer, Mike Archer.



### Finance and Corporate Services

Director **Matthew Smith** LLB (Hons)

*Finance; Information Technology and Corporate Services, including Human Resources, Records, Customer Services, Legal and Property Services.*



### Engineering and Works Services

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

*Engineering; Facilities Management; Operations and Works Services; and Design and Survey.*



### Planning and Development Services

Director **Paul Needham**

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

*Planning (Statutory, Strategic, Environmental, Cultural); Building; Environmental Health; Rangers and Emergency Services; Building; and Cultural Heritage.*

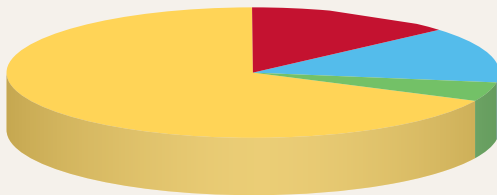


### Community and Commercial Services

Director **Naomi Searle** BMgmt (Marketing); M.Tech. Mgmt

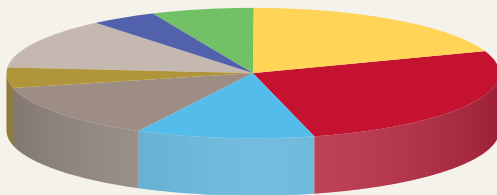
*Community Development; Economic Development; Marketing and Events; Recreation and Leisure; and Airport Services.*

## Capital Expenditure by Class 2011 - 2012 Financial Year



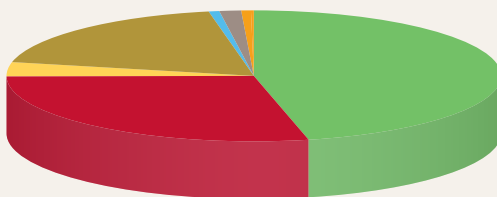
- \$16.4M** Infrastructure
- \$3.4M** Plant & Equipment
- \$3.3M** Land & Buildings
- \$1.1M** Furniture & Fittings

## Capital Infrastructure Expenditure 2011 - 2012 Financial Year



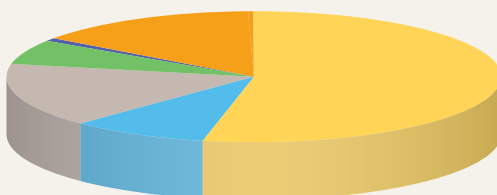
- 19%** Busselton Foreshore
- 27%** Dunsborough Foreshore
- 12%** Busselton Jetty Refurbishment
- 13%** Townscape Works
- 5%** Parks, Gardens & Reserves
- 13%** Roadworks
- 4%** Footpaths & Cycleways
- 7%** Other

## Operating Expenditure 2011 - 2012 Financial Year



- 46%** Employee Costs
- 28%** Materials & Contracts
- 4%** Utility Charges
- 19%** Depreciation
- 1%** Interest Expenses
- 1%** Insurance Expenses
- 1%** Other Expenditure

## Operating Revenue 2011 - 2012 Financial Year



- 53%** Rates
- 9%** Operating Grants, Subsidies & Contributions
- 16%** Fees & Charges
- 6%** Interest Earnings
- 15%** Non-Operating Grants, Subsidies & Contributions
- 1%** Other Revenue

### Community and Social Wellbeing

- Progress the City's events strategy in order to capitalise on existing events and attract additional events to the region.
- Implement the Busselton Region Social and Ageing Plan.
- Strategy development for sporting and recreational reserves and facilities.
- Implementation of automated services and new security system at Dunsborough Library.
- Accommodation of community and not-for-profit organisations in the City's new Community Resource Centre.
- Commence implementation of the Capes Regional Arts and Culture Needs Assessment recommendations.
- In consultation with the community, make planning and operational improvements at the Naturaliste Community Centre to ensure future infrastructure requirements are met.

### Business and Economic Wellbeing

- Continue to redevelop the Busselton and Dunsborough foreshores.
- Develop a Marketing Plan for the Busselton Cultural Precinct.
- Support the development of a Youth Enterprise business.
- Identify and assess commercial opportunities that capitalise on the assets of the region, including the Busselton Jetty, Busselton and Dunsborough foreshores and Busselton CBD.
- Progress the development of the Busselton Regional Airport, pursuing opportunities for increasing Fly In Fly Out and Regular Passenger Transport services to develop a sustainable City asset.

### Natural and Built Environment Wellbeing

- Continue to develop the dual use pathway between Busselton and Dunsborough.
- Installation of a Geothermal heating system at the Geographe Leisure Centre in partnership with Busselton Water.
- Programmed building maintenance development and implementation for Community facilities.
- Finalise the Local Environment Planning Strategy.
- Develop a plan for improving water quality in the Lower Vasse River and avert the decline of Geographe Bay and Vasse Wonnerup Wetlands.
- Continue to develop an integrated cross tenure bushfire protection and response plan.
- Continue to work with major stakeholders to progress negotiations relating to the stalled Port Geographe development.

### Organisational Wellbeing

- Publish an Integrated Planning Framework in accordance with legislative requirements of the Local Government Act 1995.
- Advance regional cooperation through CapeROC.
- Ensure legislative compliance of the City's operations.
- Review and update the City's web-based communication.
- Business plan development and review.
- Develop an effective workforce plan to safeguard the future of the City.



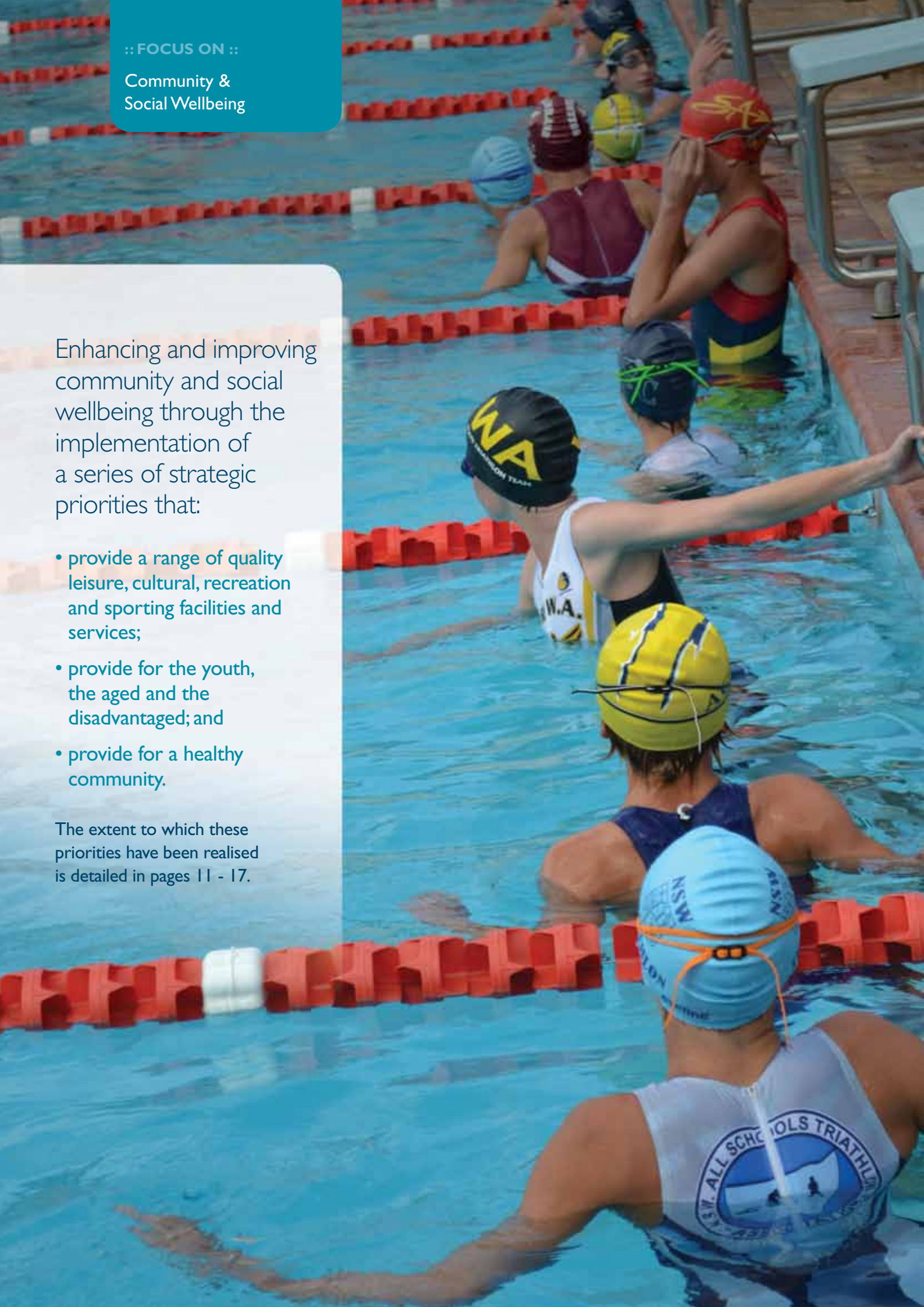
**:: FOCUS ON ::**

**Community &  
Social Wellbeing**

Enhancing and improving community and social wellbeing through the implementation of a series of strategic priorities that:

- provide a range of quality leisure, cultural, recreation and sporting facilities and services;
- provide for the youth, the aged and the disadvantaged; and
- provide for a healthy community.

