




CITY OF 
BUNBURY

ANNUAL REPORT

2021 | 2022



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ACKNOWLEDGEMENT OF COUNTRY



The City of Bunbury acknowledges the traditional owners of the land, the Wardandi Noongar people, and pays respect to Elders past, present and emerging.

WELCOME TO BUNBURY



Bunbury is an accessible, diverse and vibrant city, where all people are valued equally. Located about 180km south of Perth, the City of Bunbury is one of the fastest growing regional cities in Australia and widely recognised as the second capital city of Western Australia.

Bunbury's population is estimated at 32,000 (2019 ABS statistics), although the Bunbury Geographe region, which includes the City of Bunbury and surrounding shires of Harvey, Dardanup and Capel, has a collective population of about 92,000 residents.

The South West region, to which Bunbury acts as a hub, has a total population of 180,000. Bunbury is a beautiful place to live, work and visit and has something for everyone.

The quality of life is one of its biggest attractions offering residents a variety of facilities, schools, shops, pubs and beaches all within easy reach.

It has everything a family needs including public and private schools, tertiary education, and a range of health services.

Not to mention an extensive and diverse events calendar.

The City of Bunbury will continue to grow, develop and improve thanks to these qualities and the massive potential for investment and growth in our region.

VISION



Bunbury: welcoming and full of opportunities

VALUES



#WeAreCoB

We Are Community

- We are one team
- We keep each other safe
- We display empathy and respect
- We have fun and celebrate our successes
- We work together to achieve great outcomes

We Are Open

- We are open to opportunities
- We actively listen and think things through
- We are inclusive and treat everyone equally
- We are honest and open in our communications
- We are open to feedback to improve our performance

We Are Brave

- We lead the change, we own it
- We trust and empower each other
- We have the difficult conversations early
- We hold ourselves to the highest standard
- We have the courage to improve and simplify

MAYOR'S MESSAGE



On behalf of the Bunbury City Council, it is my pleasure to present the 2021/22 Annual Report.

I acknowledge that Goomburrup is on Wardandi Noongar Boodja and I pay my respects to Elders past, present and emerging.

The 2021/22 year has seen another 12 months of maintaining the level of services our community expects while providing improvements to make Bunbury a great City to live, visit and do business.

Our community facilities were again a highlight of capital projects with the Hay Park Sport Pavilion and resurfaced Athletics Track now getting good usage by our sporting and community groups.

Progress was also made on Bunbury's highly anticipated Youth Precinct, and by the time this report is published, I suspect our community and visitors will be taking full advantage of this amazing facility to be located on the foreshore of the picturesque Leschenault Inlet.

Once again, the City received invaluable support from the State and Federal governments with the Transforming Bunbury's Waterfront project continuing, and through funding of grants.

The City also made further progress on its transformation journey with the Evolve program seeing the establishment of new services and digital solutions to enhance performance and to provide a better service to our community.

Our biggest annual events in Christmas in the City and SkyFest returned with great popularity despite the ongoing COVID-19 challenges, while a significant review of the City's Grant Program provided more of a focus on community-led initiatives and those that encouraged people to live, invest and visit Bunbury.

I would like to acknowledge the ongoing efforts of City staff who take great pride in what they do for Bunbury, along with my fellow Elected Members who continue to represent and advocate for our community.

I look forward to the year ahead with some exciting projects due for completion, as we continue to build a better and brighter Bunbury.

Jaysen de San Miguel, Mayor



ELECTED MEMBERS



MAYOR
Jaysen de San Miguel
Term expires 18 October 2025



DEPUTY MAYOR
Tresslyn Smith
Term expires 18 October 2025



COUNCILLOR
Ben Andrew
Term expires 18 October 2025



COUNCILLOR
Gabi Ghasseb
Term expires 18 October 2025



COUNCILLOR
Wendy Giles
Term expires 21 October 2023



COUNCILLOR
Cheryl Kozisek
Term expires 21 October 2023



COUNCILLOR
Betty McCleary
Term expires 21 October 2023



COUNCILLOR
Kris Plumb
Term expires 21 October 2023



COUNCILLOR
Marina Quain
Term expires 18 October 2025



COUNCILLOR
Michelle Steck
Term expires 18 October 2025



COUNCILLOR
Karen Steele
Term expires 18 October 2025



COUNCILLOR
Karen Turner
Term expires 21 October 2023



COUNCILLOR
Amanda Yip
Term expires 21 October 2023

COUNCIL



The Council of the City of Bunbury is made up of 13 elected representatives, comprising 12 Councillors plus a popularly elected Mayor. The Deputy Mayor is elected by the Council following each ordinary Local Government election. Councillors are elected for a four-year term, with half of their terms expiring every two years. Local Government elections are currently held on the third Saturday in October every two years; the next ordinary election being 21 October 2023. Council meetings are held on Tuesday evenings on a three-weekly meeting cycle, with strategic and agenda briefings taking place on the alternate Tuesdays.

Council Elections

The City of Bunbury Council election was held on 16 October 2021, where 10 candidates vied for the Mayoral vacancy, and 13 candidates vied for six Councillor vacancies. The election attracted 32.53 per cent of 23,694 voters, with Mayor Jaysen de San Miguel and Councillors Gabi Ghasseb, Tresslyn Smith, Marina Quain, Karen Steele, Ben Andrew and Michelle Steck elected for four-year terms until 18 October 2025.

Elected Member Remuneration

In accordance with the *Local Government Act 1995* Mayor Jaysen de San Miguel received a Mayoral allowance of \$70,505, Mayoral sitting fee of \$36,060 and a communications and IT allowance of \$3,500. Each of the Councillors received a Councillor sitting fee of \$28,141 and a communications and IT allowance of \$3,500, with Deputy Mayor Tresslyn Smith receiving an additional \$17,626 Deputy Mayoral allowance.

