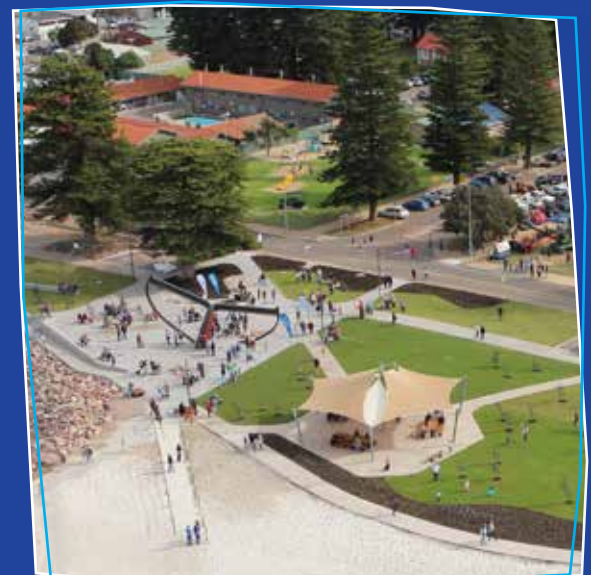


Shire of Esperance 2013/2014 Annual Report





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Vision and Values

Our Vision

Through community engagement a vision was developed to encapsulate the essence of Esperance and what we, as individuals, believe makes us a community.

Esperance is spectacular.

We have a vibrant, welcoming community that encourages new people to our region and gives a sense of belonging to those who live here.

We value our natural resources and accept the responsibility to manage them for future generations to enjoy.

We aim to strengthen and diversify the region's economic base in a way that complements our social and environmental values.

We are strategically located as a diverse and dynamic region that is committed to sustainable change and growth.

Above all, we are a community that makes it happen.

Values

As the representatives of the Esperance community, the Council and Shire staff are guided by the values of **PRIDE**:

Professionalism - in the standards and ethics of our actions

Respect - through courtesy and honesty in our dealings with all people

Integrity - that builds community trust

Dedication - of a committed team that works together to provide leadership for the community

Excellence - in the service that we provide for the community

Meet your Councillors



Cr Malcolm Heasman
Shire President
Town Ward
Term expires 2015



Cr Victoria Brown
Deputy Shire President
Rural Ward
Term expires 2015



Cr Rob Horan
Town Ward
Term expires 2015



Cr Lara McIntyre
Town Ward
Term expires 2015



Cr Kevin Hall
Town Ward
Term expires 2017



Cr Natalie Bowman
Rural Ward
Term expires 2015



Cr Basil Parker
Town Ward
Term expires 2017



Cr Paul Griffiths
Town Ward
Term expires 2017



Cr Beverley Stewart
Town Ward
Term expires 2017

Executive Management Team



Matthew Scott
Chief Executive Officer

Executive Services

Executive Services is responsible for the coordination of elected members of Council, emergency services management, governance, human services, occupational safety and health, media and communications, major projects, strategic planning and economic and business development.



Rod Hilton
Director Community Services

Community Services

Community Services covers a range of services within the Shire, including rangers, senior citizens centre, home and community care centre, museum, library, culture, bay of isles leisure centre, civic centre, volunteer resource centre, community development funds, recreation reserves and playgrounds, tourism and events.



Shane Burge
Director Corporate Services

Corporate Services

Corporate Services is responsible for audit and grant management, finance management, long term financial planning, information technology, records management, statutory reporting, administration, customer service, licensing and rates.



Richard Hindley
Director Development Services

Development Services

Development Services is responsible for health services such as water and food inspection, immunisation services, toilet facilities, noise control and meat inspections and animal control, building services, including inspections, licensing, certification and enforcement, planning and development approval and environmental services.



Gavin Harris
Director Engineering Services

Engineering Services

Engineering Services is responsible for infrastructure and property services, local roads, bridges, footpaths, drainage, asset management, airport, waste collection and recycling, cemeteries, foreshore erosion management and development.



Shire President's Report



It is with great pride that I present the Shire of Esperance Annual Report for the 2013/14 financial year.

In last year's report I alluded to our world class Waterfront Project and during the year Stage One, being the Rock Wall construction from the headland to just beyond Kemp Street, was completed. Stage Two then commenced consisting of all the landscaping and infrastructure behind the rock wall and retaining walls. We are very fortunate that the successful tender for these works was local firm Sime Building and Construction, thus ensuring the bulk of employment, contract services and materials needed were provided locally. The estimated local content of stage two was 85%. A highlight was the opening by the Honourable Premier Colin Barnett and the Minister for Regional Development Terry Redman of the James Street Precinct on the 8th June 2014, with much of the community attending a fun family day that included the official unveiling of Esperance's newest piece of public art, the Whale Tail.

In addition to the Premier and Minister Redman being in town the Shire of Esperance hosted the June State Cabinet Meeting. This presented a fabulous opportunity for residents, groups and agencies to access the Ministers concerning their specific issues and needs. By all accounts Cabinet found this interaction with our community valuable and likewise feedback from the community was positive.

While the Waterfront transformation has been underway the community has needed to be very patient as for much of the year our foreshore has been a construction site. I sincerely thank everyone for their patience, especially while remedial work was completed on the Tanker Jetty.

The Shire of Esperance hosted an African delegation in August 2013 and the official launch of the Regional Achievement and Community Awards in May 2014. Other activities, in what was a very busy year, included conducting workshops with the Community on:

- Developing a brand for Esperance
- Planning for a jetty replacement
- Town Centre Revitalisation Plan
- Public Open Space Plan

Council attended Local Government week in August 2013 which also included visits to facilities in Joondalup, and Kwinana, to view how other local government councils are addressing common issues like town centre revitalisation and waste management. In addition the Shire of Dandaragan visited Esperance and these occasions provided a great opportunity to network and share information on a diverse range of issues, as well as learn how to better deliver our services based on other council models.

Three new councillors were elected during the council elections held in October 2013, and I hope they are enjoying their term so far.

The Community Perception Survey was conducted in October 2013 with the results released in December 2013. Council was encouraged with the assessment and has been working hard to maintain the high standards set.

This year saw the completion of the Myrup Truck Wash and Liquid Waste Facility. Although this project was beset with planning and other delays it was finally commissioned and is a valuable community facility, which the community and livestock industry can be proud of.

Council has prioritised the devising of strategies to close the asset management gap that has now been ascertained and quantified. This issue is a huge elephant in the room which is facing all local governments. Your Council is not exempt and we are working diligently to close the gap. The challenge for us is to achieve a satisfactory outcome with the least financial impost on our electors and ratepayers.

In closing, I wish to thank my fellow councillors for their contribution and support. The work load has been demanding and constant but their enthusiasm and passion has shone through at all times. Thank you to our CEO, Matthew Scott, directors and all staff at the Shire of Esperance for their assistance and dedication to the organisation and community.

I am honoured to be your Shire President and look forward with great optimism to a wonderful 2014/15.

A handwritten signature in black ink, appearing to be 'M Heasman', written over a light blue wavy line that spans the width of the page.

Cr Malcolm Heasman
Shire President



CEO's Report



As you read the 2013/14 Annual Report, you observe that 2013/14 has been a very busy and productive year for the Shire of Esperance. Many major infrastructure projects either passed significant milestones or were completed. The Shire has continued to deliver quality services and infrastructure to the community of Esperance, making our district the envy of many shires and communities.

During the year residents have watched the transformation of the Esperance Waterfront, with the James Street Precinct being opened during the State Cabinet visit in June. This has been the most closely observed project of the Shire for the year, with the remainder of the foreshore to be opened prior to start of the 2014 summer. Residents and visitors alike are already praising the quality of the work being completed on our iconic foreshore, utilising local contractors, artists and materials.

Likewise the Shire celebrated the reopening of the Myrup Truck Wash and Liquid Waste Facility. Though not as glamorous as the waterfront, the \$1.4m upgrade is a vital facility for both the town and rural community and demonstrates Council's commitment to being environmentally aware, while providing state of the art infrastructure.

2013/14 has also been the year of consultation, with numerous opportunities for the community to engage with Council. Opportunities included public forums on the options for a Tanker Jetty replacement, Town Centre revitalisation and Sub-Regional Economic Development consultation; there were visits to rural communities, such as Beaumont, the bi-annual Perception Survey and Council Corner at the Sunday Markets. The introduction of the Shire's Facebook page and Twitter account and even a revamp of the Council's agenda briefing sessions have all focused boosting consultation and engagement opportunities. Council made a commitment to effectively communicate with the Community, which in turn promotes more informed Council decisions and therefore better community outcomes.

Without question, a major event for Council in 2013/14 was hosting the State Government Cabinet Meeting in June, showcasing not only Shire projects but other important achievements in our community.