The extent to which these priorities have been realised is detailed in pages 11 - 17.



Provide a range of quality leisure, cultural, recreation and sporting facilities and services.



### Encouraging and Supporting Cultural Activities and Events

#### *Sunsmart Ironman Western Australia*

The City of Busselton hosted the 2011 Sunsmart Ironman Western Australia triathlon event on Sunday December 4, attracting nearly 2,000 competitors and more than 3,000 visitors to the City. The finishing line was located in the Busselton CBD resulting in a bigger spectator crowd being able to support competitors later into the night.

The City is looking to exercise its option and extend the World Triathlon Corporation contract for 2013 and 2014. Alternative options are also being investigated including a two lap bike course that would allow event organisers to increase the number of competitors to more than 2,000.

#### *Other Events*

A total of 125 events were held in 2011-2012, an increase of 52 percent compared to 2010-2011. The range of events included community market days, civic events such as Australia Day and the Queen Street Cultural Precinct opening.

Some of the medium to large events held annually within the City include the Festival of Busselton, Busselton Jetty Swim, Geographe Bay Race Week, Geo Bay Swim, Leavers, the Quit Forest Rally and music events on private property such as Sandalford and Old Broadwater Farm.

#### *Community Events*

In 2011-2012 the Council helped 42 not-for-profit community groups and organisations through the annual

Community Grants funding programme. Over \$180,000 was contributed to a range of cultural and community programmes, services and equipment. Supported activities ranged from junior football, writing groups, tree planting, biking, the Yallingup surf memorial, health research, softball and surf life saving.

In addition the Council has three year agreements for funding to the value of \$298,900 which support a range of community events.







### **The Artgeo Cultural Complex**

Completion of the Cultural Precinct in March saw Artgeo, the Courthouse Gallery, Weld Theatre, the Old Sergeants Quarters and the Artist in Residence studios connected by contemporary street paving and stunning night lighting.

The paving and construction phase of the Cultural Complex, which involved street closures and restricted pedestrian access to both the Artgeo and Courthouse galleries, had an adverse impact on visitor numbers and art sales revenue. The Courthouse Gallery received a total of 9,831 visitors for the 2011-2012 financial year, 3,620 fewer visitors than the previous year. Art sales grossed \$46,914, as opposed to \$66,280 for the same period in 2010-2011.

The Artgeo Gallery received 6,313 visitors in 2011-2012, 810 less than the previous year. Despite fewer

visitors, the Artgeo Gallery exhibition sales were slightly stronger, achieving \$22,220, an increase of \$1,273 compared to the previous year.

The Artgeo Gallery again collaborated with the CinefestOz Film Festival, showing free short films. The City of Busselton's Acquisitive Art Prize, Signature Southwest, received strong entries and additional sponsorship from local Busselton businesses. This year's winner, Renee Farrant, had her winning artwork 'Tree of Life' added to the City's Art Collection.

### **Busselton and Dunsborough Libraries**

The implementation of WIFI, significant upgrades to technology infrastructure, and the Busselton Library extension caused extended periods of disruption to library services during the year.

Library loans decreased by 10 percent with a total of 281,472 items issued across both libraries. Door counters recorded a total of 173,135 visitors

during 2011-2012 compared to 201,237 in 2010-2011, a decrease of 14 percent.

The demand for online services continued, with the online catalogue used extensively with a total of 34,471 searches performed. Each month saw an average of 1,530 sessions booked on the public internet computers. Although internal and external factors required the libraries to hold fewer events, attendance and interest continued to be strong.





## Provide for the youth, the aged and the disadvantaged.

### Leavers

In 2011, the Leavers Strategy catered for over 9,000 school leavers staying predominantly in the Busselton and Dunsborough areas. It is estimated that Leavers 2011 contributed approximately \$4.75 million to the local business community.

### Youth and Aged Services

Strategies for Youth and Seniors form part of the draft Social Plan developed by the City in consultation with the community over the past twelve months. The Social Plan was compiled using feedback from the City's recent Community Strategic Planning workshops and surveys, and various other community engagement processes.

The City developed the draft Youth Strategy in consultation with the Youth Advisory Council and Southern Rip. During 2011-2012 the Youth Advisory Council presented youth views on alcohol misuse, the Busselton Foreshore redevelopment, retail trading hours and required youth services. In May 2012, a workshop with Councillors and local youth service providers was held to establish the role of Local Government in Youth services and development.

Key issues affecting seniors and youth were addressed in a range of strategies. These issues included

- improved access to transport;
- housing availability;



- accessible infrastructure;
- intergenerational understanding and engagement opportunities; and
- mental health awareness and access to support services.

Local employment and education opportunities were also identified as key issues for our youth.



### Housing Services

In a joint venture with Homeswest, the City provides 42 community housing rental units for people over the age of 55 years offering affordable rental accommodation for low income seniors. There were no vacancies during 2011-2012. At the end of June 2012, 37 applications were on the wait list.

Rent totaling \$331,825 was received from the community housing programme with \$75,332 spent on capital improvements. Seven units located at Winderup Court, available specifically for seniors, attracted a total income of \$30,267. Two of the units were rented at market rate and generated \$23,455 while the income from five resident funded units attracted \$6,812.

## Provide for a healthy community.

### *The Geographe Leisure Centre*

Attendance at the Geographe Leisure Centre (GLC) continued to increase with attendance up by 7 percent to 15,896. The GLC returned an annual income of \$1.4 million, an increase of 15.26 percent on the previous year.

34,023 people participated in group fitness programmes, an increase of 55 percent on last year. Aquatic attendance also improved by 4.8 percent, and can be attributed to there being no need for an April maintenance pool closure.

Learn To Swim again achieved over 2,000 enrolments, increasing income by 14.5 percent compared to 2010-2011.

Fitness income increased by 22 percent, amounting to an increase of 55.5 percent in the past 2 years.

Child care, including vacation care, generated an income of \$14,193, an increase of 29 percent on last year.

Stadium, team fees and programmes income was \$111,143, an increase of 10 percent on the previous year.



### *The Naturaliste Community Centre*

Attendance at the NCC decreased from 46,850 last year to 42,314. This was largely due to the loss of the on-site fortnightly Saturday morning markets in January 2012 and there being no need for the centre to be used as a polling place for State or Federal elections.

Group fitness activities run by the Centre continued to decline amidst a growing and competitive market. In response, a considerable service review and community consultation process was undertaken to determine an appropriate course of action in 2012-2013. Despite these downturns, the end of year revenue increased by \$8,717.

### *Sporting and Recreational Infrastructure Projects*

City Officers undertook a significant needs analysis of major sporting and recreational facilities in 2011-2012.







This incorporated Sir Stewart Bovell Park, Lou Weston Oval, Churchill Park, Dunsborough Hall, Naturaliste Community Centre, the Old Butter Factory and the Busselton Youth and Community Centre. A schedule of future works and possible funding options will be developed in line with the City's Integrated Strategic Planning framework to maintain and develop these valuable community assets.

In-ground irrigation was installed at the Sir Stewart Bovell Oval hockey grounds and Stage 2 of the Lou Weston Oval car park was sealed and mulched at a cost of \$25,000. Non-compliant playground equipment was replaced at Centennial Park in Dunsborough and at Dolphin Park in Busselton at a cost of \$140,000. Two new playgrounds were installed at the Dunsborough playing fields at a total cost of \$110,000. Additionally, \$54,000 was spent on landscaping and irrigation in front of the John Edwards Pavilion and a web-based

soil moisture monitoring system was commissioned to improve irrigation practices and efficiency.

Street furniture, including new public rubbish disposal bin surrounds, park benches and picnic settings were installed and replaced at various sites in Busselton and Dunsborough at a cost of \$20,000. A new double burner BBQ was installed at Blackhurst Park and a single burner BBQ installed on the Busselton foreshore near the Sea Rescue facility.