	Ordinary Council Meeting	Special Council Meeting	Audit Committee	Policy Review and Development Committee	Heritage Advisory Committee	Youth Advisory Council Committee	Bunbury Events Advisory Committee	Disability Access and Inclusion Committee	International Relations Committee	CEO Performance Committee
Mayor Jaysen de San Miguel	15/16	1/1	3/3	1/1 (as proxy)	-	-	-	-	-	3/3
Deputy Mayor Tresslyn Smith	16/16	1/1	-	4/6	3/3	-	-	-	4/4	-
Councillor Ben Andrew*	11/11	-	2/2	-	-	-	-	2/2	-	1/1 (as proxy)
Councillor Gabi Ghasseb*	11/11	-	-	1/1 (as proxy)	-	-	-	2/2	2/2	3/3
Councillor Wendy Giles	15/16	1/1	-	4/4 as member + 2/2 as proxy	-	-	-	-	-	2/2
Councillor Cheryl Kozisek	13/16	1/1	3/3	6/6	2/2	-	2/2	-	-	3/5
Councillor Betty McCleary	15/16	1/1	-	-	-	-	-	-	-	2/2
Councillor Kris Plumb	13/16	1/1	1/2	-	-	1/1	-	-	-	5/5
Councillor Marina Quain*	11/11	-	-	3/4	2/2	2/2	2/2	-	-	2/3
Councillor Michelle Steck	15/16	1/1	0/1	0/2 as member + 1/1 as proxy	-	-	1/2	1/1	-	-
Councillor Karen Steele	14/16	1/1	-	2/4	-	-	1/2	-	-	2/3
Councillor Karen Turner	15/16	1/1	-	-	-	1/1	2/2	3/3	-	-
Councillor Amanda Yip	15/16	1/1	-	1/2	-	2/2	2/2	-	-	-

*Newly elected Councillors at 16 October 2021 Election

CEO'S MESSAGE



I am pleased to provide my report for the 2021/22 year as Chief Executive Officer of the City of Bunbury. I acknowledge that Goomburrup is on Wardandi Noongar Boodja and I pay my respects to Elders past, present and emerging.

This report will recap the achievements the City of Bunbury have accomplished over the past 12 months. The 2021/22 year focused on maintaining an expected level of service whilst striving to provide improvements and make Bunbury a great City to live and do business. Some of the significant advancements for the City over the past 12 months include:

- Koolambidi Woola (Youth Precinct) construction
- Discovery Parks Water Splash Park completion
- Hay Park North Pavilion completion
- Athletics Track surface replacement
- Glen Iris Skate Park mural and landscaping
- Memorandum of Understanding signed with the Keep Australia Beautiful Council regarding the Adopt-A-Spot program
- CoB recognised in the Top 5 E-waste Recycling Regional Councils
- Signed Memorandum of Understanding with Edith Cowan University
- New City of Bunbury website launched

- Partnership with Evosys and Oracle for our Technology Project

This year we completed our Strategic Community Plan, this is the City's highest level strategic planning document that sets out our community's vision and aspirations, guiding Council's strategic priorities and direction. This document is the result of extensive community consultation with more than 1000 members of our community providing input and feedback gathered through an online survey, in person meetings and community workshops. Thank you to those who participated in the 2021 MARKYT® Community Scorecard survey and FUTYR® Community Workshops – by sharing your visions and aspirations, you have helped shape our vision, themes, goals and objectives.

My thanks extends to all City staff for their endless support and contributions in delivering services, projects and programs for our community. I'm very privileged as CEO, to be part of this organisation so customer-serviced focused. The Leadership group deserve my special appreciation as they continue to work through many different strategic and operational issues the City addresses daily.

The City welcomed new faces to our Executive and Management group this year, including Karin Strachan, Director of Strategy and Organisational Performance, Corrie Nottle, Manager of Waste Operations and Infrastructure Business Services, Elizabeth Denniss, Manager of Community Connection, and Shae Phillips,

Manager of Strategy, Projects and Communications. I welcome their arrival, they have already made significant positive contributions to the City.

As part of the broader community, we are also experiencing similar concerns to other business, such as staffing shortages, supply chain issues and cost escalations. It is now more important than ever to focus on true collaborative efforts between industry, local governments, State and Federal government to deliver the projects, programs and services our community expect.

A look back at what has been achieved over the past 12 months fills me with pride and anticipation for the future of our City. Together with the City staff and key stakeholders, I look forward to working with the Council and the community to ensure that Bunbury grows brighter.

Mal Osborne



CORPORATE STRUCTURE



CHIEF EXECUTIVE OFFICER
Mal Osborne



DIRECTOR
Karin Strachan
Strategy and Organisational Performance
Strategy
Digital
Governance
Finance
People and Safety
Public Relations



DIRECTOR
Gavin Harris
Infrastructure
Waste and Fleet
Engineering Operations
Landscape and Natural Environment



DIRECTOR
Gary Barbour
Sustainable Communities
Community Facilities
City Growth
Rangers and Emergency Management
Events
Community Partnerships

THEME 1



OUR COMMUNITY AND CULTURE

Goal: A safe, healthy and cohesive community, with a rich cultural life, and supportive social environment.

Our Objectives:

- 1.1 A community where people are safe and feel safe
- 1.2 An active community, able to access a wide range of sporting, recreation and leisure options
- 1.3 A welcoming community, where diverse cultures are valued, and residents have a sense of belonging
- 1.4 Arts, culture, heritage and events that enrich our understanding and enjoyment of life, celebrate our identity and bring the community together
- 1.5 Establish Bunbury as the most accessible regional city in Australia
- 1.6 A community that provides for the particular needs of the young and the old



Koolambidi Woola How we named our Youth Precinct

The City's new youth precinct in the heart of the CBD was named based on significant consultation with the community, including local Wardandi Noongar Elders, to reflect what the facility will represent.

Koolambidi Woola translates to 'celebrating young people' – Koolambidi meaning 'young people aged 12 to 25 years' and Woola meaning 'celebrate'.

The in-depth consultation process involved research into the history of the area, stories from local Elders and identifying key words the local community felt resonated with the precinct.

Koolambidi Woola was endorsed by Council at the Ordinary Council Meeting on 7 June 2022 based on a recommendation from the Youth Advisory Council Committee. The name was announced to the public at a celebration event in the July school holidays.

The City of Bunbury worked with key stakeholder groups from youth, skateboarding and Indigenous communities before Koolambidi Woola was selected and endorsed by local Elders, Bunbury Youth Advisory Council (YAC) and subsequently Bunbury City Council.

The City engaged a Noongar language expert to help with the translation of the name and to ensure the combination of words are culturally appropriate.

The project was funded through \$4.5 million from the City, a \$2.5 million grant from major supporter Lotterywest, \$1.2 million from the Australian Government's Local Roads and Community Infrastructure Program and a grant from the Department of Local Government, Sport and Cultural Industries.



Disability, Access and Inclusion

The City continues to move forward with aspirations identified under the MARCIA Project (Most Accessible Regional City in Australia) which began in 2018. MARCIA was a 12-month research partnership with Edith Cowan University to research barriers and facilitators to access and inclusion in Bunbury.

The City's programming and events continue to lead the way and set the example within the Bunbury Geographie Region. Led by the City's Community Partnerships Team, over the 2021 year a range of initiatives were implemented to continually improve the City's programming and events.