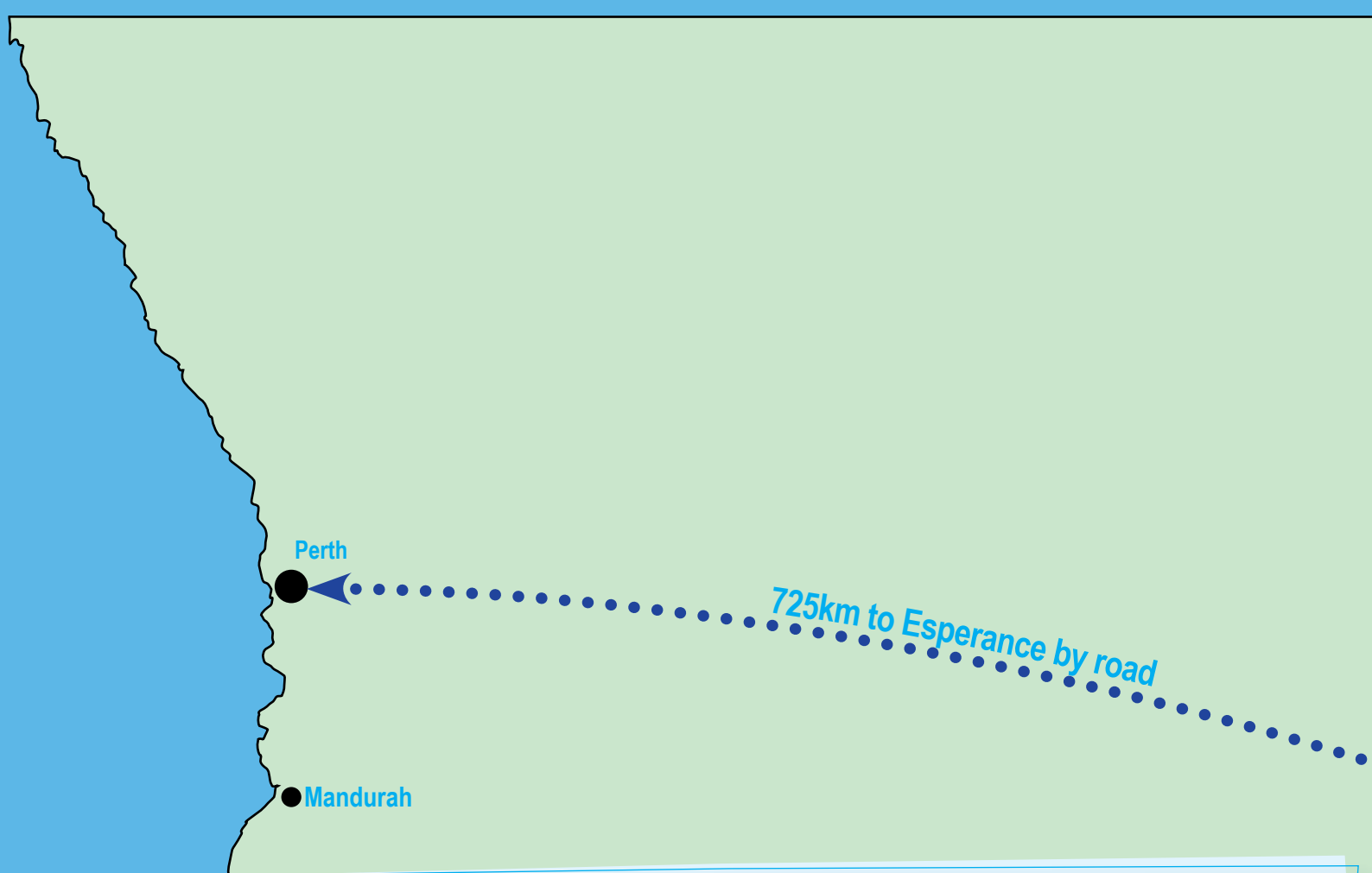
This included various State funded building and infrastructure projects such as the Port Access Corridor and Esperance High School Residential College. However the Shire not only hosted a visit from State Cabinet, but was also visited by a delegation from the Shire of Dandaragan, International students from the University of WA and numerous Federal and State Members during the year. Esperance is fast becoming the place to see successful projects and witness a growing and involved community. The Shire continues to work with its local partners, the Esperance Chamber of Commerce and Industry and the Goldfields Esperance Development Commission, in achieving the goals in our growth plan, with various "SuperTown" projects reaching finalisation in the coming year.

In October 2013 a local government election was held which saw three new Councillors: Rob Horan, Kevin Hall and Basil Parker join the Shire of Esperance Council. Additionally Councillors Beverly Stewart and Paul Griffiths were re-elected to represent the community. Councillors Malcolm Heasman and Victoria Brown were re-elected Shire President and Deputy President, and along with Councillor's Natalie Bowman and Lara McIntyre, the entire Council continues to work tirelessly for the Esperance Community. Council and Shire Staff enjoy a productive and proactive working relationship, which is vitally important in achieving positive outcomes for our residents and ratepayers. I would like to thank former Councillors, Wayne (Buck) Rogers, Nigel Walker and Roger Mansell who retired from Council this year. We are grateful for their work and dedication to the Shire of Esperance and we wish them the very best for their future endeavours.

Finally I would like to thank the Shire directors, managers, staff and volunteers for their continued enthusiasm and commitment to the Shire and community goals. These are the people that actually implement council decisions, and who our community depends on delivering much needed and high quality services. I trust you will discover in reading this Annual Report the full value and benefit the Shire of Esperance has achieved in the Esperance Community in 2013/14.



Matthew Scott
Chief Executive Officer



At a glance:

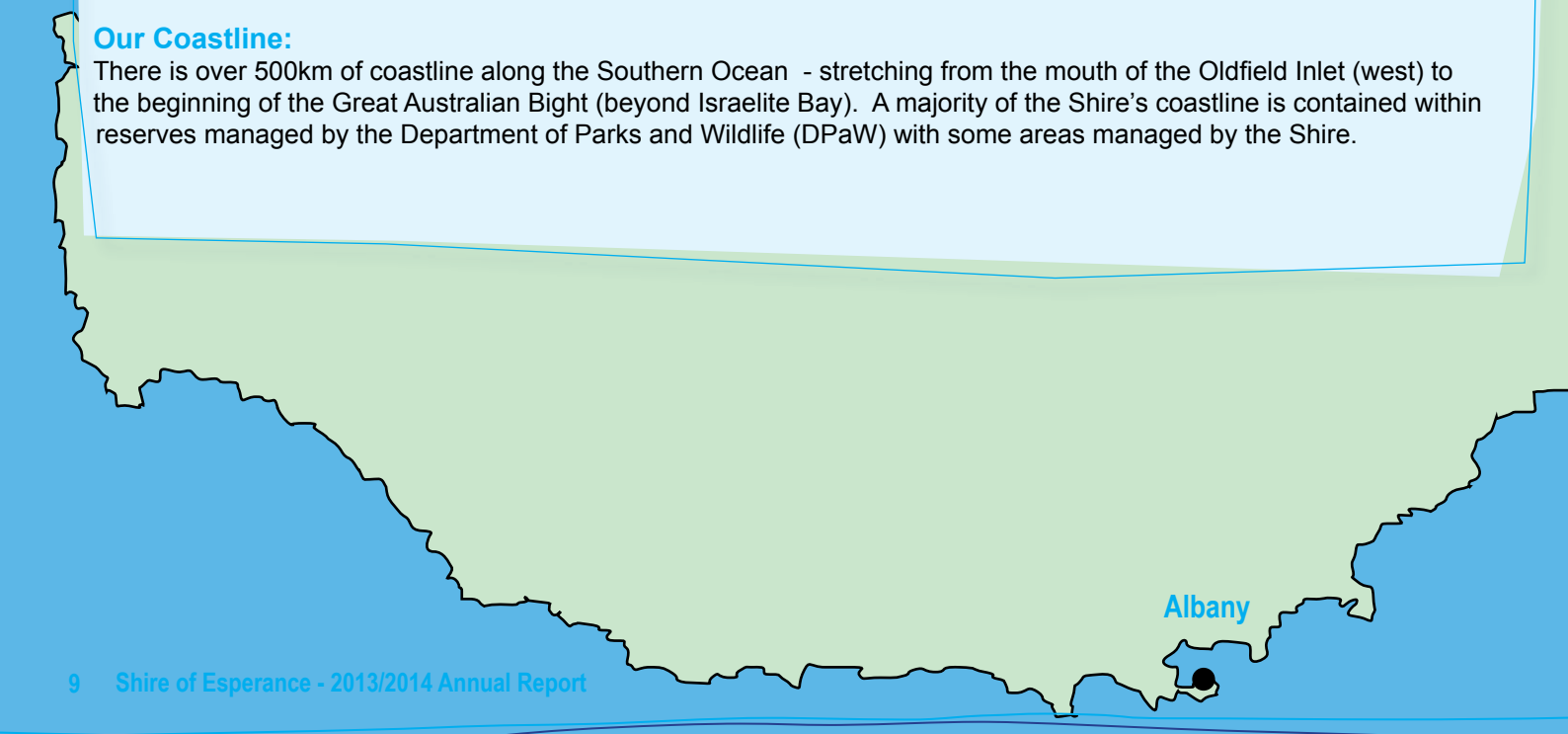
The Shire of Esperance is located on Western Australia's southeast coast about 725km from Perth by road, covering over 44,000 square kilometres. The Shire of Esperance boundary extends from Munglinup, to Israelite Bay and north to the Daniell rail siding.