The Dual Use Pathway between Busselton and Dunsborough progressed, with the completion of a 3km section between Birl Elbow and Siesta Park. Works on the Dual Use Pathway will continue next year to complete the link.

Council's unanimous adoption of the Busselton Foreshore Master Plan in March 2012 paved the way for more detailed design and development work along the foreshore, and an Active Sporting Precinct at Barnard Park.

The City of Busselton was granted \$104,000 from the Community Sport and Recreation Facilities Annual Grant to upgrade Dunsborough Skate Park. This followed regular community consultation to develop concept plans that have since been developed into detailed design. Construction is scheduled for 2013.

The City also developed a works programme to raise the level of compliance for disability access at all of the City's venues.



### **Busselton CBD**

A dedicated maintenance team for the Busselton CBD was established comprising three staff and a new mini street sweeper. The sweeper also serviced the foreshore areas, footpaths, cycle ways and various car parks.

### **CCTV**

In response to community concern about anti-social behaviour in Mitchell Park, the City, in partnership with the local Police, obtained \$25,000 from the Western Australia Police to fund a six month CCTV trial in the area. In December 2011 seven CCTV surveillance cameras were installed to help police investigate any incidents that occurred. An evaluation of the system will determine if CCTV has improved community safety in Mitchell Park.



### *Environmental Health*

During 2011–2012 the City's Environmental Health Services implemented a wide variety of health programmes and statutory functions including the following inspections, investigations and sampling.

Health Programme	Statutory Function	Number
Safe Accommodation	Lodging Houses, Caravan Parks and Public Buildings.	71
Safe Food	Food Premises and temporary food stalls.	578
	Food sampled and unsafe food recalls from sale.	108
Safe Events	Events and festivals compliance and public safety.	78
Safe Water	Investigation and sampling of recreational swimming pool water.	1670
Safe Disposal of Effluent	Onsite effluent disposal and grey water reuse systems.	134
Disease control	Investigation of food poisoning (Salmonella, Campylobacter and Giardia) and notifiable infectious diseases.	42
Pollution Compliance	Environmental nuisance including community noise, asbestos and environmental pollution.	128



### *Mosquito Management*

Environmental Health Services implemented a Mosquito Control Programme between August 2011 and February 2012, to reduce the incidence of mosquito borne illness within the community.

During this period, four aerial (helicopter) treatments of larvicide were applied to approximately 180 hectares of known mosquito breeding areas. These treatments were the result of ongoing monitoring and were timed to coincide with peak emergence of mosquito larvae, to reduce mosquito numbers and the incidence of Ross River Virus and Barmah Forest Virus.

The City also conducted health promotion activities including student education sessions and a comprehensive media campaign (radio, television and print advertising) focusing on controlling mosquito



breeding around the home and self protection from mosquitoes. These campaigns contributed to the success of the Mosquito Control Programme.

### ***Ranger Responses***

An increasing community awareness and growing intolerance of dog attacks and anti-social dog behaviour resulted in rangers investigating 964 reports of wandering dogs and 96 reports of dog attacks. Ranger investigation of animal reports resulted in 514 dogs and cats being impounded.

During the year 1728 infringements and 707 warnings were issued representing a 10 percent decrease in infringements and a 15 percent decrease in warnings compared to 2010-2011.

### ***Bushfire Safety & Management***

The City worked closely with fire and emergency service personnel to deliver a rigorous and ongoing bushfire awareness campaign in an effort to

encourage home owners to take greater responsibility for their personal safety during the fire season. The City's bushfire prevention strategy resulted in an increased level of property compliance during the 2011-2012 fire season and fewer infringements issued to property owners for non-compliant fire breaks and fuel hazard reduction. An Emergency Services Expo held at Lions Park, Dunsborough in October 2011 provided an opportunity for the community to learn more about ways to safe-guard family, property and livestock from the threat of bushfire.

The City of Busselton Volunteer Bush Fire Service provided a vital response to the threat of bushfire within the City of Busselton and throughout the region. Over 100 volunteer fire fighters and 12 fire appliances responded to the Margret River bush fires in November 2011. The City also assisted the Shire of Capel in responding to a number of fires in the Capel district.

### ***Emergency Management***

A major emergency exercise involving all emergency personnel was undertaken to test airport emergency management procedures and evaluate the City's emergency procedures at the Busselton Airport.

A Shark Hazard Response Plan was drafted to guide beach management and communication procedure in response to shark sightings by members of the community.

In June, the district experienced a major storm event requiring the activation of the City of Busselton Incident Support Group. This group supported the SES assessment of property damage and assisted with clean up after the storm. The Federal Government deemed this storm event to be a natural disaster. As such, the City made application to the Federal Government to recover the cost of the cleanup. This storm was the second in the past two years to cause significant damage.



**:: FOCUS ON ::**

**Business &  
Economic Wellbeing**

Council made a commitment to ensure the business and economic wellbeing of the City by:

- assisting and providing for the economic development of the district; and
- providing for a high standard transport system to and within the district.

The extent to which these objectives have been achieved, is detailed in pages 19 - 23.





To assist and provide for the economic development of the district.



### Events as an Economic Driver

The City's strategic focus to become the 'Events Capital of Regional WA' was incorporated into an Events Strategy. This included seven specific strategies ranging from identifying gaps in the type and seasonality of current events, to supporting providers and event organisers with access to appropriate infrastructure to host a wider variety of events. Action plans developed for each of the seven strategies focus on attracting events in the quieter winter months and shoulder seasons.

In addition to employing event staff, the City contributed approximately \$675,000 to events in 2011-2012, including \$44,000 funded through the City's Events Sponsorship Programme. The remaining contributions were

provided by the City's sponsorship of multi-year agreements and contracts.

### Foreshore Projects

#### *Busselton Foreshore Redevelopment Project*

After an extensive community consultation period, the Busselton Foreshore Master Plan was adopted by Council on March 28, 2012.

Stage 2 of the Busselton Foreshore Redevelopment Project, which was majority funded by Royalties for Regions, has been significantly progressed during the past 12 months.

In October 2011 work began on the construction of a 400m granite sea wall west of the Equinox Café. The sea wall is an essential component of the

Busselton Foreshore Redevelopment Project. Its completion in December 2011 paved the way for work to commence on the creation of additional public open space along the foreshore, shaded picnic areas and walking promenades.

Two new car parks bordering Signal Park have been installed by the City's engineering crew.

Tenders for the construction of Scout Road Jetty and the Swim Jetty were awarded in February 2012. The Swim Jetty is due for completion before the end of 2012. Scout Road Jetty is completed. In May 2012 the City completed negotiations with the lessees of the Nautical Lady, purchasing the premises for \$2.4 million.





### ***Dunsborough Foreshore Revitalisation Project***

The Dunsborough Foreshore Revitalisation Project, which included the redevelopment of Seymour Park, commenced in July 2011 and was completed in March 2012.

A further stage of the project saw the construction of a 165m seawall and associated drainage system to protect infrastructure and services along the foreshore area.

The drainage works will protect Dugulup Brook and the waters of Geographe Bay by improving the quality of storm water running into these important waterways.

### **Higher Education and Training Forum**

Following the Higher Education and Training Forum held in 2011, a taskforce was established to explore the educational needs, opportunities and challenges associated with establishing (or enhancing) higher education facilities in the region.

The key focus of the taskforce has been to advocate for a proposed new campus of the South West Institute of Technology (SWIT) to be planned in such a way that it will deliver a diverse range of courses ranging from traditional vocational education through to tertiary and higher education courses.

During the reporting period, the State Government announced \$2.5m will be

allocated to upgrade the existing SWIT campus in Busselton and a commitment to plan for a new campus to support the forecast growth in resident population across the Capes Region.

### **Kookaburra Caravan Park**

The Kookaburra Caravan Park consists of three individual areas offering 150 powered van sites, on-site accommodation and camping facilities. The park continued to operate successfully in 2011-2012, with a net operating profit at June 30, 2012 of \$280,316, compared to \$317,247 for the previous financial year. Income from park fees increased from \$906,246 to \$969,011 over the same period, mainly due to increased bookings. Expenditure for the park increased primarily owing to increased staff costs due to staff turnover.





### Busselton Jetty Opportunities

In September 2011, a feasibility study into a possible berthing facility for yachts and large boats alongside the Busselton Jetty was presented to Council. Council's support for an externally funded feasibility study incorporating detailed designs and a business case resulted in a Federal Tourism Grant (T-Qual) application for the 2012-2013 funding round. The outcome of this application was expected in August 2012.