To identify and deliver initiatives, the City continues to seek guidance from the Disability Access and Inclusion Committee (DAIC), collaborate with the City's Co-Design Accessibility

Panel (CoDAP) and partner with range of community organisations and community champions.

The range of initiatives delivered in 2021 were focused on five key areas:

1. Creating awareness about delivering services and programs for all:
 - a. Targeted inclusion and awareness training for key service delivery staff.
2. Identifying gaps and reducing barriers to events:
 - a. Partnership with Enable WA to develop an accessible events trailer.
 - b. Purchase of All-Terrain Wheelchair Tracks.
3. Ensuring public open spaces and major event spaces are inclusive for all:
 - a. Partnership with community champions to develop 'communication boards'.

b. Collaboration with CoDAP to ensure major public open spaces are inclusive.

4. New and improved programs and events:

- a. Programming improvements at the City's Library, Regional Art Gallery and Museum.
- b. Improvements within City run events to be more inclusive.

5. Celebrating Inclusion:

- a. Partnership with Inclusion Solutions to host the 2021 Social Inclusion Forum.
- b. Partnership with Carers WA to host the 2021 Community Connection Expo.
- c. Partnership with Football Federation South West to host the Cantoni Cup 2021.



Bunbury Library premiers on YouTube

Bunbury Public Library expanded its reach this past year within the local and surrounding community by extending early literacy programs online.

Families can now join the libraries Story Time sessions online via the Bunbury Public Library Youtube Channel from the comfort of their own home.

The aim of this service is to introduce the libraries programs and services to families with children 0-5 years in a way which is inclusive and accessible for all, and to connect with those not already engaged.

This has been in the forefront of the libraries mind over 2021/22, where COVID has seen many families self-isolating or choosing to remain home.

Storytime readers featured include both library and City staff from other City departments and facilities. This project has seen various departments and facilities work towards a common goal by working as one team to engage the community in new way which is both engaging and fun for all.

The Bunbury Museum and Heritage Centre has worked closely with the local community over the past year, developing opportunities to collaborate on a variety of projects and events in order to celebrate the stories of Bunbury, and showcase a diverse range of Bunbury's groups and residents.



Mammoth year of exhibitions at the Museum

The Bunbury Museum and Heritage Centre partnered with the Bunbury Patchwork and Quilting Group to display the works of local makers alongside a national OzQuilt invitational exhibition.

An exhibition celebrating the iconic local store KC Lewis Canvas Goods with the assistance and support of the Lewis family was a popular display as well as the WA Women's Hall of Fame who brought their display of 2021 *Roll of Honour* inductees to Bunbury, which included early Bunbury resident Helen Scott.

The Museum team has also sought to strengthen local heritage networks, cultivating the ongoing participant-led South West Historical Writers Meetups and bringing together the Greater Bunbury Heritage Organisations sector group for regular meetings.

These connections have continued our work as an accessible, relevant, and welcoming community space.

Popular display celebrating migrant history

The Bunbury Museum and Heritage Centre welcomed more than 100 attendees to the opening of our *This One Thing* exhibition, developed in partnership with the Bunbury Multicultural Group, in June 2022.

This One Thing presented 16 photographic portraits of local migrants showing one item they would have never left behind when they left their country, or an item which is very precious to them.

Each participant also shared their stories in an interview, inviting visitors to learn and celebrate the perspectives, experiences and journeys of people within the Bunbury community.

This exhibition showcased local Bunbury excellence, with stunning imagery taken by the Photography Group of Bunbury paired with interviews by South West radio host Dominique Bayens, giving the local participants the opportunity to share their stories in their own words.

Interactive displays also allowed Museum visitors to share their own answers to the questions – what possession could you never leave behind if you had to leave your home, your country, your culture? What is your 'one thing'?



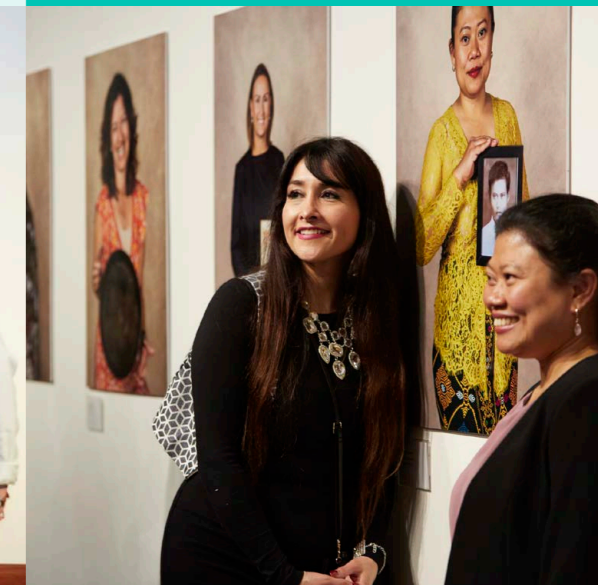
Successful events despite COVID challenges

The City delivered its highly anticipated community events, Christmas in the City and Sky Fest Australia Day celebrations.

Both events indicated high levels of enjoyment from event patrons, despite both events presenting challenges due to COVID-19 restrictions, including limiting the number of event attendees, provision of COVID-19 Safety Marshals, and masks were mandated at all public events, which resulted in a reduction in attendee numbers, however crowds were still larger than anticipated. Both events were free to attend and provided opportunities to partner and collaborate with the community and local businesses.

Highlights at Christmas in the City included the Christmas Concert, showcasing local community groups, schools and performers. Thirty-eight community groups submitted a float to participate in the Hit 95.7 Street Parade, the cupcake decorating workshop saw more than 300 cupcakes decorated, and a sold out mocktails workshop.

SkyFest went off with a big bang, which saw a return of the fireworks display after it was cancelled in 2021 due to COVID-19 event restrictions. The event also included a live music concert, amusements, and rides. The Carey Park Scouts provided waste management and an inflatable obstacle course as a fundraising venture.



THEME 1: OUR COMMUNITY AND CULTURE



Improved Grants Program to support community projects

A significant review of the annual Grants Program was undertaken, to improve focus on initiatives that encouraged people to live, invest and visit Bunbury. The review saw the City distribute a total of \$357,045 to support a range of community led initiatives and events. Of this amount, \$239,651 supported 23 events and totaled 134 days of activation in Bunbury-owned spaces and places and welcomed about 10,757 visitors to Bunbury. The funding supported the *Bunbury Fringe* returning for its sixth year to celebrate all things arts, music,

comedy, circus and much more. With 36 per cent of participants visiting from outside the Greater Bunbury region the City supported this event with \$25,000 towards the 25 shows which were held over nine days.