Our Localities:

Esperance, Bandy Creek, Beaumont, Boyatup, Buraminya, Cape Arid, Cape Le Grand, Cascade, Castletown, Chadwick, Condingup, Coomalibidgup, Dalyup, East Munglinup, Gibson, Grass Patch, Howick, Israelite Bay, Lort River, Merivale, Monjingup, Mount Ney, Myrup, Neridup, North Cascade, Nulsen, Pink Lake, Salmon Gums, Scaddan, Sinclair, West Beach, Windabout, Wittenoom Hills

Our Coastline:

There is over 500km of coastline along the Southern Ocean - stretching from the mouth of the Oldfield Inlet (west) to the beginning of the Great Australian Bight (beyond Israelite Bay). A majority of the Shire's coastline is contained within reserves managed by the Department of Parks and Wildlife (DPaW) with some areas managed by the Shire.



Fast facts:

44366 kms	Land Area	14240	Population (*approx)
4520 km	Roads	3490*	Families
120 km	Footpaths	4731*	Households
91	Buildings (renewal responsibility)	2.5	People per ave household
177	Buildings (maintenance responsibility)	80.2%	Esperance residents born in Aust
32	Playgrounds	38	Median population age
7	Sporting Grounds		
156 ha	Public Open Space		



About this Report

Welcome to the Shire of Esperance's 2013/2014 Annual Report, which highlights the Shire's progress against the strategic goals identified in our Strategic Community Plan 2012-2022. Under the *Local Government Act 1995* all local governments are required to prepare an annual report at the end of each financial year. This is to provide information back to the community on the overall health of the organisation.

Additionally with the Integrated Planning and Reporting Framework the annual report is now the key reporting device, providing information to the community on the work undertaken in the past financial year. The Annual Report reports directly on identified Council priorities and major projects being undertaken or planned for and will include community indicators based on the goals and strategies outlined in the Strategic Community Plan.

This report will detail our operational performance and outline the achievements and challenges that were experienced throughout this financial year.

Council identified communication and engagement as focus areas for improvement during this financial year. Encouraging community involvement and input which in turn supports better decision making. With a significant number of major projects underway and planning for major infrastructure projects required there have been a number of workshops held to gather community input and ensure community goals and aspirations are incorporated into to all future works.

Council has also been involved in several 'Council Corner' opportunities at the local community markets and other community events to allow for one on one conversations. Biannual forums have also been initiated in our remote towns and localities, giving all community members the opportunity to talk with Council.

The Community Perception Survey, held in October 2013, showed a positive response with an increase in community satisfaction in how both Council and Shire communicate and engage. Council Connections, the Shire's weekly page in the local newspaper, earned the Shire of Esperance an Industry Standard. Compared to all other councils that asked this question, the Shire achieved the highest satisfaction rating.

Where to find this report

Copies of this report can be obtained in the following ways:

- In person: Collect a hard copy from the Shire administration office or Library
- Online: Shire Website www.esperance.wa.gov.au
- Email: A low resolution copy can be emailed shire@esperance.wa.gov.au

Comment

Council and Shire of Esperance officers are keen for any feedback you may have on the Annual Report. This can be in writing and dropped off at any shire building or emailed to the shire at: shire@esperance.wa.gov.au

Strategic Community Plan

The Shire of Esperance Strategic Community Plan 2012-2022 is the overarching document developed to embody the aspirations and goals of the Esperance community. The themes and goals identified underpin the strategies and outcomes that Council and the Shire of Esperance will be measured against from 2013/2014 onwards to ensure the future desires of the community are attained.

Theme 1: Social

Social - Our community, neighbourhoods, recreation and culture

A healthy and caring community which has strong support for all ages and abilities, and is accommodating and tolerant of a wide range of views

A safe community where residents feel secure and comfortable at home, work and play

A healthy community engaging in positive and rewarding lifestyles with access to a broad range of recreational opportunities

A vibrant community, enjoying access to a wide range of quality arts and cultural activities

Theme 2: Environment

Environment - Our environment, resource management and services

Valuing our pristine environment and ensuring the natural resources within the Shire are recognised as an important asset and managed in a sustainable manner

Recognising the environmental and recreational value of coastal reserves, and managing them in a way that will preserve them for generations to enjoy

Aiming for the equitable and sustainable development of land within the Shire that provides a genuinely desirable lifestyle

Managing waste and recycling in a manner that is environmentally sustainable and meets the expectations of the community

Theme 3: Economic

Economic - Our economy, infrastructure, systems and services

Community infrastructure and services delivered in a timely manner, are well utilised, effective and meet the expectations of our growing community

Transport systems that are functional, efficient, economical and safe, coupled with continuous improvement to meet the safety and amenity needs of the community

Managing community assets in a whole of life and economically sustainable manner

Promoting sustainable and diverse economic development opportunities that make the Shire of Esperance an attractive place to live, work and play

Theme 4: Civic Leadership

Civic Leadership - Our Council, services, policies and engagement

A leading Council that is supported by an excellent organisation

Governance structures that ensure accountable, transparent and ethical decision making

Building the organisation and managing its structure, finances and assets in a sustainable manner

A Council that proactively engages with all elements of its community in order to make decisions that reflect positively on the future of Esperance



Draft Street Tree Policy made available for public comment. Policy is to manage the retention and provision of new trees associated with development.

Councillors and the CEO attend the Esperance Landfill Forum. Discussions included the operation and future of Wylie Bay Waste Facility, and how best the community can communicate with Council.

Esperance Volunteer Resource Centre host National Student Volunteer Week. Dedicated to celebrating and promoting volunteerism among Australia's youth.

Council endorse public artworks for the Esperance Waterfront Project. A giant whale's tail and three rudder sculptures submitted by local artists Cindy Poole and Jason Wooldridge.



Three new Councillors were welcomed after the Local Government Election, Rob Horan, Kevin Hall and Basil Parker and the re-election of Paul Griffiths and Beverley Stewart.

120 Community members attend a workshop with Shire Staff and Councillors to find a consensus that will guide the plan for the replacement jetty.

The Sea Wall component of the Waterfront Project was completed with the placing of the final rock.

The Esperance Waterfront Project receives \$200,000 Lotterywest Grant to construct a world class playground.



Town Centre Revitalisation Concept Workshop conducted. 50 Community members attend and provide feedback on the proposed concept plans.

Annual Electors Meeting held, included updates on major projects currently being undertaken in the Shire.

Cat holding facility opens following the introduction of the *Cat Act 2011*.

Esperance wins recognition in the 2013 Tidy Towns Sustainable Communities program. Esperance was commended for the use of several innovative methods of reducing water consumption.

JULY

AUGUST

SEPTEMBER

OCTOBER

NOVEMBER

DECEMBER

2013

Information signs unveiled at the Walker Street Playground marking the completion of the playground development project.

Council introduce a \$40 Waste Levy, to assist with the construction of a new landfill site and the closure of the Wylie Bay Landfill, projected to cost \$16 million.



Shire of Dandaragan CEO and Councillors visit to discuss communicating information, Council meeting format and Agenda Briefing Sessions. The Shire of Dandaragan shared information about addressing the issue of aging jetties.

Public Open Space Survey conducted online to engage the community's use of local open spaces.

Tanker Jetty Community barbecue. Councillors discuss the condition of the Tanker Jetty and the remedial works required to make it safe for public access.

Our Lady Star of the Sea visit Council Chambers and learn about council processes and how decisions are made.

More than 70 Community members attend the Town Centre Revitalisation workshop,

Esperance Visitor Centre nominated as a finalist in the Perth Airport Tourism Awards in the category of Visitor Information and Services.

Esperance Skate Park re-opens.



Tanker Jetty piles receive urgent remedial work to allow public access to the jetty.

Perception Survey closes with more than a 1010 responses sharing views on Council and Shire Services. Overall the survey results indicate the level of community satisfaction has improved when benchmarked against the 2011 survey.

Town Centre Revitalisation Survey launched offering further opportunity for community input.



BHP Billiton Super Series visits Esperance. Australian Olympic Swimmers Lara Davempport, Mel Rippon, Petria Thomas, Lara Davenport and Aaron Younger conduct lessons with Esperance children.



2013 Community Perception Survey results released on the Shire website. The majority of respondents declared they were happy with the Shire of Esperance as a governing organisation.

Goldfields Regional Organisation of Councils (GVROC) meeting held in Esperance. Representatives attend from the shires of Coolgardie, Laverton, Leonora, Dundas, Menzies, Ngaanyatjarraku, City of Kalgoorlie-Boulder and Esperance.

Members of the farming community demonstrate their commitment to sustainability by recycling their plastic grain tubes at the Wylie Bay Waste and

Students from the University of WA Regional Development and Mining Industry met with Councillors and Staff. Students were keen to understand how regional local government operates in WA.



The Waterfront artwork known as the Whale Tail is assembled for the first time.

Council considers making a permanent change to Christmas trading hours. A trading hours survey opens to the public.

Community Grants Program initiated. The program enables Council to support community groups through financial assistance. Grants range from small amounts up to \$500 to more than \$5000.

Public Comment was invited on the draft Coastal Management Plan and draft Public Open Space Strategy.



In celebration of National Volunteer Week the Esperance Volunteer and Resource Centre host a free evening of guest speakers.

State Cabinet holds a regional cabinet meeting in the Shire of Esperance Council Chambers. Representatives from the Esperance Chamber of Commerce, Goldfields-Esperance Development Commission and the Shire of Esperance attend to represent Esperance's interests to Cabinet.



JANUARY

FEBRUARY

MARCH

APRIL

MAY

JUNE

2014

Expressions of interest sought from the community to join Council Committees.

Work continues on the Myrup Truck Wash & Liquid Waste facility.