### Property Development

Initiatives aimed at commercialising the City's assets included seeking expressions of interest to lease the vacant Old Fire Station building on Queen Street for conversion into a restaurant, wine bar or café. The City also promoted mixed use development opportunities for vacant land at the site of the former Police Station and Court House on Queen Street and commenced a strategic land

review to better manage the City's land assets.

A six month expression of interest opportunity was launched on April 18, 2012 for the development of an accommodation and commercial development facility on the Busselton foreshore. Planning work to develop beach cafés/kiosks at the foreshores on Busselton, Dunsborough and Holgate Reserve also commenced, and a commercial hire sites policy was developed to facilitate greater vibrancy at key visitor locations.



### CapeROC

Through the Capes Region Organisation of Councils (CapeROC) the City continued to work with the Shire of Augusta-Margaret River to promote economic development across both districts.

Joint initiatives included:

- continuing advocacy for the delivery of innovative higher education opportunities as part of a proposed new Busselton Campus of the South West Institute of Technology to be commenced in 2014;
- an arts and cultural needs assessment review in the region, including key community cultural and conference facilities; and
- planning the joint promotion of the Capes Region at the 2012 Perth Royal Show.



## Provide for a high standard transport system to and within the district.

### Roads, Footpaths and Cycle Paths

The City's construction and maintenance crews completed approximately \$7 million of budgeted capital works during the year with townscape improvements totalling around \$2.2 million.

Road improvements totalled approximately \$3.5 million, with major projects including the upgrade of Geographe Bay Road (Gifford Road to Elmore Road) and Albert Street. Drainage works resulted in major

improvements to the storm water network in the vicinity of Seymour Park in Dunsborough and additions to the footpath network on Peel Terrace (Busselton) and the Dunsborough Oval were completed.

Work on the cycle path network on Layman Road and Caves Road added 5km to the existing cycle paths. Car park improvements on Marine Terrace and West Street were completed as part of the Busselton Foreshore Redevelopment Project.

### Busselton Regional Airport

Fly-in/fly-out (FIFO) charter flights continued to operate on Tuesdays, Wednesdays and Thursdays. Twice weekly passenger services operated by Sky West commenced in July 2011 flying Perth/Busselton/Albany/Busselton/Perth. Passenger numbers remained consistent over the year with an equal number of passengers travelling between Busselton and Albany/Perth. The total number of passengers carried was 1,200. Additional SkyWest Charter services for special events carried 640 people. Approximately 7,630 FIFO workers travelled through Busselton Regional



Airport (BRA) in 2011-2012. SkyWest Airlines, Skippers Aviation and Maxem Aviation operated FIFO closed charter services.

There were 3,718 aircraft landings, including 'touch and goes', from July 1 2011 to June 30 2012 compared to 1,600 aircraft landings for the same period last year.

The City recorded 25 noise complaints attributable to the airport throughout the year; with 17 incidences attributed to emergency services aircraft, five to commercial airlines for licence renewal training and three to unlicensed flight training operators.

To meet the requirements of the Federal Department of Infrastructure and Transport, the City was required to implement passenger screening services for all regular passenger transport services. To achieve these objectives the City purchased and installed security screening equipment, completed terminal extension works and upgraded security fencing.



These works were funded by the City, the State Department of Transport and the Federal Department of Infrastructure and Transport. They were necessary to ensure approval of the City's new Transport Security Programme and Screening Authority Application which commenced operations on July 1 2012.

A number of capital works and operational upgrades were completed such as the clearing of the airfield drainage, realignment of the apron

drain and an increased paved area for helicopter operations.

The Airport Master Planning exercise progressed and a number of significant reports and studies that will be critical to the Airport Development project completed. A Department of Transport commissioned Passenger Demand and Route Viability report and an Economic and Social Impact Assessment report will determine the viability of the airport for future development and potential interstate and international flight operations.

In May 2012 the City was allocated grants totalling \$1.16 million under 2012-2013 Regional Airport Development Scheme. This comprised of \$516,300 for Stage 1b terminal upgrades; \$350,000 for a Jet A1 fuel facility and \$295,000 for apron development and lighting.

The new Noise Management Plan and a fees structure was introduced in June 2012.





Council made a commitment to ensure the City's natural and environmental wellbeing by:

- managing and enhancing our heritage and natural environment;
- responsibly managing our public infrastructure assets; and
- providing appropriate planning and regulatory measures to ensure orderly and acceptable development of the district.

The extent to which we have achieved and / or progressed these objectives are detailed in pages 25 -29.



## Manage and enhance our heritage and natural environment.

### Cultural Heritage

#### Cultural Precinct

After years of planning, the new cultural precinct was officially opened in March 2012. The distinctive mall-like area runs through the town centre from Adelaide Street to Marine Terrace linking the CBD with the Busselton foreshore.

The cultural precinct is defined by specially imported coloured tiles, all of which were individually laid. The project was managed entirely by the City, utilising a combination of City and Country Local Government Funds. It involved the construction of a new roundabout; installation of a new

drainage system incorporating rain gardens; feature lighting and landscaping.

The area provides the community with an outdoor venue for events of all sizes and a focal point for cultural activity and heritage appreciation. The Cultural Precinct will be home to six life-sized bronze statues depicting early settlement in the region.

#### Completion of the Busselton Jetty

Completion of Section 10 of the Busselton Jetty in June marked the end of the \$27 million Busselton Jetty Refurbishment Project.

This major restoration project, which commenced in April 2009, faced many challenges including the

initial contractor's fall into voluntary administration. The City confirmed practical completion with replacement contractors, Sydney Marina Contracting on June 18. The final section of the Jetty which extends beyond the underwater observatory was finally opened to the public.

#### Rails to Trails

The Rail-Trail Steering Committee with representatives from the National Trust of Australia (WA), the Shire of Augusta Margaret River and the City of Busselton has overseen the preparation of a master plan for the construction of a 106 km walk-cycle trail along the former State government railway between Busselton and Flinders Bay, Augusta.

The commissioning of a series of documents to collectively form the rail-trail master plan resulted in the Draft Trail Development Plan being submitted to the Committee in the first half of 2012. At the end of this financial year the Environmental Plan was nearing completion, while the Interpretation Plan, Land Tenure Plan and Aboriginal Heritage plans were progressed significantly.



Photo Credit: L Margetts



## :: FOCUS ON ::

### Natural & Built Environment Wellbeing



#### **Weld Theatre**

The refurbishment and upgrade of facilities at the Weld Theatre commenced with the benefit of a \$150,000 contribution from the City. The funds will help to improve amenities at the theatre, such as the foyer and ablution facilities.

The City had previously assisted with the removal of asbestos from the site. It is expected that the project will be completed before the end of 2012.

#### **Natural Environment**

##### **Energy Action Plan**

A number of initiatives implemented to reduce energy consumption at City owned and managed facilities were implemented during the year.

Solar powered security lighting was installed at the Dunsborough Hall, Yallingup Hall and the Geographe Leisure Centre, and water flow restrictors were installed in 16 community facilities to reduce water usage. Two solar and wind powered LED streetlights were also installed as a trial on the Busselton and Dunsborough Foreshores.

The City reduced its per capita greenhouse gas emissions by 24 percent to 5,810.36 tonne in 2011-2012, equivalent to taking 148 cars off the road for one year.

##### **Geothermal Project**

The City secured \$533,206 from the Australian Government Community Energy Efficiency Program to construct a geothermal system at the Geographe Leisure Centre.

The system will use natural heat from water extracted from deep underground and stored at the Busselton Water treatment plant to heat the indoor and outdoor pools and the interior of the buildings at the Geographe Leisure Centre.

The predicted energy saving is approximately 458,000 kilowatt hours per year; a reduction to the City's total carbon footprint of up to 15 percent or 447 tonne of greenhouse gas emissions. The project is expected to take 15 months to complete.

##### **Coastal Management Planning**

During 2011-2012 the City commenced works to improve coastal foreshore areas including the implementation of the Central East Busselton Foreshore Management Plan. Around 10,000 seedlings were planted with help from local schools, residents, catchment groups and the not-for-profit organisation 'Growing Towards Wellness'. Approximately 850 metres of fencing was constructed to protect foreshore vegetation and to formalise access ways. Barbecue facilities, tables, bike racks and refuse bins were also installed to improve long-term recreational opportunities for the community.

Weed control was carried out on the East Busselton foreshore, fencing upgraded and access ways formalised on the Broadwater foreshore and revegetation work carried out along Dugalup Brook in Dunsborough.