The City funded \$4,800 towards the *Drive to Make a Difference* program supporting members of the local Bunbury CALD Community to obtain their driver's license. Participants are now able to transport themselves to job opportunities, their families to appointments and participate in community events which helps build a stronger community.

Although COVID-19 affected the number of major events scheduled to be held in Bunbury, the City was able to continue to facilitate external events with a much smaller and local focus. This resulted in the City providing 149 event permits, a 6 per cent increase compared to 2020/21.

The City attracted a number of high-profile events, including the *2021 Open Water Swim Series State Championship*, *2022 Surf Life Saving WA Country Championships*, *2022 State Youth Games*, *2022 BMX State Series* and *2022 Beach Volleyball* to Bunbury. This delivered a combined effort of \$4,945,170 economic impact to Bunbury and welcomed 3364 actual participants who travelled specifically for the events.

The City delivered several capacity-building workshops to help develop the skills and capacity of the community, to deliver sustainable and high-quality initiatives. Workshop opportunities included topics on, *Social Media for Events*, *Plan For Plastics* and *Grant Writing Essentials*. The workshops attracted a combined number of 75 participants from a range of community groups, sporting clubs and local businesses.



Sport and recreation continue to grow

This year saw the Sport and Recreation team continues to grow opportunities for our constituents and visitors to Bunbury with opportunities to participate in sport, recreation and other physical activity pursuits.

After working through the logistics of COVID mandates including proof of vaccinations and the implications it had on a range of the services and programs provided at the South West Sports Centre, we saw a growth in attendances in the past 12 months with more than 500,000 people going through the Centre's doors with memberships remaining steady. A huge credit to the team for their dedication to ensuring the City's largest facility could remain open, whilst continuing to develop and run new programs.

We have had a focus on families and providing opportunities for the whole family to be physically active seeing growth in a few programs aimed at our younger members including our Teen Gym and Youth Development Swim Squad classes.

The City continued to deliver Club Development Workshops thanks to the Every Club Program funding through the Department of Local Government Sport Culture and Industries.

A total of six workshops were delivered to sporting clubs not just from the City of Bunbury but from the wider South West region.

Topics included Conflict Management and Risk Management for Sporting Clubs. The City continues to work with surrounding Shires to co-share and deliver workshops for the sporting clubs of the region.



Bunbury Regional Art Gallery debuts brunch at the gallery

For the first time, Bunbury Regional Art Gallery (BRAG) took part in the inaugural *Indian Ocean Craft Triennial (IOTA21)*, which saw three of the six gallery spaces filled with craft-related exhibitions. Curated across the Indian Ocean Rim, the Triennial fosters innovative cultural collaboration, dialogue and partnerships that build influence internationally. Main events for the Triennial were held in Perth, and it was great to see many of those visitors also attending IOTA21 exhibitions and related events here in Bunbury at the Gallery.

Further crowd pleasers were Art on the Move's travelling exhibition *There Were Moments of Transformation*, the Gallery's biennial *South West Art Now exhibition*, *Noongar Country*, and the annual *Iluka Visions* high school exhibition. *There Were Moments of Transformation* (part of a WA regional touring program called *Freighting Ideas*) saw major works from the West Australian State Art Collection such as a Renoir and works by Auguste Rodin being exhibited at BRAG. The exhibition was opened by Art Ambassador Famous Sharron and saw daily gallery activators engaging with visitors to stimulate conversation and engagement.

The Gallery has this year also reviewed its opening event schedule and has changed focus to reach new audiences and expanding our events program to attract more families and young people. The new *Brunch@BRAG* events, held around every three months on a Sunday morning, sees the many exhibitions at the Gallery combined into one celebratory event, offering artists talks/workshops, family-friendly activities, food trucks and more.

To complement these community events, and to make the gallery an even more visitor friendly place, BRAG also launched the *D3 Coffee Lounge*, a place for patrons to relax in the Gallery over a free cup of coffee.

THEME 2



OUR ECONOMY

Goal: A thriving and dynamic economy, that plays to its strengths, and confidently presents to the world.

Our Objectives:

2.1 Bunbury builds on its competitive advantages, supports innovation and celebrates business success

2.2 Bunbury is known far and wide for its strengths as a place to live, visit and do business



Bunbury Wildlife Park gains new attractions

The Bunbury Wildlife Park is now emerging after a heavily COVID effected 12-month period. The park went through a second 12-month period where international borders were closed due to COVID which had an impact on numbers as well as some challenges with volunteers and mandatory vaccination requirements. The great news is with this challenging period behind us the Bunbury Wildlife Park has a number of new acquisitions

and international borders are now open. A special thanks goes out to staff and volunteers for hanging in there over this period and staying committed to the park.

The park continues to focus on being a quality local and regional attraction for locals as well as intrastate, interstate and international tourists. The park has acquired additional reptiles, farm animals, birds, and other interesting additions such as giant stick insects that grow to 70cm. The park focuses on providing a peaceful place where people of all ages can re-connect

with nature and experience animal interactions at our daily keeper talks.

The focus for the next 12 months is to capitalise on the international and interstate borders being open and marketing the park so that there is a broader awareness for locals and those further afield that the City has a great attraction available for people to enjoy. The park is also embedding more sustainable work practices to ensure that the park is being kind to our environment through projects such as our worm farm, aquaponics and mulching re-use initiatives.

THEME 2: OUR ECONOMY



Overnight Rest Areas popular as ever

Bunbury's free 48-hour overnight rest areas continues to be popular for fully self-contained Recreation Vehicles and caravans visiting Bunbury and the region. Permits issued by the Visitor Centre increased by 63 per cent with a total of 696 permits issued, and an estimated expenditure of \$266,973.00, equating to a 92 per cent increase on the previous year.

Visitor Centre tourism finalists

Visitor Centre and Economic Development staff entered the Perth Airport Tourism Awards through Tourism Council of WA, in the *Local Government Excellence in Tourism* section and their hard work was rewarded in being announced as a finalist in this section.

Lot 330 earmarked for hotel development

The City of Bunbury finalised a contract with Barnes Capital Pty Ltd over Lot 330 Ocean Drive for a \$50 million hotel development.

The vacant lot will be developed into an impressive multi-storey hotel precinct, set to also feature a mix of food, beverage and retail options.

The iconic location and topography of the site will see the development architecturally designed to take advantage of the world-class views across Bunbury's Back Beach, basalt rocks and CBD.