Shire President conducts citizenship ceremony as part of the Australia Day Family Fun Day hosted by the Rotary Club of Esperance.



Councillors and staff travel to Beaumont to meet with the local community. Updates were provided on major projects followed by an open question session.

Councillors and Staff attend the determination of native title and signing of the indigenous land use agreement between the State Government and local Nyungar People.

Councillors inspect the Waterfront and see firsthand the progress of work being undertaken.

Tanker Jetty re-opens in time for Easter break.

In celebration of National Youth Week a free pool party was held at the Bay of Isles Leisure Centre.

Two draft plans; Esperance Coastal Management Plan and Public Open Space Strategy presented to Council.



Myrup Truck Wash & Liquid Waste facility opens.



Shire of Esperance President Malcolm Heasman hosts the Regional Achievement and Community Awards.

Proposed differential rates are currently open for public comment, Council seek submissions for consideration.

Honourable Ministers Ken Baston and Terry Redman officially open the \$1.4m Myrup Truck Wash & Liquid Waste Facility.

Honourable Premier Colin Barnett officially opens the James Street Precinct.

Free waste weekend held at the Wylie Bay Waste Facility.

A team from Esperance Nyungah Aboriginal Corporation, the work-for-the-dole crew, South Coast Natural Resource Management and the Shire of Esperance return to Quagi to further strengthen the area against erosion.



Theme 1: Social Our community, neighbourhoods, recreation and culture





Strategy 1.1 Create a social environment that is accessible and inclusive for all ages and abilities

A Shire where the broadest community feel welcome involved and connected to each other

Visitors Centre

The Visitor Centre provides information over the counter and telephone, via the visit Esperance website and through social media, facebook and twitter. This allows a diverse group of users to choose their preferred information and contact options.

The Visitor Centre is equipped to service customers of any ages and any ability with an automatic door and a ramp for easy wheelchair access and a disabled car park and toilets near by. Seating is providing within the Visitor Centre for people with mobility issues to rest. The provision of a kids corner also allows families to relax in a friendly environment while receiving information from knowledgeable staff.

Esperance Civic Centre

The Esperance Civic Centre is the focal point of entertainment for the region and regularly hosts events as diverse as children's/family shows; drama, dance and music productions; through to graduation ceremonies, wedding receptions, meetings, seminars and funerals. The venue is a multi-use community based facility offering easy access to all patrons and is equipped with automatic doors, ramp access to all areas and disabled toilets.

Civic Centre staff work extensively with local community groups to improve access to a diverse and vibrant performing arts program that meets the needs and expectations of the broader community.

Companion Cards are now accepted at the Civic Centre, these provide complimentary entry across all performances to the carers of concession card holders. The venue also offers purchase discounts to concession card holders, which totalled 21% of all tickets issued during this financial year.



Esperance Senior Citizens

The Shire of Esperance provides a dedicated Senior Citizens Centre and Co-ordinator to support members (over 55 years of age) with space for activities and exercises groups, to keep the seniors minds and bodies active. There are 25 weekly activity sessions Monday to Saturday, the highlight of the week is the Wednesday roast lunch with homemade sweets provided by the volunteer kitchen committee.

The Seniors themselves continue to give to the community by supporting various fund raising events throughout the year, especially Australia's Biggest Morning Tea celebrated this year with a fashion parade and scones. The membership steadily grows every year as people realise what a dynamic, fun and social centre we have in Esperance.

Swim Ability Program

The Bay of Isles Leisure centre conducted swimming lessons for the Swim Ability program this year. This program is funded by GIFSA and CLIFFS and provides swimming lessons to primary school children who find lessons physically and mentally challenging. This Swim Ability program enables the children to become confident in the water and learn to swim in a positive environment and eventually attended mainstream lessons with their peers.

Disability Access and Inclusion Plan (DAIP)

Significant achievements during 2013/14 include:

- Publication of quarterly information bulletin to improve communication with all community members.
- Community satisfaction survey delivered in hard copy and electronic formats.
- Interactive Facebook site developed as part of a communication strategy.
- Height of library book shelves reduced and access between aisles widened
- Redevelopment of town site waterfront, inclusive of ramps onto beach, sealed walkways, seating, shade, and easy access toilet and change room facilities

Agents and contractors were informed about the Shire DAIP through the following means:

- A copy of the DAIP was provided to contractors and agents
- The DAIP is published on the Shire website
- The Shire Project Manager acts as a liaison and compliance officer and oversees contractors to ensure compliance obligations, including access for persons with disability, are met and maintained.

Results from the Community Perception Survey indicates a 71% satisfaction level in opportunities to be included and connected to your community.



Strategy 1.2 Create a vibrant built environment that is accessible and inclusive and reflects the Shire's identity and local heritage

Active, attractive and affordable towns which the community are proud of and engaged in

Town Centre Revitalisation Plan

The Shire of Esperance, Esperance Chamber of Commerce and Goldfields-Esperance Development Commission are preparing a draft Esperance Town Centre Revitalisation Master Plan. The plan aims to initiate the revitalisation of the Esperance Town Centre, ensuring that the 'central heart' of Esperance is a great place to experience every day for leisure, business or entertainment. The plan highlights social, economic and cultural development opportunities. It suggests changes to enhance connectivity in the Town Centre and proposes alternatives to attract and activate private and public investment.

"The town centre will be a meeting point for locals, an arrival point for visitors, and a focal point for the entire region. It will be a place that celebrates the Esperance lifestyle and be loved by locals and visitors alike."

Esperance Waterfront Project

The Esperance Waterfront project reflects local heritage along 1.1km of Esperance foreshore, with interpretive signage and bronze sculptures that brings Esperance's history to life. Different activity nodes highlight diverse cultural events that have helped make Esperance unique. Local community groups were involved on the selection of artwork and provided guidance on the 'look and feel' desired by the Esperance Community.



Strategy 1.3 Facilitate improved access to health and welfare programs and education opportunities in the Shire

A Shire where the broadest community have improving health and access to health facilities and education opportunities

Health

Shire officers worked with representatives of WACHS and Dr Graeme Jacobs MLA in regards to the Interim Medical Centre and the proposed Hospital upgrade.

Shire representation at GVROC Technical Officers Meeting's discussing local government involvement in attracting doctors to our region. An aim for GVROC is to advocate via WALGA for Local Government contribution to medical provision to be funded via R2R.

Shire representatives attend "Seniors in the Bush" workshop and raised issues concerning PATS & other medical challenges for seniors. The PATS review was also discussed at GVROC meetings.

Education

The Shire is represented on the Goldfields Institute of Technology Governing Council, incorporating attendance at the GIT 'Business After Hours Launch' and quarterly GIT meetings. This ensures open communication and involvement between our higher education providers and Council.

Council attended the opening of the Esperance Residential College upgrade, and met with the Minister for Regional Development and Minister for Education. Discussions were held with Principle of Esperance Anglican Community School on boarding development opportunities at EACS, which will provide a greater choice for our rural community who rely on student boarding educational facilities.

Spinal Cord injury and Physical Activity Trial

Bay of Isles Leisure Centre Health and Fitness Instructors participated in the SCIPA (Spinal Cord Injury and Physical Activity) clinical trial conducted by the University of Melbourne. This free clinical trial gave instructors access to training which further enhanced their skills and qualifications. Esperance Health Department staff also attended the training and several local community members were identified and asked to participate in the program. The participants involved received funding towards one-on-one training sessions and a 3 month bronze gym membership at the Bay of Isles Leisure Centre. The trial program was completed in March 2014 and the participants involved have continued utilising the Centres gym.



Esperance Home Care

Esperance Home Care provides basic support services to frail older people, people with disability, and their carers. Home Care is managed on the “wellness model” where a person is supported to maintain their own independence so as to prevent inappropriate admission into residential care.

The operation of Esperance Home Care is sponsored by the Shire of Esperance and funded by state and commonwealth governments under a number of care packages. Services are delivered by 54 local staff, 140 volunteers at an annual cost of approx \$2million.

There are approximately 300 clients receiving support from Esperance Home Care. Support comes in the way of: Homecare activity centre, respite care and social activities, carer support services, complex care and individualised care packages, visits from volunteers and staff for social benefits, dementia support, domestic assistance and personal care at home, transport and community access, gardening and home handyman services, meals on wheels, nursing services, shopping, advocacy, and entertainment.

Results from the Community Perception Survey indicates a 62% satisfaction level in the provision of access to adequate medical facilities/services. And a 66% satisfaction level in to the provision of access to adequate educational opportunities.



Strategy 1.4 Encourage and support volunteers and community groups

Active and growing volunteer and community groups

Esperance Volunteer Resource Centre

The Esperance Volunteer Resource Centre (EVRC) is funded through federal and state government grants specifically for the purposes of running a volunteer resource centre. The EVRC operates as a “One Stop Shop” in the town centre with an aim to help members of the community find volunteer opportunities, agencies to find and retain volunteers, provide training to assist agencies and be a central point for the recognition of volunteers.

This year a new project, Community Connections, was launched. This project was initiated to help residents connect with activities, clubs and organisations in town as participants. This allows community members to find out about organisations which they are passionate about, be it knitting or swimming, and how to make contact and join the group which suits them. The central aim is to assist anyone whose circumstances have changed to connect with other people whether they are recently retired, new or just looking for a change of direction. The program has been successful at making people feel welcomed into our community and for being an informative service to new residents. Additionally an increased awareness of volunteering in general and the role of the EVRC in particular has seen an increased volunteer uptake, which is a positive sign for the Esperance Community.