### *Wetlands Demonstration Site and Trails Project*

Working in partnership with the Busselton Wetlands Project Team, the City made significant progress on the Wetlands Demonstration Site and the Vasse River East Trail with funding for this project provided through the South West Catchment Council and Geocatch.

The removal of weed infestations and the completion of earthworks enabled the planting of 40,000 wetland plants at the site. Future work will include walk trails, boardwalks, viewing platforms, interpretive signage and construction of a bird hide on the Vasse River East Trail.

## Responsible management of public infrastructure assets.

### Asset Management

The City continued to focus on gathering a comprehensive database to assist with accurately costing the management of the City's infrastructure assets. Data regarding roads, buildings, parks and gardens, street furniture, coastal protection structures, boat ramps, footpaths and cycleways was collected during 2011-2012 to help inform the long-term financial planning processes. The asset management software for roads was also upgraded.

The Building Service Level hierarchy was updated to better reflect the

type and use of Council owned and managed buildings.

The Heritage Advisory Committee determined a provisional list of places that would be added, removed or modified in the Municipal Heritage Inventory.

### Recycling and Waste Management

In 2011-2012, 62 percent of all waste collected went to landfill while the remainder was recycled. The City managed recyclable waste by either processing and using the resource locally, or collecting and exporting it to local waste recyclers.

Greenwaste recycling increased, with a total of 17,127 cubic metres of green waste mulched compared to 16,930 cubic metres in 2010-2011.

For the first time a shipment of 173 mattresses was sent to the Red Hill recycling facility near Perth and preparations began to permanently collect and store mattresses for recycling. The amount of electronic waste collected and shipped for recycling increased by 49 tonne to 135 tonne during the year and glass recycling also increased from 80 tonne to 120 tonne.



## Provide appropriate planning and regulatory measures to ensure orderly and acceptable development of the district.

### Locke Estate

At the conclusion of 2011-2012 new lease agreements for Locke Estate sites were being finalised with all but three of the previous tenants. An evaluation panel recommended three proponents be offered leases for the three vacant sites at the estate and it was expected that a decision about the leases would be made in the first half of 2012-2013.

### Port Geographe

This year, the State Government agreed to take a lead role in managing Port Geographe matters and form a high level Port Geographe Interagency Steering Committee chaired by the Department of Transport (DoT) to develop a long term sustainable solution for the area.

The State Government's property and land developer, Landcorp, will act as consultant in discussion with the current developers and their bank.

The City and the DoT completed the second sand and seagrass bypass operation under the default process governed by the Development Deed. The City and the DoT also conducted a series of reference group meetings to discuss the sediment modelling carried out by the University of Western Australia, as an adjunct to the study and modelling of seagrass dynamics that concluded last year. It was agreed to further refine the earlier recommendations for a groyne reconfiguration, subject to further consultation about the potential loss of beach amenity at Moonlight Bay.

### Planning

In 2011-2012 significant progress was made in updating the City's strategic and local planning framework to improve the development control instruments and ensure the orderly development of the City in both the immediate and long-term.

#### *District Town Planning Scheme Review*

The District Town Planning Scheme 20 was reviewed by the City to align with State format requirements and consolidate a series of amendments made to the Scheme since it was introduced in 1999. The resulting Local Town Planning Scheme 21 was advertised and the community consultation completed in 2011-2012. Pending approval from the Western Australian Planning Commission, it is anticipated the review will be completed in the first quarter of 2013.

#### *Planning Strategies*

The Local Commercial and Local Tourism Planning Strategies were approved by the Council in late 2010 and forwarded to the Western Australian Planning Commission for endorsement. The Local Commercial Strategy will ensure the adequate supply and location of land for retail, commercial and industrial development. The Western Australian Planning Commission endorsed the Local Commercial Planning Strategy in 2011. The Local Tourism Planning Strategy investigated opportunities to sustain a vibrant tourism industry





while ensuring the amenity and the protection of our valued attributes. The Commission's approval of the Local Tourism Planning Strategy is pending.

The Local Cultural Planning Strategy was approved by Council in August 2011 and endorsed by the Western Australian Planning Commission in May 2012. The strategy aims to achieve a culturally centred future by sustaining or enhancing cherished lifestyle opportunities and incorporating arts and cultural interpretation into land use planning.

The Local Environmental Planning Strategy was adopted by the Council in October 2011. The strategy identifies priorities for environmental protection and provides guidance towards developing a fair and practical framework for sustainable development.



A Local Planning Strategy Options Paper is expected to be developed for community consultation in the latter half of 2012. The resulting draft Local Planning Strategy will set out a preferred scenario, recommendations and strategies for future growth and development. The City anticipates the draft Local Planning Strategy will be released for consultation and verification with the community in mid 2013.

#### **Development Approval Processes**

In 2011-2012 a total of 443 development applications were received and assessed representing an estimated construction value of \$121 million. While the number of development applications has remained relatively subdued since 2008, there was a significant increase in applications received towards the end of the year with 66 more applications received than in 2010-2011.

The subdued market also affected building licences, with 1,224 building licence applications approved during

2011-2012 compared to 1,774 immediately before the onset of the Global Financial Crisis.

The commencement of the new Building Act 2011 and Building Regulations 2012 affected the timing of applications received as the building industry familiarised itself with the new requirements.

The City received and considered 55 subdivision applications in 2011-2012, a reduction of 79 compared to the previous year. This level of new subdivision is reflective of the present reduced level of building activity. A healthy supply of approved land is ready to facilitate an increase in residential development.

#### **Traffic Studies**

Studies focussing on an alternative access to Busselton and traffic management on the Bussell Highway were undertaken during the year to determine the best way to improve the City's road network. The studies are scheduled for completion later in 2012.



Council made a commitment to ensure the organisational wellbeing of the City of Busselton by:

- being a responsible, accountable local government;
- managing the City's resources to provide optimum benefit to the community;
- managing the organisation to achieve high levels of motivation and effectiveness; and
- providing effective communication.

The extent to which we have progressed these objectives is detailed in pages 31 - 36.





## Be a responsible, accountable local government.



### Governance

The Council enjoyed a stable period under the leadership of Councillor Ian Stubbs after his re-election to Council in October 2011. Councillors Tom Tuffin and David Binks were also re-elected. The Council team was joined by new faces Cr Jenny Green, Cr John McCallum, Cr Coralie Tarbotton and Cr Debra Kurmann. In January 2012 the Shire became the City of Busselton, after an extended period of community consultation. Councillors Stubbs and Tuffin became the City's inaugural Mayor and Deputy Mayor respectively.

Guided by its Finance Committee, Council this year implemented a revised budgeting process to streamline procedures, while continually reviewing expenditure. The 2012-2013 budget was again developed and determined with a general increase to rates consistent with the WA Local Government Association's projection for the Consumer Price Index, at 3.5 percent.

The Policy and Legislation Committee, which has oversight and carriage of the review of Council policies, local

laws and delegated decision-making processes, advanced Council's policy review project significantly and addressed key policy positions.

### Legislative Compliance

The annual review of compliance with statutory requirements was completed in March 2012. The audit, which was again conducted by an external local government and governance expert, concluded that the City of Busselton had maintained high standards of compliance.

### National Competition Policy

Local government is required to report annually on the implementation, application and effects of the National Competition Policy (NCP) with regard to three significant areas, being competitive neutrality, legislation review, and structural reform. As the City did not acquire any new entities or privatise any activities during 2011-2012, there was no requirement for competitive neutrality testing. In addition, there were no NCP obligations arising from any structural reform.





The City's Parking Local Law 2011 did not require an NCP review as it was based on a model local law. However, the City's Holiday Homes Local Law 2012 and Busselton Regional Airport Local Law 2012 did require NCP testing as both contain provisions that could potentially restrict competition.

Under the NCP review process it was determined that, although both local laws do, to a certain extent, restrict competition, the benefits of these restrictions to the community outweighs the costs; that the objectives of these local laws could only be achieved by restricting competition and that the regulatory measures imposed by these local laws ultimately strike a balance between the interests of those affected by these local laws, the public at large as well as the City as the regulating authority. It was also considered that the objectives of the Holiday Homes Local Law 2012 and the Busselton Regional Airport Local Law 2012 could not reasonably be achieved through alternative means.

### **Contracting and Procurement Activities**

A number of purchasing related projects commenced to improve the City's procurement and tendering outcomes and ensure that the City continued to achieve value for money when purchasing. These projects included rationalising the tendering and evaluation templates, incorporating Australian Standards contract conditions in line with industry



standards, reviewing purchasing needs across business units and market testing of preferred suppliers.