Signalling further investment confidence in the City's future, the hotel precinct will be a welcome boost to accommodation offerings in Bunbury while also creating jobs and stimulating the local economy.

The deal has been in the making for several months after the City sold the land for \$3.3 million the previous year.



Splash park and holiday park open for use

The highly-anticipated Discovery Holiday Parks expansion and splash park contract arrangements and works were completed this year.

The shipwreck-themed splash park has proven popular with the community after reaching practical completion at the end of June.

The splash park has been developed and is managed by Discovery Holiday Parks – owners of the adjacent holiday park – and is free and open for the community to use.

Works to expand the popular holiday park at Lot 1881 Koombana Drive were completed and included tourist cabins and both powered and unpowered camp sites and landscaping.



THEME 3



OUR PLACES AND SPACES

Goal: A natural and built environment that reflects Bunbury's core values.

Our Objectives:

3.1 A city that is easy to get around with attractive streetscapes and pathways.

3.2 An irresistible city centre, with thriving businesses and a vibrant inner-city residential community.

3.3 High-quality urban design, well-planned neighbourhoods with housing choice, and appropriate provision for diverse land uses to meet the community's needs.

3.4 Minimised risk of flooding through effective management that has regard to the impacts of climate change.

3.5 Efficient use of resources, particularly water and energy, with minimum waste and efficient disposal.

3.6 The public health and amenity of the community is protected.

3.7 Management of significant natural areas which provides for human enjoyment while protecting habitat and environmental values for generations to come.

Bunbury's youth precinct complete

Bunbury's first-ever youth precinct was completed at the end of the financial year before opening to the public on 4 July.

Koolambidi Woola boasts a multi-sports court, parkour areas, mini golf, a youth services building, beach climbing net, event and performance space and more.

This project has been made possible thanks to a \$2.5 million grant from major supporter Lotterywest.

Further support for the project has been provided through a grant from the Department of Infrastructure, Transport, Regional Development and Communications - Local Roads and Community Infrastructure Program and the Department of Local Government, Sport and Cultural Industries.

THEME 3: OUR PLACES AND SPACES



City of Bunbury Heritage Awards 2022

The City of Bunbury Heritage Awards showcase excellence in revitalising and promoting Bunbury heritage.

The City sought nominations from the many dedicated and passionate community members who work to share stories of our past. Through new tourism or cultural ventures, grand restoration projects that breathe new life into old buildings or volunteer work, the City celebrated a shared passion for history. Numerous quality nominations on a recent initiative, project or individual that champion the City's heritage were received.

The Mayor, Jaysen De San Miguel, and presiding member of the Heritage Advisory Committee, Tresslyn Smith, presented the awards to:

- City of Bunbury Award for Excellence in Heritage Building Design and Conservation Work - Taycot, Project Team Kent Lyon Architect; Ian Drummond and Brick and Mortar Restoration South West
- City of Bunbury Award for Outstanding Promotion – Bunbury Oral History Group. Commendation in this category to Bunbury Geographe Motor Museum



City of Bunbury Heritage Advisory Committee

Continued executive support has been provided to the Heritage Advisory Committee in delivering the terms of reference. Members have initiated and provided advice on several heritage-related projects including the City of Bunbury Heritage Awards, heritage trails, development applications and heritage listings. A snapshot of activities include:

- Three Committee meetings;
- Three focus sessions;
- Judging of the City of Bunbury Heritage Awards;
- Working groups to provide advice on current projects and strategies.

The Heritage Advisory Service continues to deliver advice on development applications, strategic and statutory planning instruments, conservation and maintenance. Onsite advice to owners and prospective buyers has been provided to streamline the development application process.

Development approvals

A total of 298 applications for development approval were determined by the City during the 2021/2022 financial year.

The total value of works for this period was \$55,549,458. In addition, three major developments were determined by the Joint Development Assessment Panel with a total value of \$42,380,000. The average processing times for development applications was 15 business days* well below the statutory timeframes of either 60 days or 90 days.

*With 'stop the clock' (excluding advertising period, and days associated with requests for further information)

The three highest valued development were:

- Proposed cold store extension for V&V Walsh (\$36 million)
- Proposed Workshop and Office (Qube) (\$4.84 million)
- Proposed McDonalds at Bunbury Forum (\$4.18 million)

In terms of development trends, there was a significant increase in the number of single-house approvals with all other land-use types tracking similarly to previous years. Home occupation applications dropped significantly this year due to changes in the regulations that now exempt the need for development approval.

Implementation of the City's Housing Strategy

The City's Housing Strategy was adopted by Council in March 2021. The Housing Strategy identified nine focus areas that may be suitable for further investigation and review as to their potential to increase the housing yield, range and diversity. The City is progressing with the investigation of two focus areas - Focus Area 2.1 Spencer/Blair Precinct and Focus Area 2.3 Back Beach Precinct.

As part of the investigations, the City is reviewing the current planning frameworks and liaising with landowners to understand the prevailing conditions and what opportunities there are to increase the number of residents living in areas nearby the City Centre.



South West Design Review Panel

The City is progressing with the establishment of the South West Design Review Panel. Design Review Panels are groups of independent experts who provide advice on the design quality of projects or proposals that are referred to them, including for example major development applications. The City is collaborating with the City of Busselton and Shires of Collie, Harvey and Augusta Margaret River to progress with the Design Review Panel and it is expected that the expression of interest for panel members will be advertised late 2022.

Building and Compliance

In the 2021-2022 financial year reporting period, 740 building permits with a value of \$94,002,356 were approved representing a \$4,110,270 increase on 2020-2021 figures of 852 approvals with a value of \$89,892,086. Building permit applications are being processed in an average of about 12.15 days, far less than statutory timeframes.

In response to the current skills shortage, the City has recently employed two Building Surveyor/Compliance Officer cadets to complete a 12-month cadetship. The cadetship involves workplace training whilst completing online training to gain their Building Surveyor Technician Level Three qualifications.

The cadets will also be working closely with building compliance concerns, building permit applications and completing the four yearly swimming pool inspection program.

The City of Bunbury welcomes both cadets and wish them success in the completion of the cadetship and future growth within the City.



Bunbury Athletics Track – a world class facility

The Athletics Track resurfacing project was provided to have a significant effect within the sporting community, refreshing the amenities and increasing safety for athletes using the track. The Bunbury Athletics Track project included the removal of the existing aged synthetic surface as well as profiling 25mm of wearing asphalt course, installation of new asphalt layer and installation of new synthetic surface system including line marking and obtaining World Athletic Class 2 certification. This project was fully-funded by the City of Bunbury.