The Centre organised and facilitated nine training sessions with 96 volunteers and volunteer managers attending. Topics covered were Youth Mental Health First Aid, Team Leader Development, Key Issues in Volunteer management, Mindfulness Based Stress Reduction and National Standards in Volunteer Management.

The EVRC offered several opportunities for volunteers to be recognised during the year. As part of the International Volunteer Day a Red Green and Gold themed Soiree was held and for National Volunteer Week a full day of Mindfulness Based Stress Reduction training and an evening introduction to MBSR was organised. The EVRC also support the Sport Star evening with a category recognising volunteers, after all no sport operates without them.



ESPERANCE VOLUNTEER RESOURCE CENTRE



The Esperance Volunteer Resource Centre is actively involved in assisting community members find a volunteering role they can be passionate about and providing advice to agencies on topics ranging from volunteer insurance to setting up systems and structures for best practice in working with volunteers.

	2012-2013	2013-2014
Individuals assisted to volunteer	354	352
Community organisations assisted	60	60
Volunteers trained	69	66
Volunteer Managers trained	61	30

Community Development Fund

The Community Development Fund (CDF) is offered to assist community groups who provide valuable community, cultural, environmental, sporting and recreational services and activities. The fund allows Council to support not for profit community based organisations to hold an event, build or repair infrastructure or conduct activities that facilitate stronger, more sustainable and resilient communities. This year Council approved \$205,160.00 in funding, some community groups who received assistance this year include:

\$7,000 - Esperance YouthCare Council: Expansion and maintenance of chaplaincy in Esperance Primary School and Esperance Senior High School

\$5,000 - Esperance Kids Fun Day Out: Hosting the 2014 Esperance Kids Fun Day Out

\$2,000 - Esperance Lions Club Inc: Hosting the Esperance Recreational Angling School

\$1,500 - Veteran Car Club: Host the Back to Esperance Easter Rally 2014



Volunteer assistance - cruise ships

Each cruise ship visit was coordinated by the Shire of Esperance's Manager of Tourism and Events and involved between six and twelve volunteers per visit. Working closely with the Volunteer Resource Centre, volunteers were recruited to do various tasks ranging from welcoming passengers to Esperance (as they disembark from the Ship), commentary on the shuttle buses between Taylor Street Jetty and the Visitor Centre, information guides at the Visitor Centre and some of our volunteers were stationed at Post Office Square to assist passengers as they toured the town.

Esperance was visited by four cruise ships for a total of six visits, with approximately 10,500 passengers plus associated crew. Tourism WA estimates that each passenger will on average spend between \$120 and \$150, and each crew member will spend an average of \$60 to \$80 per day that they come ashore.

Friends Of The Esperance Civic Centre Group

The Esperance Civic Centre's performing arts program operates, with consultation of the wider community through the Friends of the Esperance Civic Centre (FOECC) group. This proactive band of dedicated and loyal volunteers represents a uniquely diverse cross-section of the local community who continue to liaise and work with centre staff in the provision of essential support and services.

The Esperance Civic Centre is the venue of choice for a range of community events and fundraising activities and is able to provide professional event ticketing, audio/sound technical advice and assistance to users across a diverse range of events including graduation and awards nights, school balls and quiz nights.



Strategy 1.5 Create and Maintain a safe environment for the community

A feeling of safety within our neighbourhoods and a sense of being looked out for

Emergency Services

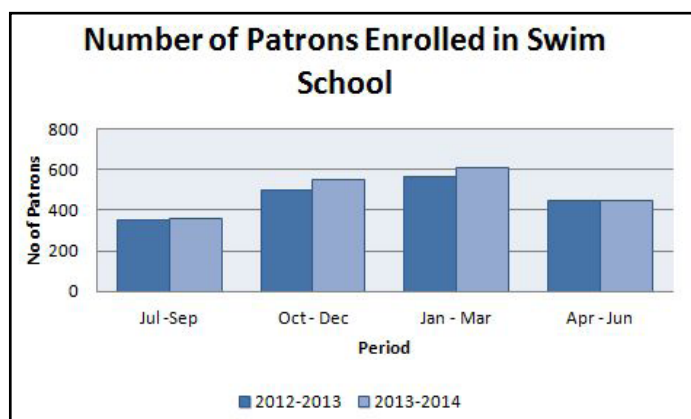
The Local Emergency Management Committee addressed some concerns with regard to the number of tourist deaths that have occurred along our coastline over a three year period. Working closely with the Dept of Parks and Wildlife (DPAW), the South East Recreational Fisher Group and Recfishwest, a number of coastal safety initiatives on both a State and local level have been adopted. A Coastal safety brochure has been developed and circulated around the community via the Tourist Bureau, caravan parks, accommodation houses and fishing and tackle shops to name a few. Additionally, signage has been updated and improved to provide further information about rock fishing, local conditions and general safety along our coastline. Infrastructure has also been upgraded with the installation of additional rock bolts at popular fishing spots and tracked angel rings being utilised along the coast.

Esperance's aging bush fire fleet received an additional boost this year with eight replacement fire appliances arriving in the district. The new trucks hold either 2000 or 4000 litres of water and provide state of the art fire fighting equipment across the Shire. The trucks were funded by the State Government with monies raised through the Emergency Services Levy (ESL). Two years ago, the Shire of Esperance had one of the oldest bush fire fleets in the State. With the arrival of 16 trucks over this time, our oldest truck is now a 1987 Isuzu and earmarked for replacement in the coming 12 months.



Swimming Lessons

In a coastal community the importance of children having access to quality swimming lessons is high as it aids in reducing the risk of drowning within our community. The Education Department conducted swimming lessons for the primary schools in the district culminating in carnivals which promoted both competitive swimming and having fun in the water. Vacation Swimming lessons were also held at the Bay of Isles Leisure Centre during the school holidays with strong numbers attending.



Ranger Services

Ranger Services are dedicated to contribute to the Council's efforts to provide a safe, clean, friendly and welcoming environment for residents and visitors to enjoy. To achieve these objectives, Ranger Services apply a range of strategies available to them. This varies from public education and raising awareness to law enforcement and animal control.

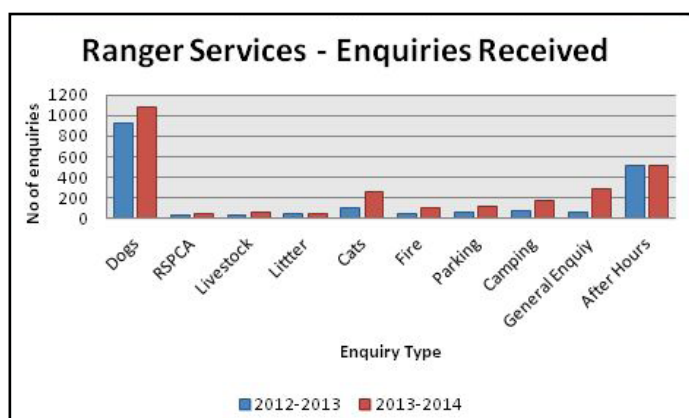
Rangers were busy this year with the planning and subsequent implementation of the *Cat Act 2011* in November 2013. The initial influx in cat related issues was anticipated and well prepared for, with an intensive educational campaign undertaken by the shire and local media outlets. Working in conjunction with a local veterinary clinic and utilising monies supplied via a state grant, subsidised cat registration and sterilisation was offered to community members to encourage support for the *Act*.



Roaming dogs and dog attacks continue to pose a threat to public safety while barking dogs and missing dogs take significant ranger resource time. Education of dog owners is a key focus for Rangers to combat the need to enforce offenses against the *Dog Act 1976*.

Compliance under the *Bush Fires Act 1954* requires fire breaks to be in place. Every year, restricted and prohibited burning periods apply to the district and due to the hazards involved and the potential devastating consequences of an outbreak of bush fires combined with a changing climate makes the mitigation and enforcement of the *Bush Fires Act 1954* a high priority area for Ranger Services.

During the course of the year illegal parking and camping has increasingly become a focus area for Rangers which the statistics in the graph illustrate and will continue to be a focus area.



Results from the Community Perception Survey indicates a 71% satisfaction level in safety and security within public places.



Strategy 1.6 Develop and promote active and passive sport and recreation opportunities for all ages

A variety of accessible sport and recreation opportunities and activities

Since January 2012 the Kidsport program has assisted young participants in the Shires of Esperance and Ravensthorpe in the provision of 735 vouchers for 500 individual children to the amount of \$89,401.

Inclusion School Holiday clinics are organised five times a year and are offered free to young community members of any age, any ability.

The Club Development Officer worked with local clubs to organise state sporting associations to visit Esperance sports people and local schools to coach, train and provide advice in their respective sports. This includes visits from Hockey WA, Football West, Western Australian Football Commission, WA Squash, Triathlon WA, Swimming WA, Western Australian Cricket Association, Gymnastics WA, Netball WA and Yachting WA.

The role of the Club Development Officer is to work with the 102 sport and recreation Clubs within the Shire of Esperance. The role is to support those sport and recreation clubs to become sustainable organisations that deliver diverse opportunities for people to participate in physical activity in their local community, in a safe and welcoming environment. The Club Development Officer scheme is a partnership with the Department of Sport and Recreation, Shire of Esperance and the Esperance District Recreation Association. The aim, through the Club Development Framework is to create a collaborative approach to club development by connecting State Sporting Associations, Regional Sport Associations, Local Government and community organisations to provide leadership, education and training.