An external compliance audit undertaken in February 2012 examined the City's financial and purchasing procedures and concluded that the City was compliant with the relevant legislation. Ongoing tendering compliance has seen an increase in the number of tenders undertaken by the City compared to previous years.

### **Local Law Review**

The City of Busselton Holiday Homes Local Law 2012 was gazetted on 30 April 2012 to come into effect on 31 July 2012. The objective of this groundbreaking law is to regulate the management of holiday homes in a way that serves the interests of permanent residents, accommodation providers and the tourism industry.

The Busselton Regional Airport Local Law 2012 was implemented on 9 March 2012. This local law provides

the City (as owner and operator) with the ability to regulate specific activities at the airport so that patrons can enjoy safe, easily accessible and well managed airport services. The City also reviewed its Parking Facilities By-law, focussing in particular on consistency with legislation such as the Road Traffic Code 2000 and current traffic trends. As a result, the new Parking Local Law 2011 came into effect on 14 December 2011.

### **Records Management**

The City's record keeping system was upgraded to ensure efficiency and effectiveness across the organisation. A total of 70,800 records were captured in the City's record keeping system. All new employees received instruction about compliance with State Records Legislation and the City's record keeping plan. Refresher training was available to ensure staff remained confident and capable of using the record keeping system appropriately.

## Manage the City's resources to provide optimum benefit to the community.

### Customer Service

During 2011-2012 the customer service team received over 50,000 requests with 93 percent of these enquiries being resolved at the first point of contact. This figure includes 4,308 application creations and 19,259 receipts totalling \$24.5 million. Our continued focus on customer service improvement resulted in the implementation of a number of new electronic processes to improve service efficiency.

### Cemeteries

The Dunsborough Cemetery received a purpose built shed for onsite storage whilst the Busselton Cemetery benefitted from the purchase of three industry standard grave shoring units costing \$122,000. Refurbishment of the Children's Garden Cemetery included new fencing, Donnybrook

sandstone work, a new turfed area and landscaping. Significant progress was made towards expanding the Busselton cemetery, with land adjacent to the cemetery being rezoned as public use.

### Rates

In 2011-2012 a differential rate was introduced for all properties within the industrial and commercial zone groups to ensure that the cost of developing and staging events and marketing the City is shared across all businesses.

Changes to the residential rating schedule for the Provence and Vasse Newtown subdivision will ensure that effective from July 2012 all residential properties will be rated consistently. In line with the June 2011 Consumer Price Index an increase of just 3 percent applied to all other rates during 2011-2012.



### Enhanced Information Systems

The Central Business District (CBD) Connect project was completed resulting in improvements to the microwave connectivity of City systems to the Geographe Leisure Centre, ArtGeo and the Kookaburra Caravan Park. In addition, hardware changes in Council Chambers resulted in better use of technology during Council meetings. An upgraded version of the City's Electronic Content Management (ECM) system was commissioned and an e-mail storage retention project was completed to improve record keeping across the organisation.

### Complaints

There were no complaints made against any Councillor of the City of Busselton in the 2011-2012 financial year.



## Ongoing internal capability development.

### Human Resources Management Overview

The City's Employee Services and Risk team continued to provide a suite of internal Human Resources, Occupational Safety and Health and Risk services to the organisation.

Formal workforce planning was undertaken during the year and will continue into 2012-2013. This planning will meet the workforce planning requirement under the Integrated Planning Framework, and will assist with determining a plan for future staffing needs. It will also drive a review of the City's Human Resource Strategic Plan, which will identify strategies for the attraction, retention and succession planning of staff; initiatives to ensure we have a capable, sustainable workforce; and initiatives to foster the development of a performance based culture.

### Employee Training and Development

In accordance with the City's Enterprise Bargaining Agreement, an amount equivalent to 1.5 percent of the total gross wages and salaries budget is committed annually for staff training.

This equates to, on average, approximately \$970 per person. During the year 300 employees participated in training and development, based on identified needs.

The City held its first all-staff conference in May 2012. Themed "Are You Up For The Challenge", the conference reflected our recent City status and the rapid growth of the district. The conference was a chance for staff to network and develop professionally and personally.



### Employee Remuneration

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

Salary Range \$	2011	2012
100,000 – 109,999	3	4
110,000 – 119,999	0	0
120,000 – 129,999	1	0
130,000 – 139,999	0	2
140,000 – 149,999	2	1
150,000 – 159,999	1	1
160,000 – 169,999	0	0
170,000 – 179,999	0	0
180,000 – 189,999	1	0
190,000 – 199,999	0	0
200,000 – 209,999	0	1







## Occupational Safety and Health (OSH) and Risk

Although the national harmonisation of health and safety laws has not yet impacted on Western Australia, the City has been preparing for their proposed impact. An internal OSH Audit was undertaken to highlight aspects of our OSH Management System requiring attention, and an OSH Management Plan for the 2012 calendar year was endorsed.

The City's Risk Management Plan was reviewed to ensure a simplified but robust risk management approach.

A new Risk Management Committee was formed and training provided to staff on risk management. A large number of risks have been identified and will be assessed in 2012-2013.

## Provide Effective Communication.

### Managing Corporate Communication

The City's weekly 'Council for the Community' page in the local paper provided information on events, Council agendas, programmes and initiatives, consultation opportunities and policy and planning amendments.

The City circulated 61 media releases to media outlets across the State.

The Mayor, Chief Executive Officer and members of the senior executive team gave media interviews on request. Media launches, briefings and dedicated photo shoots were organised to inform the public on issues of importance and community interest.

Three editions of the community newsletter 'Bay to Bay' were produced, and the City worked closely with community members and local businesses to compile the annual Down South Community Directory. Other publications included the Cape to Cape 2012 Events Calendar and regular editorial supplements in Western Councillor; Local Government Focus, various event-based publications and specialist publications.

Copies of the 2010-2011 Annual Report were posted to key stakeholders in December 2011 and made available at the electors' meetings. An electronic copy was also posted on the City's website.





### Corporate Events

The City hosted a range of civic events to acknowledge the contribution of individuals and volunteer groups. These included: Busselton Brass who were given Freedom of Entry to the town of Busselton; Beryle Morgan, who was made Honorary Freeman of the Municipality; locally based volunteer fire-fighting brigades; and Festival of Busselton Young Ambassador nominees.

Along with other members of Council, the Mayor officiated at many cultural, school-based and sporting events. Examples of just some of these events included CinefestOZ 2011; Ironman 70.3 and Sunsmart Ironman WA; Australia Day Celebrations; and Australian Citizenship ceremonies.

### Promoting the Interests of the City

As part of Council's commitment to engaging with young people, an educational programme on the role of local government was provided for local students. The programme involved a range of hands-on activities tailored to suit the learning

objectives of participating schools.

Two local schools participated in the programme this year:

The City continued to strengthen its relationship with local high schools and TAFE colleges by supporting work experience students, cadets, trainees and apprentices. The City facilitated 19 work experience placements during the year.

The visibility of the City was maintained by supporting community and sporting events through the City's annual sponsorship and event funding programmes. Promotional material was distributed at various functions, conferences and events. The City also had an exhibition display at the BizSmart small business expo. City banners were displayed at events ranging from small-scale community functions to major sporting events such as the Busselton Jetty Swim and Ironman events.

The City granted 69 separate payments from its Scholarship Fund to support residents promoting the City of Busselton through sporting, cultural or community endeavours.



## PARTNERS

Clifton M. Anderson FCA, JP  
Stephen FJ Down CA  
Shaun G. O'Callaghan CA  
Peter Manolas CPA, CTA  
(Master of Taxation Law)

Stuart Fricker CPA, GAICD  
Tim Partridge FCA  
Maria Cavallo CA

## ASSOCIATES

Steven Cluning CA  
Shane Kaurin CPA

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

### Report on the Summary of Financial Statements

The accompanying summary financial statements, which comprises the statement of financial position as at 30 June 2012, the statement of comprehensive income, statement of changes in equity, statement of cash flows and rate setting statement for the year then ended and statement by chief executive officer, are derived from the audited financial report of the City of Busselton for the year ended 30 June 2012. We expressed an unmodified audit opinion on that financial report in our report dated 26 September 2012. Those financial reports, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on that financial report.

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

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

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

### Auditor's Responsibility

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

### Opinion

In our opinion, the summary financial statements derived from the audited financial report of the City of Busselton for the year ended 30 June 2012 are consistent, in all material respects, with that audited financial report, in accordance with the Local Government Act 1995 (as amended) and Australian Accounting Standards.