Senior Citizens toilets upgraded to be accessible

The existing toilet ablutions within the Stirling Street Senior Citizens building were aged and no longer meeting patron's expectations, the works included major alterations to create a new Universal Access and Ambulant Toilets within the existing toilet facility.

A large portion of this building is heritage protected, and all care was taken not to cause any damage or intrusions to the original sections.

Community Health and Wellness Plan endorsed

Following extensive consultation with our community and key stakeholders, the City's first Community Health and Wellness Plan was endorsed by Council. The Environmental Health team led the development of the Plan and it is the culmination of input and involvement across all directorates of the City. This Plan is a key informing document for the whole organisation and provides a strategic focus for community health and wellness related priorities across the City for the next four years.



Meat Inspection

The City's Meat Inspection Service experienced another exceptionally busy year, processing more than 235,000 animals at the DBC abattoir. This service includes ante-mortem and post-mortem inspections and forms a vital step in the food safety chain. The meat processing industry is one of the largest employers in Bunbury and the South West and meat inspection plays a key role in ensuring consumers can be confident in the safety and quality of meat sourced from our region.

Playground improvements

The 21/22 Budget saw three playgrounds completely upgraded, these being Maidens Reserve, Trinity Park and Fenian Park. New play equipment and landscaping formed the scope of works allowing for better spaces for our community. Replacement softfall at the Big Swamp playground was also completed.

Dunstan Street road and drainage upgrade

Drainage upgrades near the intersection of Ramillies Street and Dunstan Street, where flooding was being experienced in heavy rainfall were completed as part of the project on the intersection to lift the height of the road and increase the storage capacity of the adjoining drainage basin. Following the lifting of the intersection, Dunstan Street from Hastie Street was profiled and resealed.

Harris Road now complete

Works to upgrade Harris Road have now been completed.

This project tied into the Stage 1 works completed the previous financial and upgraded Harris Road all the way to the City of Bunbury boundary and complemented the works undertaken by the Shire of Dardanup. This project included the widening of the traffic lane for heavy vehicles, and the installation of a bicycle lane to improve safety between cyclists and heavy vehicles. This project was fully funded through the Federal Blackspot Program.



Mitigation Activities Fund (MAF)

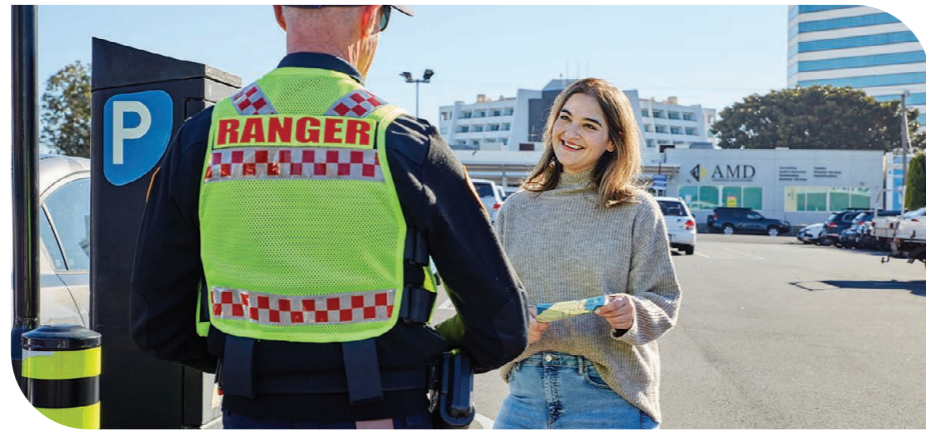
Mitigation Activities Fund (MAF) is State Government awarded funding initiative that is administered by Department of Fire and Emergency Services (DFES). It is designed to improve bushfire mitigation across Western Australia and systematically reduce the number of fire related disasters in this state.

In late 2020, DFES awarded the City of Bunbury \$302,000 for mitigation treatments across 14 major reserves. This was to be payable in two instalments with the second half of the amount available on acquittal of the project.

The priority reserves that were identified for bushfire mitigation activities are listed below:

- Ashford/Parry Reserve
- Boulders Heights Reserve
- Bunbury Hockey Stadium
- Catalpa Park
- Hartley Anderson Park/Mindalong Reserve
- Hastie Street Reservoir Reserve
- Hay Park Community Hall
- Irwin Street Reserve
- Katherine Chauhan Reserve
- Loughton Park Reserve
- Maidens Reserve
- Mangles Street Reserve
- Ocean Drive Reserve
- South West Sports Centre

During the scoping of the exercise, the City considered treatments to minimise the risk of fire to our community while also ensuring zero harm to our environment. While mitigating the risk of fire we also had to find solutions that mitigated the risk to our Threatened Ecological Communities



(TEC) and Declared Rare Fauna (DRF). The City employed the services of an environmental consultant and collaborated with the Department of Biodiversity and Conservation (DBCA) to ensure that all treatments essentially mitigated risk to people plus local flora and fauna.

The mitigation works were successfully completed in early August. The next round of funding available to the City will be in March 2023 and in consultation with DFES the City is considering a three-year project management term for the next round to consider treatments on a scale that will provide for more sustainable mitigation options that will benefit our community for years to come.

Smart Parking solution approved for the CBD

A customised parking solution within the City of Bunbury CBD was approved by Council to replace obsolete and failing parking infrastructure within the City's on-street and off-street car-parking network.

The total solution comprises the following components:

- 2167 parking sensors
- A Smartspot Gateway network (63 Gateways)
- Eight pay-by-bay parking meters

- A customer wayfinding app
- A Smart Parking management dashboard
- Tessera enforcement software
- Infringement devices and printers
- Updated parking signage and linemarking

This smart new system will completely change how parking works in the City and ensure parking management is dynamic and intuitive in the future. The 'Smart' part of this solution is the analytical information that it will provide to the City.