Community Development Fund

Council advocate for the participation of all community members in active and passive sport as a way to promote inclusivity and encourage a strong and supportive community. Funding to sporting groups is allocated through the Community Development Fund and is aimed at building capacity by recognising the value of an event being held or the addition/replacement of infrastructure required to improve the groups sustainability, some examples of successful applicants:

\$7,000 - Esperance Speedway Association: 2014 National Junior Sedan Title

\$1,760 - Esperance Twilight Aerials Gymnastics Academy Inc: Soft place to land

\$7,000 - Newtown Tennis Club: ESHS Sports Shelter Project

\$5,000 - Esperance Bay Gun Club: Easter Carnival

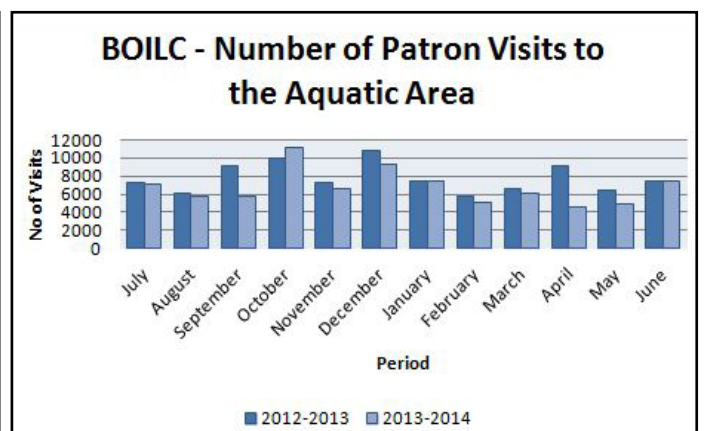
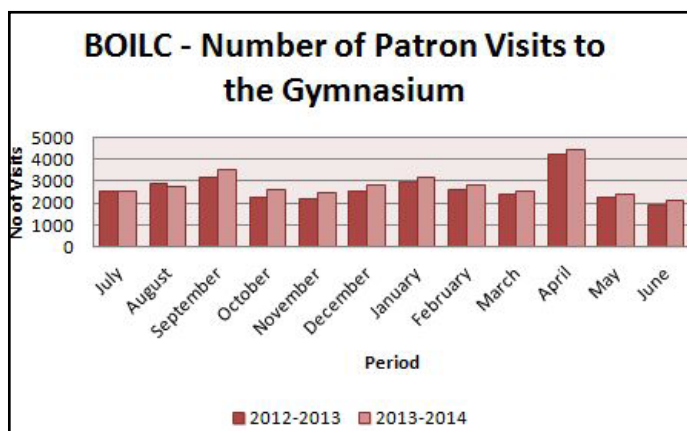
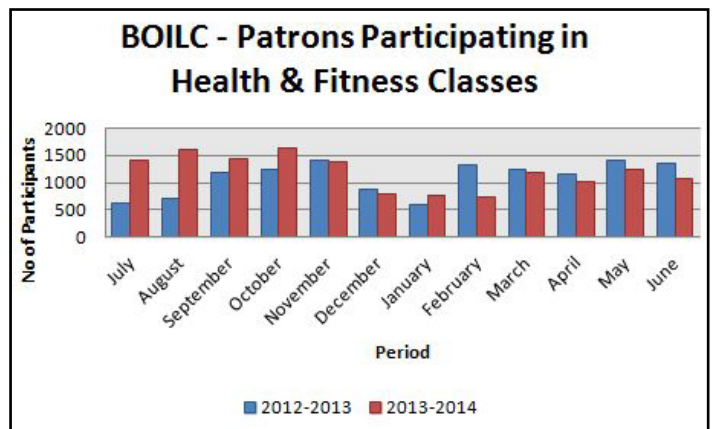
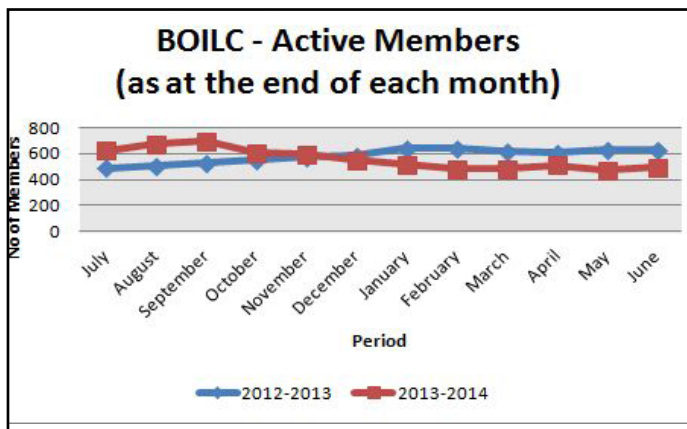
\$3,900 - Esperance Rodeo Inc: 2014 Esperance Rodeo

Bay of Isles Leisure Centre

The annual Woody Island Challenge was run at the Bay of Isles Leisure Centre with a twist this year. To increase patronage and promote more diverse active involvement the challenge was extended outside the pool to include users of the gym and spin classes. This was successful with a resurgence in the number of community members participating. Esperance Island Cruises (sponsors of the challenge) transported a full boat of active participants to Woody Island for a day of celebrating a positive achievement.

The inclusion of crèche to the 12 month Gold memberships has seen a significant increase in this category of members (up from 15 to 91 members), with only 61% actively using the crèche facility. Les Mills classes continue to be included on the Health and Fitness timetable, with Health and Fitness classes still experiencing increases in participation rates, up by 66%, and exceeding forecasts.

The Bay of Isles Leisure Centre gym is now placed in a more competitive market with new gym facilities opening in town. This saw a reasonable reduction in numbers initially however near the end of this year this trend was beginning to reverse with patrons returning to our multifunctional centre providing access to a pool, sauna, crèche and health and fitness classes in addition to a gym.



Results from the Community Perception Survey indicates a 73% satisfaction level in accessibility to sport and recreational facilities.



Strategy 1.7 Facilitate and promote arts and cultural activities for all ages

A variety of arts and cultural activities which can be exhibited and pursued by local and visiting patrons

Museum

The Esperance Museum had an active year with strong support from volunteers who ensure various operational duties are completed. For the purpose of making sure volunteers were fully insured, the Shire of Esperance took over the management of the Museum with the full cooperation of the Esperance Bay Historical Society. New management plans, structures and processes are being developed by volunteers and Shire staff to sustain the Museum as a valuable heritage centre and vibrant tourist attraction.

Highlights of the year include a number of successful Open Days, the creation of two new display areas and continued strong support in volunteer numbers.

Community Development Fund

Through the allocation of grants (CDF) Council are able to offer support and promote community groups involved in arts and culture activities that actively contribute to the wellbeing and cultural life of the region. Esperance Community Arts were the recipients of \$50,000 from this year's Community Development Fund to assist with its work supporting and stimulating diverse and dynamic arts projects and local artists.

Additionally smaller funding grants are available, examples of recipients this year include:

\$2,000 - Cannery Arts Centre Inc

\$5,000 - Festival of the Wind

\$5,000 - Esperance Brass Band



Library

Over 93,000 people visited the library to borrow items, use the electronic services, attend various events and activities or undertake research while browsing in relaxed surroundings.

Use of e-books and other e-resources is steadily increasing as the State Collection grows and more people actively use electronic resources. This usage is helped by regular weekly Technology Help sessions where library staff assist customers to adapt to modern technology.

Weekly Toddler and Storytime sessions continue to be popular and well used by the Esperance Community. Additionally the holiday activity programs run are also well attended by older school children. The annual Science Night event, Whodunnit – Discover, Decipher and Deduct, focused this year on the science behind forensic detecting. Twenty six children and a dozen parent helpers tackled hands-on activities to discover clues for solving the Mystery of the Missing Librarian.

Esperance was one of five country public libraries selected to take part in a State Library Pilot Project for the disposal of discarded State Library items that have formerly been returned to SLWA for exchanges or disposal purposes. A large amount of old stock was culled and discarded through the sales process to the public by the Esperance Library Friends (ELF) group. Two sales were held and the profits go towards library resources. The Pilot Project was successful and the State Library has indicated the Project will be continued in the future.



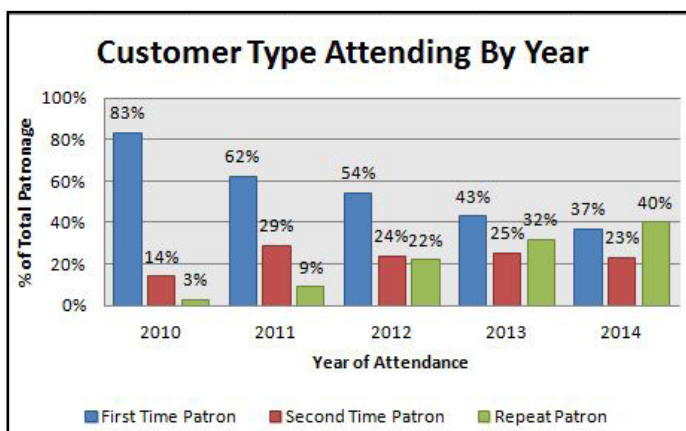
Civic Centre

The Esperance Civic Centre held a variety of quality and diverse performing arts events during the year. Twenty one shows were presented at the venue throughout the year with a total of 2751 tickets issued.