### AMD Chartered Accountants

**TIM PARTRIDGE**  
Partner

Busselton, Western Australia

On this 26<sup>th</sup> day of September 2012



**Chartered  
Accountants**

Independent Member of  
**B K R**  
INTERNATIONAL

**Bunbury Office**  
Unit 1, 28-30 Wellington Street  
PO Box 1306,  
Bunbury, WA 6231  
Telephone: (08) 9780 7555  
Facsimile: (08) 9721 8982

**Mandurah Office**  
197 Mandurah Terrace,  
PO Box 4250,  
Mandurah North, WA 6210  
Telephone: (08) 9535 5889  
Facsimile: (08) 9535 8840

**Geraldton Office**  
156 Durlacher Street,  
PO Box 288,  
Geraldton, WA 6531  
**Telephone: (08) 9964 5888**  
Facsimile: (08) 9964 5899

Liability limited by a scheme approved under Professional Standards Legislation

Email: [amd@amdonline.com.au](mailto:amd@amdonline.com.au)

[www.amdonline.com.au](http://www.amdonline.com.au)



**City of Busselton**

**Financial Report**

**For the Year Ended 30<sup>th</sup> June 2012**

**LOCAL GOVERNMENT ACT 1995**

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

**STATEMENT BY CHIEF EXECUTIVE OFFICER**

The attached financial report of the City of Busselton being the annual financial report and supporting notes and other information for the financial year ended 30th June 2012 are in my opinion properly drawn up to present fairly the financial position of the City of Busselton at 30th June 2012 and the results of the operations for the financial year then ended in accordance with the Australian Accounting Standards and comply with the provisions of the Local Government Act 1995 and the regulations under that Act.

Signed on the 27<sup>th</sup> day of September 2012



-----  
Matthew Smith  
Acting Chief Executive Officer

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2012

## Statement of Comprehensive Income by Nature or Type

	Note	2012 Actual \$	2012 Budget \$	2011 Actual \$
<b><u>REVENUE</u></b>				
Rates	23	29,693,215	29,630,634	28,763,150
Operating Grants, Subsidies and Contributions	29	5,106,374	2,749,878	3,160,904
Fees and Charges	28	9,068,263	8,905,452	8,314,405
Interest Earnings	2(a)	3,220,035	2,290,000	2,552,437
Other Revenue		464,029	443,604	507,843
		<u>47,551,916</u>	<u>44,019,568</u>	<u>43,298,739</u>
<b><u>EXPENSES</u></b>				
Employee Costs		(20,554,327)	(20,838,370)	(18,236,995)
Materials and Contracts		(12,365,499)	(12,421,927)	(10,363,329)
Utility Charges		(1,682,740)	(1,899,803)	(1,607,583)
Depreciation on Non-Current Assets	2(a)	(8,261,752)	(8,827,400)	(8,026,170)
Loss on Redemption of Financial Assets	4	(10,075)	0	0
Interest Expenses	2(a)	(289,461)	(299,750)	(326,265)
Insurance Expenses		(600,730)	(635,155)	(580,962)
Other Expenditure		(279,191)	(383,085)	(778,602)
		<u>(44,043,775)</u>	<u>(45,305,490)</u>	<u>(39,919,906)</u>
		<b>3,508,141</b>	<b>(1,285,922)</b>	<b>3,378,833</b>
Non-Operating Grants, Subsidies and Contributions	29	8,200,267	14,126,939	22,799,951
Fair value adjustments to financial assets at fair value through profit or loss	4	0	0	14,178
Profit on Asset Disposals	21	164,962	233,021	152,836
Loss on Asset Disposals	21	(96,044)	(46,055)	(128,027)
		<u>8,269,185</u>	<u>14,313,905</u>	<u>22,838,938</u>
<b>NET RESULT</b>		<b>11,777,326</b>	<b>13,027,983</b>	<b>26,217,771</b>
<b>Other Comprehensive Income</b>				
Other Comprehensive Income		0	0	0
<b>Total Other Comprehensive Income</b>		<u>0</u>	<u>0</u>	<u>0</u>
<b>TOTAL COMPREHENSIVE INCOME</b>		<u><b>11,777,326</b></u>	<u><b>13,027,983</b></u>	<u><b>26,217,771</b></u>

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

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2012

## Statement of Comprehensive Income by Program

	Note	2012 Actual \$	2012 Budget \$	2011 Actual \$
<b>Revenue</b>	2(a)			
General Purpose Funding		35,450,450	33,732,037	33,340,560
Governance		649,143	36,050	182,513
Law, Order & Public Safety		471,922	445,685	616,203
Health		192,071	111,993	133,805
Education and Welfare		3,049	3,755	3,301
Housing		366,592	347,544	331,518
Community Amenities		5,135,706	4,948,016	4,503,580
Recreation and Culture		1,891,751	1,808,929	1,658,511
Transport		1,460,398	587,219	447,729
Economic Services		1,614,623	1,821,912	1,816,541
Other Property and Services		316,211	176,428	278,656
		47,551,916	44,019,568	43,312,917
<b>Expenses Excluding Finance Costs</b>	2(a)			
General Purpose Funding		(1,027,793)	(946,035)	(702,854)
Governance		(4,122,713)	(4,821,084)	(4,214,125)
Law, Order & Public Safety		(1,917,619)	(2,082,679)	(2,444,911)
Health		(897,672)	(958,752)	(792,935)
Education and Welfare		(216,065)	(226,758)	(121,972)
Housing		(300,935)	(290,618)	(323,669)
Community Amenities		(8,227,076)	(8,782,813)	(7,359,702)
Recreation and Culture		(10,724,863)	(11,320,599)	(9,235,284)
Transport		(12,335,214)	(11,858,734)	(10,521,196)
Economic Services		(3,011,385)	(3,195,972)	(2,936,421)
Other Property and Services		(972,979)	(521,696)	(940,572)
		(43,754,314)	(45,005,740)	(39,593,641)
<b>Finance Costs</b>	2(a)			
Education and Welfare		(3,131)	(3,131)	(4,933)
Community Amenities		(35,007)	(35,007)	(48,827)
Recreation and Culture		(243,078)	(247,468)	(263,549)
Economic Services		(8,245)	(5,394)	(8,956)
Other Property and Services		0	(8,750)	0
		(289,461)	(299,750)	(326,265)
<b>Non-Operating Grants, Subsidies &amp; Contributions</b>	29			
Law, Order & Public Safety		481,562	1,200	366,692
Health		1,446	0	4,410
Community Amenities		20,000	140,000	1,179,091
Recreation and Culture		5,192,274	9,746,518	14,156,821
Transport		2,475,422	4,239,221	4,835,643
Economic Services		0	0	2,257,294
Other Property and Services		29,563	0	0
		8,200,267	14,126,939	22,799,951
<b>Profit / (Loss) on Disposal of Assets</b>	21			
Governance		(8,148)	4,707	537
Law, Order & Public Safety		10,485	(2,799)	72,706
Health		(352)	(3,864)	0
Education and Welfare		(2,288)	0	0
Housing		(16)	0	0
Community Amenities		23,985	(11,796)	(101,502)
Recreation and Culture		6,369	59,357	16,755
Transport		14,332	131,877	18,517
Economic Services		0	(2,870)	7,857
Other Property and Services		24,551	12,354	9,939
		68,918	186,966	24,809
<b>NET RESULT</b>		<b>11,777,326</b>	<b>13,027,983</b>	<b>26,217,771</b>
Other Comprehensive Income		0	0	0
<b>TOTAL COMPREHENSIVE INCOME</b>		<b>11,777,326</b>	<b>13,027,983</b>	<b>26,217,771</b>

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



**City of Busselton**  
**Financial Report**  
**For the Year Ended 30<sup>th</sup> June 2012**  
**Statement of Financial Position**

	Note	2012 Actual \$	2011 Actual \$
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	3	45,773,663	50,732,872
Investments	4	0	112,193
Trade and Other receivables	5	3,151,133	2,286,941
Inventories	6	133,355	194,052
<b>TOTAL CURRENT ASSETS</b>		<b>49,058,151</b>	<b>53,326,058</b>
<b>NON-CURRENT ASSETS</b>			
Other Receivables	5	753,911	858,584
Property, Plant and Equipment	7	37,174,043	32,660,734
Infrastructure	8	238,929,140	227,433,830
<b>TOTAL NON-CURRENT ASSETS</b>		<b>276,857,094</b>	<b>260,953,148</b>
<b>TOTAL ASSETS</b>		<b>325,915,245</b>	<b>314,279,206</b>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	9	5,735,245	5,497,489
Current Portion of Long Term Borrowings	10	775,353	754,290
Provisions	11	2,851,095	2,508,635
<b>TOTAL CURRENT LIABILITIES</b>		<b>9,361,693</b>	<b>8,760,414</b>
<b>NON-CURRENT LIABILITIES</b>			
Long Term Borrowings	10	3,521,035	4,252,682
Provisions	11	409,792	420,711
<b>TOTAL NON-CURRENT LIABILITIES</b>		<b>3,930,827</b>	<b>4,673,393</b>
<b>TOTAL LIABILITIES</b>		<b>13,292,520</b>	<b>13,433,807</b>
<b>NET ASSETS</b>		<b>312,622,725</b>	<b>300,845,399</b>
<b>EQUITY</b>			
Retained Surplus		285,495,082	276,977,211
Reserves – Cash / Investment Backed	12	27,127,643	23,868,188
<b>TOTAL EQUITY</b>		<b>312,622,725</b>	<b>300,845,399</b>