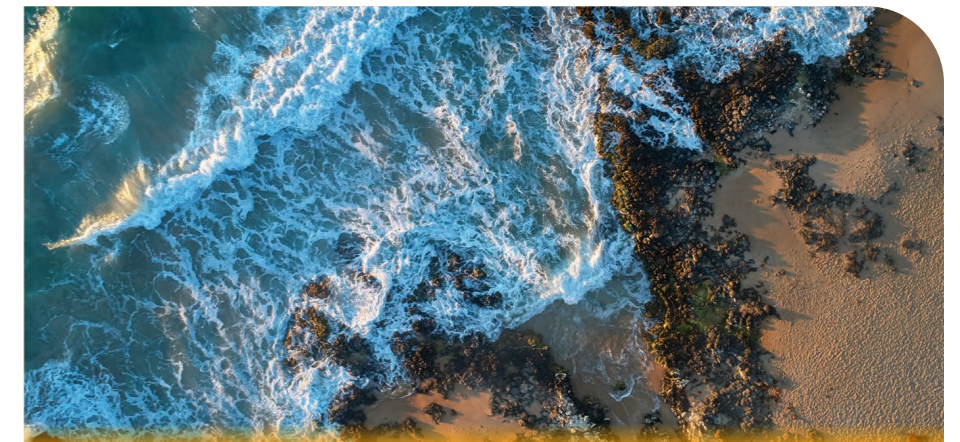
A dynamic parking solution allows us to look at real-time and historical data and make changes to address the needs of the City and our community.

Smart Parking will allow the City of Bunbury to monitor, manage and predict customer parking needs while providing the data and flexibility to evolve, adapt and maximise on the spaces we do have. The goal is 85 per cent to 90 per cent occupancy rates in all our on-street and off-street parking areas. We want to ensure we appear vibrant yet accessible and potentially expand our CBD in the process.



Adopt-a-Spot successfully launches

The City of Bunbury has entered into a Memorandum Of Understanding with the Keep Australia Beautiful Council (KABC) in support of the Adopt-a-Spot program, promoting the participation of residents in regular litter clean-up activities. The partnership will allow residents access to resources such as gloves, tongs and litter bags as well being a vital tool for collecting litter data from the area. Since launching the program we have had 10 local families and community groups adopt local spots to help clean up our natural spaces including Back Beach, Horseshoe Lake and Turkey Point as well as popular tourist attractions such as the area around the Dolphin Discovery Centre. The Bunbury Regional Community College has also joined up to monitor and support litter prevention and graffiti reporting at Koolambidi Woola.



City of Bunbury recognised in the top 5 E-waste recycling councils in the regional area

On 25 May Total Green Recycling visited the City of Bunbury Infrastructure Depot to present the Waste Team with a framed photograph of Yallingup to recognise the City being in the top 5 E-waste recycling councils in the regional area. The average person in Western Australia produces 2.5kg of E-waste every year, in the Perth Metropolitan Area only 0.5kg per person is recycled annually. However in Bunbury, the recycling rate is much higher, being 1.5kg per person. The City was also the Total Green Recycling's first customer when it started 13 years ago.

THEME 4



OUR CITY

Goal: Civic leadership, partnerships and sound governance in delivering with and for the community.

Our Objectives:

4.1 A passionate advocate for the community, with strong partnerships to amplify the outcomes that can be achieved

4.2 A highly-engaged and involved community, working together on strategy development and implementation

4.3 Trusted leadership and robust decision-making

4.4 A skilled organisation, which exercises responsible asset stewardship, sound financial management, and exemplary customer service

Community website launches

In 2022 the City of Bunbury launched our new community website.

This was a huge milestone, with the redeveloped website providing a streamlined and user-friendly design, to help residents find the information they need more easily.

Our community website is an important step in our organisational transformation program.

The program identifies ways that we can improve our processes to better support our community.

The website is the first part of a three-phase project. Phase two will include the redevelopment of our community facility websites while phase three will focus on further technology integrations and a community portal.

Evolve launches

The City has made good progress with its Transformation journey towards building a Better Bunbury. Termed the Evolve Program, the portfolio of projects includes the establishment of various new services and digital solutions within the City to enhance performance and provide a better service to the

community. New services that have been established over the past year include the community engagement, strategy, project management, change management, service architecture and review teams. The first of a range of new software solutions that the City is rolling out with its business partner, Mastek, has been successfully developed and implemented. This solution provides for all human resource services to be performed in an online and integrated manner from beginning to the end of the recruitment cycle. Significant time and efficiency savings will be achieved using this system.



Integrated Strategic Planning and Reporting at the City

Throughout this financial year, the City has been working to redevelop and enhance our approach to integrated planning and reporting.

Although the City has had a legislated integrated framework in place for some time, in 2021 a major review was undertaken of the organisation's approach to strategic planning, reporting and budgeting processes with the aim of further streamlining and integrating our approach.

This was to ensure the City's strategic direction, as set by the Strategic Community Plan (SCP), is understood, and consistently guides the work of the organisation - and that the outcomes of our SCP align to the services delivered by every team. The City is committed to ensuring that all staff understand how their work contributes to the strategic direction of the organisation and ultimately to our vision of ensuring Bunbury is welcoming, and full of opportunities for residents and visitors alike.

The Strategy, Projects and Communications Department has completed a number of actions this year and developed a range of tools and approaches to help further improve the City's approach.

These have included a full review and redevelopment of our Strategic Community Plan (SCP), a full review and redevelopment of our Corporate Business Plan, development of a new Engagement Framework and toolkit to guide staff work, creation of Business Architecture, Service Management and Strategic Research services to guide ongoing internal review and improvement, creation of new internal Service and Facility plan approaches, creation of new project management processes guided by the Project Management Office (PMO) and provision of ongoing training and support in project management and strategic alignment for staff.

A key component of this work has been the creation of a new Integrated Strategic Planning and Reporting Framework for the City, which outlines the City's approach to integrating planning and corporate reporting with our budget

processes, to ensure that we have community priorities, as reflected in our Strategic Community Plan, at the heart of all work, and that the strategies and plans we develop are best practice; holistic, comprehensive, measurable and outcomes-focused.

We look forward to this journey continuing, with the City well positioned to smoothly implement relevant local government reforms as these are released.

Corporate Information

This past financial year saw some changes to staffing, with the addition of one position which has enabled the Senior Corporate Information Officer to focus on more strategic elements of record keeping at the City, ensuring that we are more compliant with the *State Records Act 2000*.

This has involved developing online training, recordkeeping compliance reporting, updating procedure manuals and preparing the new five-year Record Keeping Plan for State Records Office approval.

There was continuing progress on the disposal of redundant hard copy records at the City, in line with the General Disposal Authority for Local Government Records. While there will always be a requirement for some hard copy storage, this ongoing project is helping reduce the overall physical footprint that is required for long term hard copy document storage.

During the 2021/22 period a total of 189,863 new records were created by staff at the City of Bunbury, a 12 per cent decrease from the previous year. This could be reflective of staff returning to normal work following the initial covid lockdowns, where staff working from home used the time to retrospectively register their work in Content Manager creating a higher number for the previous reporting period.