Major highlights of the year included 'Pete the Sheep', the classic Australian children's book by Authors Jackie French and Bruce Whatley was brought to life in a brand new musical, live on stage at the ECC. A timeless Aussie classic – from the iconic lingo to the shearers' names and blue singlets, this was a funny, warm and hilariously Ocker production.

Matthew Hales comedy show 'Get Hypnotised' filled the venue to bursting, providing a night of great community involvement and hilarity.

The centre delivered a vibrant and diverse performing arts program that was able to engage patrons across all sectors of the local community. A healthy number of first time users and repeat patrons was recorded through the year, in addition to strong support from our seniors and youth.



Results from the Community Perception Survey indicates a 76% satisfaction level in accessibility to arts and cultural facilities as well as festivals, events and cultural activities.



Strategy 1.8 Manage environmental health risks in the Shire

A Shire which seeks to mitigate environmental health risks to ensure a healthy and safe community

Environmental Health

Preventative health measures are essential to minimise the impact of trauma and disease in our community. Environmental health services contributes through monitoring the supply of safe food, accommodation standards, investigating communicable disease, ensuring the implementation of appropriate waste disposal, pollution control measures and waters including potable, recycled, liquid waste, groundwater and recreation.

The key focus area this year was to promote and educate hygienic practices and quality control within local food handling premises. Inspections of prescribed environmental health premises, under the health laws, were conducted throughout the year with best practice being encouraged in all local food establishments.

Health officers were kept busy this year with sporadic rat infestations around town. The managing and monitoring of noise and vibrations during the Esperance Port Access Corridor and Foreshore developments has also been unique to this year.

2013/2014 Environmental Health Inspection Activity

Inspections	2011-2012	2012-2013	2013-2014
Caravan Parks and Camping Grounds	9	12	14
Effluent Disposal Inspections	39	67	80
Food Safety	333	242	272
Hair Dressing/Skin Penetration	4	10	11
Lodging House	27	8	12
Offensive Trade	5	3	7
Public Building	106	85	73
Swimming Pools	10	27	23



Theme 2: Environment
Our environment, resource management
and services





Strategy 2.1 Protect, restore and enhance the Shire's natural assets

An environment which is effectively managed for future generations and for the intrinsic value of its biodiversity

Quagi Beach

Coastal management and restoration has continued to be a focus with rehabilitation at Quagi Beach undertaken throughout the year. A team from Esperance Nyungah Aboriginal Corporation, the work-for-the-dole crew, South Coast Natural Resource Management and the Shire of Esperance have returned to further strengthen the area against erosion caused by camping outside the campsite. Bollards, fencing, and signage have been installed and plants and weed matting have also been introduced. The project is supported by South Coast NRM through funding from the Australian Government, in partnership with the Work for the Dole scheme and funded via a Biodiversity Funding Agreement that has been signed with South Coast Natural Resource Management Inc.

Off Road Vehicles

Management of off road vehicles has been identified as a concern by the Esperance community and this was further highlighted in the Shire of Esperance Coastal Management Plan 2014. Council resolved to establish a working group tasked with investigating and making recommendations to Council on how to facilitate and promote environmentally sustainable use of off road vehicles in our Shire. The working group includes representation from South Coast Natural Resource Management Inc., South Coast Management Group, the Department of Parks and Wildlife, the Esperance Police and representatives from off road vehicle users. The report on their investigations will be available in 2014/15 .

Street Tree Policy

Council endorsed a Street Tree Policy this year that aims to preserve and protect existing street trees, guide the provision of new street trees and provide a structure for all management practices such as pruning, removal/retention, species selection and other operational tasks. Street trees are important to creating a positive environment and amenity to a street and public areas.

Results from the Community Perception Survey indicates a 72% satisfaction level in the Shire's management of its natural assets (eg wetlands, coastline and hinterland).



Strategy 2.2 Educate the community on ways to use our environment responsibly and build environmental awareness

A community which values and respects the environment

Quagi Beach

Students from the Cascade Primary School have been planting trees at Quagi Beach as part of the rehabilitation process. The issues of responsible land use, erosion and environmental sustainability has encouraged the students to take pride in the local beach site and understand the importance of looking after our natural resources.

Shire Officers actively meet with local environmental groups to represent Council and ensure assistance is provided where possible and a full understanding of the work being undertaken throughout the shire is maintained.



Strategy 2.3 Provide equitable access for all users to our environment while balancing the protection of natural assets

A range of parks, reserves and trails which the broadest community can access

Public Open Space Strategy

The Public Open Space Strategy makes a number of general recommendations which provide direction in the way reserves are categorised and hence how this will be redeveloped in the future. The strategy will also guide the future development of Public Open Space in new subdivisions.

Coastal Management Plan

A Coastal Management Plan has been drafted to provide a framework on how to best protect our natural assets while ensuring continued access for Esperance residents and visitors to Esperance.

Results from the Community Perception Survey indicates a 77% satisfaction level in the provision of access to the Shire's parks, reserves and trails.



Strategy 2.4 Effectively use our land and development policies to optimise environmental outcomes and minimise environmental risks and impacts

An environment which is effectively managed for future generations and for the intrinsic value of its biodiversity

Environmental and Environmental Health Policies

A review of Shire land and development policies is underway to keep the policies up to date with current studies. Where possible, this will also ensure community sentiment is a priority focus area for Development Services Officers. Compliance with current legislation directs how shire policies can be developed or reviewed and ensures consistency and safety for all residents in our community.

Results from the Community Perception Survey indicates a 68% satisfaction level in environmental impacts are addressed in new developments.



Strategy 2.5 Sustainably manage our waste, water, energy use and facilities and investigate opportunities to reduce their impacts on our environment

A sustainable and progressive approach to managing the impacts of waste, water and energy use on the environment

Improve the energy and water efficiency of all Shire facilities

The Shire has installed energy efficient LED lighting throughout various Shire facilities which has seen considerable cost benefits experienced. Savings were also achieved by using the existing light fittings where possible and de-lamping the old fluorescent tubes.

Additionally the switch to LED lighting will have ongoing benefits to the environment as traditional fluorescent tubes involve the use of both mercury and gas vapour, which is alleviated in LED tubes. The installation of motion sensors on Shire ablution blocks this year has further reduced our power usage across the Shire.

The Bay of Isles Leisure Centre is currently trying push button time cock taps in the showers to assist in reducing water usage at the centre. Two significant benefits have been identified, taps are no longer left running when patrons are finished and overall users are reducing the amount of water being used while showering. Due to the success of the trial all remaining taps will be replaced with the new timed taps during the maintenance process.

Eastern Suburbs Water scheme has under gone a review that identified the true cost of providing water via this scheme. The challenge is for Council to now work towards recouping the true cost of the water from all users.

The replacement of the Esperance Oval and Newtown Oval reticulation at a cost of \$250,000 was completed and will deliver better playing surfaces with a more efficient watering system.

Rainman controllers were installed on some Shire bores and facilities and will give better control over the use of valuable ground water sources to maintain parks and reserves through the Esperance townsite.



Wylie Bay Landfill and recycling facility

The Wylie Bay Waste Facility received over 26,000 cubic meters of waste and 1100 tonne of recycling this year. Another successful Free Weekend was held in June, with over 800 residents attending the tip to deposit waste free of charge.

Planning for the closure of the existing site, by August 2019, is well underway with the Shire working with the Department of Environmental Regulation to ensure all the appropriate licenses and environmental protection issues are in place. Staff onsite are working towards the final fill contours and the capping will commence in four phases, starting towards the end of the 2014/15 financial year.

Investigations into a new landfill site have been pursued using a Multi Criteria Analysis, with a number of sites identified. Research is now underway as to their suitability to determine a preferred location for a state of the art waste facility.

Council introduced a Waste Levy in this years budget on all rates assessments to assist in the funding of such a major project. The closure of the existing site and construction of a new site will be a significant project over the next 5 years. Shire officers will be investigating funding opportunities through all levels of government however some of the burden will need to be carried by the local community.

Myrup Truck Wash and Liquid Waste Facility

The construction of the Myrup Truck Wash and Liquid facility was completed and officially opened on the 1 May 2014. The development of the facility saw both the Wylie Bay Liquid Waste Facility and the Myrup Truck Wash Facility combined to provide a more efficient system for both. This facility was built adhering to best practice principles to ensure the long term future of the site for operational users, no spill to the environment and the overall protection of the natural environment surrounding the site.



Strategy 2.6 Manage environmental risks in the Shire

A Shire which seeks to mitigate environmental risks across the Shire

Environmental Services

Environmental sample collection and inspections are carried out routinely throughout the year to manage potential environmental risks.

Myrup Truck Wash and Liquid Waste Facility

The upgraded Myrup Truck Wash and Liquid Waste Facility was constructed ensuring safe and efficient liquid waste management was available for the Esperance community. This facility provides an essential service to our agricultural industry for wash down purposes and will reduce risks surrounding bio security and weed control.