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

**City of Busselton**  
**Financial Report**  
**For the Year Ended 30<sup>th</sup> June 2012**  
**Statement of Changes in Equity**

	Note	Retained Surplus	Reserves Cash / Investment Backed	Total Equity
		\$	\$	\$
Balance as at 1 July 2010		254,816,040	19,811,588	274,627,628
Net Result		26,217,771	0	26,217,771
Total Other Comprehensive Income		0	0	0
Transfer from / (to) Reserves		(4,056,600)	4,056,600	0
<b>Balance as at 30 June 2011</b>		<b>276,977,211</b>	<b>23,868,188</b>	<b>300,845,399</b>
Net Result		11,777,326	0	11,777,326
Total Other Comprehensive Income		0	0	0
Transfer from / (to) Reserves		(3,259,455)	3,259,455	0
<b>Balance as at 30 June 2012</b>		<b>285,495,082</b>	<b>27,127,643</b>	<b>312,622,725</b>

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

## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2012

## Statement of Cash Flows

	Note	2012 Actual \$	2012 Budget \$	2011 Actual \$
<b>Cash Flows from Operating Activities</b>				
<b>Receipts</b>				
Rates		29,571,119	29,725,904	28,448,554
Operating Grants, Subsidies and Contributions		5,003,707	2,761,421	3,361,171
Fees & Charges		9,008,675	8,917,416	8,409,069
Interest Earnings		3,220,035	2,290,000	2,552,437
Goods and Services Tax		3,950,977	0	4,815,727
Other Revenue		858,241	950,690	1,003,451
		51,612,754	44,645,431	48,590,409
<b>Payments</b>				
Employee Costs		(20,126,125)	(20,796,621)	(18,185,350)
Materials and Contracts		(11,400,045)	(13,192,413)	(9,991,651)
Utility Charges		(1,682,740)	(1,899,803)	(1,607,583)
Insurance Expenses		(600,730)	(635,155)	(580,962)
Interest Expenses		(289,461)	(299,750)	(326,265)
Goods and Services Tax		(5,282,320)	0	(3,762,204)
Other Expenditure		(770,953)	(1,001,172)	(1,607,405)
		(40,152,374)	(37,824,914)	(36,061,420)
<b>Net Cash Provided by Operating Activities</b>	14(b)	11,460,380	6,820,517	12,528,989
<b>Cash Flows from Investing Activities</b>				
Payment for Purchase of Prop, Plant & Equip		(7,756,667)	(14,448,982)	(2,405,488)
Payment for Construction of Infrastructure		(16,381,427)	(25,183,316)	(12,202,495)
Advances to Community Groups		(100,000)	0	(169,000)
Non-Operating Grants, Subsidies and Contributions used for the Development of Assets		6,952,865	12,390,990	18,474,575
Proceeds from Sale of Assets		1,241,935	1,298,100	448,640
Proceeds from Sale of Investments		112,193	112,193	137,135
<b>Net Cash Provided By (Used In) Investing Activities</b>		(15,931,101)	(25,831,015)	4,283,367
<b>Cash Flows from Financing Activities</b>				
Repayment of Debentures		(810,584)	(768,267)	(721,192)
Proceeds from Self Supporting Loans		222,096	165,802	166,846
Proceeds from New Debentures		100,000	800,000	169,000
<b>Net Cash Provided By (Used In) Financing Activities</b>		(488,488)	197,535	(385,346)
<b>Net Increase (Decrease) in Cash Held</b>		(4,959,209)	(18,812,963)	16,427,010
Cash at Beginning of Year		50,732,872	50,732,872	34,305,862
<b>Cash and Cash Equivalents at the End of the Year</b>	14 (a)	<b>45,773,663</b>	<b>31,919,909</b>	<b>50,732,872</b>

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



## City of Busselton

## Financial Report

For the Year Ended 30<sup>th</sup> June 2012

## Rate Setting Statement

	Note	2012 Actual \$	2012 Budget \$	2011 Actual \$
<b>REVENUE</b>				
General Purpose Funding		5,757,235	4,101,403	4,577,410
Governance		649,179	42,350	191,277
Law, Order & Public Safety		968,469	453,985	1,055,600
Health		193,585	111,993	138,215
Education and Welfare		3,049	3,755	3,301
Housing		366,592	347,544	331,518
Community Amenities		5,189,699	5,091,330	5,685,409
Recreation and Culture		7,109,958	11,624,477	15,842,706
Transport		3,998,730	4,958,717	5,306,743
Economic Services		1,614,623	1,821,912	4,081,693
Other Property and Services		372,810	191,428	288,682
		26,223,929	28,748,894	37,502,554
<b>EXPENSES</b>				
General Purpose Funding		(1,027,793)	(946,035)	(702,854)
Governance		(4,130,896)	(4,822,677)	(4,222,353)
Law, Order & Public Safety		(1,922,119)	(2,092,578)	(2,444,911)
Health		(898,093)	(962,616)	(792,935)
Education and Welfare		(221,484)	(229,889)	(126,905)
Housing		(300,950)	(290,618)	(323,669)
Community Amenities		(8,272,091)	(8,832,930)	(7,512,770)
Recreation and Culture		(10,987,505)	(11,577,740)	(9,509,452)
Transport		(12,383,792)	(11,859,134)	(10,526,050)
Economic Services		(3,019,629)	(3,204,236)	(2,945,377)
Other Property and Services		(975,466)	(533,092)	(940,657)
		(44,139,818)	(45,351,545)	(40,047,933)
Net Result Excluding Rates		(17,915,889)	(16,602,651)	(2,545,379)
<b>Adjustments for Cash Budget Requirements</b>				
<b>Non-Cash Expenditure and Revenue</b>				
(Profit) / Loss on Asset Disposal	21	(68,918)	(186,966)	(24,809)
Movement in Deferred Pensioner Rates		(8,438)	0	(6,735)
Movement in Deposits and Bonds		(323,528)	0	(303,803)
Movement in Employee Benefit Provisions		331,540	32,279	49,570
Movement in Non-Cash Contributions	14(e)	(1,207,145)	(1,750,000)	(4,392,552)
Depreciation on Assets	2(a)	8,261,752	8,827,400	8,026,170
<b>Capital Expenditure and Revenue</b>				
Purchase of Land and Buildings	7	(3,340,976)	(7,838,170)	(554,307)
Purchase of Plant and Equipment	7	(3,434,186)	(5,130,897)	(1,615,317)
Purchase of Furniture and Fittings	7	(1,079,653)	(1,553,070)	(355,070)
Purchase of Infrastructure Assets	8	(16,381,427)	(25,333,316)	(12,202,494)
Proceeds from Disposal of Assets	21	1,241,935	1,298,100	541,162
Repayment of Debentures	22(a)	(810,584)	(768,268)	(721,192)
Proceeds from New Debentures	22(a)	100,000	800,000	169,000
Advances to Community Groups	22(a)	(100,000)	0	(169,000)
Self Supporting Loan Principal Income		222,097	165,803	166,846
Transfers to Reserves / Restricted Assets		(11,092,394)	(6,641,504)	(18,910,116)
Transfers from Reserves / Restricted Assets		13,912,833	21,607,937	6,299,576
ADD : Estimated Surplus / (Deficit) July 1 B/Fwd	23(b)	3,442,689	3,442,689	1,227,989
LESS : Estimated Surplus / (Deficit) June 30 C/Fwd	23(b)	1,442,923	0	3,442,689
Amount Required to be Raised from Rates	23(a)	<b>(29,693,215)</b>	<b>(29,630,634)</b>	<b>(28,763,150)</b>

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

If not inserted here our audited financial statements  
are available upon request, or see our website at:  
[www.busselton.wa.gov.au](http://www.busselton.wa.gov.au)