Freedom of Information

The City of Bunbury will if possible, provide access to documents held by the City outside the *Freedom of Information Act 1992* process, however if we are unable to supply this information by less formal means, a Freedom of Information request can be made. In accordance with the *Freedom of Information Act 1992* the City publishes a Freedom of Information Statement on the City's website. The statement outlines the City's functions, the kind of documents held by the City, how those documents can be accessed and details the process of applying for information under the *Freedom of Information Act 1992*.

A total of nine Freedom of Information applications were received in the 2021-2022 financial year and were processed at an average of 27 days per application.

Complaint handling

There were no entries made under section 5.121 of the *Local Government Act 1995* during the 2021/22 financial year in the City's register of complaints.

Safety Management Plan evolves

The City's Safety Management Plan continues to grow and evolve in line with the new Work Health and Safety (WHS) legislation and subsequent regulations. The objective of the (WHS) Strategic Management Plan is to provide the safety framework for the proceeding 2022-2024 period and improve compliance with ISO45001:2018 (WHS) International Safety Management System Standards. Below are the focus areas, actions and measures to ensure we build on our current Silver Diligence in Safety Award, obtained in late 2020;

Areas of focus:

- Strategic safety KPI development and implementation
- Improved musculoskeletal injury management
- Additional mental health and wellbeing services for internal workers
- Improved (WHS) general safety compliance

Action to be taken:

- Defined strategic (WHS) KPIs
- Implementation of the Perform Program within other work locations to improve musculoskeletal management consistency
- Undertake a gap analysis of current mental health and wellbeing services provided and develop a strategy post analysis
- Update the current safety management system to meet compliance requirements

How it will be measured:

- Determined KPIs to be reviewed to ascertain suitability proceeding forward
- Internal audit program to be implemented to continually measure safety management system effectiveness
- Undertake a gap analysis of the effectiveness of the Perform Program to ascertain its impact and future implementation
- Conduct a survey of internal workers who have completed additional mental health and wellbeing training to ascertain future viability





Culture focus at the City

Culture continues to be a focus for the City of Bunbury Leadership team. The Culture Coaches continue to provide support to teams throughout the City with activities including the roll out of Resilience Sessions, reviews of the Departmental Action Plans and the roll out of the completed Leadership Expectations Framework with actions that deliver on the City's Culture Vision Plan. The framework outlines the specific expectations for leaders at the City and marries these with the City's values and behaviours. The framework has been well received and forms part of the greater Culture Vision Plan which has also been completed outlining 12 months of continuous culture actions across the City aimed at improving the working lives of all staff.

Learning and development opportunities for staff

We began the SBS Inclusion Program roll out for the whole City in the 2020/2021 financial year and completed the EEO courses the end 2021 – SBS Inclusion Course modules included – Indigenous, Disability, Gender, LGBTIQ+, Age and Culture.

Below is a summary of some of the course content:

Disability

People with disability are drastically under-represented in the Australian workforce despite making up nearly a fifth of the population. Employment enables people with disability to achieve financial independence, improve their mental health, and develop friendships. Studies also show that companies that employ people with disability regularly report increased productivity and sharply decreased staff turnover.

The Disability course helps organisations welcome people with disability into all aspects of business, and help teams be more inclusive. The course has been made in collaboration with the Australian Network on Disability, as well as input from the Northcott Disability Services and the University of Queensland Workforce Diversity and Inclusion team.

Gender

Though the conversation around gender equality has been going on for decades, the reality is there is still a long way to go. The gender pay gap is still substantial, and inequality exists in the rates of gender-based crimes of aggression, access to education and healthcare, property ownership, political representation, retirement savings, freedom of expression, and corporate leadership.

The Gender Course has been created in collaboration with Champions of Change Coalition, and the University of Queensland Workforce Diversity and Inclusion team. This course is vital for companies that want to be more inclusive and improve gender equality.

LGBTIQ+

LGBTIQ+ inclusion is about building a safe and productive environment for all

individuals, regardless of their sexuality, gender identity, or bodily diversity.

This course has been developed in collaboration with ACON Pride in Diversity, as well as input from the University of Queensland's Workforce Diversity and Inclusion team.

Additionally, leaders at the City completed training on Preventing and Responding to Workplace Bullying and Sexual Harassment, Equal Employment Opportunity and Core Inclusion.

Financial Planning

The City's capital and operating works program as outlined in the 2021/22 Budget was implemented during the year. The Corporate Business Plan for the four years 2022/23 to 2025/26 was adopted on 26 July 2022. This provides a plan to deliver the vision, goals, and objectives of the Strategic Community Plan. It also demonstrates Council's commitment to deliver services, provide facilities and manage assets that will sustain the Bunbury community into the future.

Debt Management

The City places a strong emphasis on maintaining the debt service cover ratio within an acceptable target range. A debt service cover ratio of 5.0 or greater represents a low risk, and a ratio of 2.0 or lower represents a high risk. The City's debt service cover ratio was 2.1 at 30 June 2022 which is within Council's acceptable target range. Outstanding debt was \$13.1 million at 30 June 2022 compared to \$11.0 million at the end of 2021.

During 2021/22 the City borrowed \$4.25 million. \$3.0M towards the construction of the Youth Precinct, \$950,000 to part fund the construction of Hay Park North Pavilion, and \$300,000 for the renewal of the Athletics Track surface.

In 2021/22 \$447,768 was paid in interest on outstanding debt compared to \$533,334 in 2020/21.

Rating

Raising rates is a primary source of revenue for the City to meet its budgetary requirements. The rate levy is based on the individual Gross Rental Valuations (GRV) supplied by Landgate Valuation Services for each property and is deemed to be an independent valuation and fair for all ratepayers in Bunbury. For 2021/22 the rate-in-the-dollar was 9.872 cents in the dollar of GRV and the minimum rate was \$1,229. The rate-in-the-dollar and minimum rate increased by 2.5% from the previous year.

Rates and charges levied	
General Rate	\$37,268,020
Minimum Rate	\$3,371,147
Interim Rate	\$125,087
Specific area rates:	
Pelican Point Grand Canals	\$51,536
Other fees and charges:	
Rate instalment plan	\$320,760
Late rate payment penalty	\$157,657

Rate Exempt Properties

The Local Government Act 1995 allows properties owned by charitable or not-for-profit organisations to be exempt from paying rates. In the 2021/22 financial year, 429 properties in the City received rates exempt status. Rates foregone on all charitable properties in the City under the provisions of section 6.26(2) of the Act are about \$1.35 million.



AUDITORS REPORT & FINANCIAL STATEMENTS



**FOR THE YEAR
ENDING 30 JUNE 2022**

ANNUAL BUDGET 2021-2022