Strategy 2.7 Plan for and adapt to changes in our climate and the impacts of increased water and energy vulnerability

A Shire which address the challenges and opportunities presented by climate change and water and energy vulnerability

External climate change programs, projects and initiatives

Recognising that potentially one of the biggest risks associated with climate change is that of increased sea levels. The Shire commissioned BMT JFA Consultants in late 2013 to undertake a coastal hazard and vulnerability assessment for the Esperance foreshore and town site area. It is expected that following the endorsement by the Department of Transport, the report will be received by the Council in late 2014.

In consideration of the State Coastal Planning Policy and Guidelines, and building on the coastal hazard and vulnerability assessment, a project will be undertaken in 2014/15 to prepare a Esperance Coastal Hazard Adaptation Strategy, with the aims of reducing the Shire's vulnerability to coastal hazards where necessary, and building the long-term adaptive capacity of the Esperance community to manage coastal hazard risks.

Recognising the broad scope of risks associated with climate change more generally, initiation and planning for a project to develop a Climate Change Adaptation Strategy will be carried out in 2014/15 for delivery in 2015/16.

The Shire are consulting with the Department of Water and the Water Corporation regarding the future of the Eastern Suburbs Water Re-Use Scheme, this included investigating the Water Wise program.



Theme 3: Economy

Our economy, infrastructure, systems and services





Strategy 3.1 Deliver a diverse range of affordable services and infrastructure across the Shire

A range of services, facilities and programs that the broadest community can access

Urban, Rural and Coastal Infrastructure

With a budget of \$8.1 million for road and stormwater infrastructure and road renewal, some of the major projects undertaken include:

- Installation of the roundabout on Pink Lake Road and Windich Street near the Esperance Primary School. This was an identified black spot zone and the roundabout now encourages vehicles to slow down while promoting better traffic flow.
- Road works undertaken throughout the shire this year include:
 - o Resheeting of 208km of road, at a cost of \$3.61 million, with some of the more significant ones being:
 - Cascade Road 20km
 - Griggs Road 15.27km
 - Baltanna Road 12Km
 - Griffith Road 12.5km
 - o Reconstruction of 13km of road, at a cost of \$1.92 million
 - o Resealing of 22.6km of road, at a cost of \$0.6 million
- Continued stormwater works on Forest Street valued at \$275,000



Esperance Waterfront

The transformation work undertaken along the foreshore commenced with Italia Stone Group Pty constructing 1100m of granite seawall. The landscape contract was then awarded to a local company Sime Building and Construction, and work has been progressing well. The installation of the Whale Tail sculpture and the landscaping work completed to date has seen huge improvements in the vista of the Esperance Foreshore. The James Street Precinct was officially opened by Hon Premier Colin Barnett on 6 June 2014. The expected completion date for the project is late 2014.

Maintenance - Shire buildings

The Shire building maintenance program was undertaken throughout the year as per the 2013/2014 budget. All maintenance was undertaken with the plan of improving our water and energy efficiency. Other buildings have received attention and are in the process of being made more energy and water efficient.

The library and the Shire Administration building both had ramps installed during the year to ensure all shire buildings are accessible and safe to the broader community.



Strategy 3.2 Ensure essential services and infrastructure are aligned to community needs now and in the future

Services and infrastructure which meets the needs of the broadest community and responds to changing priorities

Shire buildings

A number of Shire buildings have been removed or demolished this year due to their age and structural issues, buildings included: Neridup Tennis Club building, Sims Street toilet block, old velodrome building, vacant FESA building and a shire owned dwelling in Adelaide Close. The removal of these buildings will improve community safety, reduce monitoring requirements and see a more efficient allocation of shire resources.

After consultation and planning with the community a new ablution block was constructed at West Beach carpark, receiving positive community feedback.

The foreshore development also saw the removal of two old toilet blocks with these being replaced by new facilities that are solar powered and have LED lighting installed. Water efficiency is also paramount in the construction and operational use of these facilities.

Tanker Jetty

Community members were invited to a BBQ on the foreshore to see and hear the extent of the damage to the current Tanker Jetty structure. Workshops were then held, with over 120 people attending, collating community input on what a replacement jetty should look like and how much community members would be willing to contribute. Council resolved to commence concept design and cost estimates to return to Council for further community consultation.

Public Open Space

The Public Open Space Strategy was developed, with community consultation to provide directions in the way reserves are to be developed and provide a strategic action section with a number of recommendations aimed more at policy issues to be applied to the treatment of and retention of public open space.

Service Review

Training has been booked with University of Technology (Sydney) Centre for Local Government to use Esperance as a case study for the new Service Delivery Review documentation. A service review aims to drive more efficient use of resources while delivering services that meet the needs of the community.



Strategy 3.3 Deliver and advocate for a diverse and safe transport system which is efficient and meets the needs of all users

A diverse and safe transport system that balances the needs of all users from pedestrians, cyclists, private vehicles, public transport and freight

Esperance Airport

The upgrade of the Esperance Airport Terminal was completed this year and is compliant with all building codes, it now offers a vibrant and comfortable place for passengers in an efficient and functional building. The passenger numbers exceeded 50,000 passengers for the first time in the history of the Esperance Airport. Security Screening continues to be provided by MSS Security.

Road Hierarchy Plan

A Road Hierarchy Plan was developed to determine current levels of service and to review future levels of services in conjunction with maintenance requirements. The Road Hierarchy Plan involves renewal and capital works and presents the current funding gaps in renewal areas such as re-sheeting, reconstruction and resealing.



Strategy 3.4 Create and strengthen partnerships to advocate for and deliver community facilities, and services and major infrastructure

The community has access to a range of education, health and transport opportunities to maximise their potential

State Cabinet Visit

The Honourable Premier Colin Barnett and State Cabinet Ministers were in Esperance to conduct a Regional Cabinet Meeting on June 9. This visit included a formal Cabinet meeting and several formal and informal community events, with openings of the James Street Precinct, Myrup Liquid Waste Facility, the Esperance Primary School and a Meet the Minister session. Their visit was an opportunity to show how successful all government funded projects have been managed in Esperance and all events were well supported by the Esperance Community highlighting what a vibrant and dynamic community Esperance is.

Prior to the Cabinet meeting being held in Council Chambers, Shire of Esperance President Malcolm Heasman, Deputy Shire President Victoria Brown, Shire of Esperance Chief Executive Officer Matthew Scott, representatives from the Esperance Chamber of Commerce Ron Chambers and Grant Shipp, and representatives from Goldfields-Esperance Development Commission Norman Baker and Shane Liddelow attended to represent the current and future challenges for our region and how State Government can be involved.

LotteryWest

The Esperance Civic Centre continues to build upon ties with Lotterywest and were a recipient of a Lotterywest Regional Performing Arts Grant. This grant provides valuable funding to assist in the delivery of a high class performing arts program in a regional venue. Additionally partnerships with industry peak bodies/organisations are actively pursued to assist in maximising service efficiencies, for example our relationship with Circuit West for audience development.

Local Media

A strong working relationship with local media providers has been beneficial across the organisation. This relationship allows for the dissemination of information in a timely manner and assists in the promotion of shire facilities, shows and events. The broad community benefit from having an informative and current network of media options available.



Camping and Coastal Management

The Shire maintains camping grounds at Quagi Beach, Munglinup and Alexander Bay and additional amenities along the coast. These grounds are well used and monitored regularly to ensure they are kept to a standard that encourages return visitation and respect for our natural environment. The implementation of the Coastal Management Plan, infrastructure upgrades, environmental protection, rehabilitation, education and law enforcement will enable the Shire to manage, visitors to enjoy and the environment to cope with the challenges of the future.

The overflow camping facility at the Greater Sports Ground was very busy again over Christmas and Easter, and has accommodated a large number of visitors that would otherwise have had to spend their holiday elsewhere. This delivers a significant economic benefit for local operators and contributes to the friendly, welcoming image of the Esperance Community.

Tourism

The Shire of Esperance through the Visitor Centre has partnered with Tourism Esperance and our Regional Tourism Authority – Australia’s Golden Outback, to promote Esperance as a desirable destination for intrastate visitors. In 2013/2014 financial year the Shire of Esperance committed \$34,000 towards this partnership.

Esperance was promoted as a tourist destination in the Sunday Times ‘Escape’ lift out, in the West Australian and in several other magazines. Radio adverts were also produced and played over the Christmas / New Year period, promoting activities in and around Esperance, these were aimed at informing visitors of the variety of things to do in the district.

The Shire of Esperance, Australia’s Golden Outback and Tourism Esperance also partnered to produce a 15 second commercial promoting Esperance. Written and produced locally this commercial will be aired in the north of WA during winter to attract the ‘Grey Nomads’ as they decide where they will spend the warmer months. Several foreign language versions were also produced to play at events promoting Australia and Western Australia in various parts of the world.

Emergency Service

The Shire has forged a robust relationship with emergency service providers in town and those government departments that are responsible for ensuring the protection of our natural environment. These include Esperance Police, Department of Fire and Emergency Services, Department of Parks and Wildlife, Department of Fisheries, Department of Agriculture and Food, Customs and Border Patrol and the RSPCA.



Strategy 3.5 Maintain the Shire's robust asset management practices and maintenance programs

Assets which meet the expectations of the community

Asset Management Plans

All major assets now have individual Asset Management Plans that now give Council and the Community an understanding of the Shires significant asset base and our Asset Renewal Funding Gap. The Asset renewal Gap is the difference between the amount of funding we should be spending on an annual basis to renew our existing assets and what we can afford to spend. The Gap currently sits at \$8.65 million per year.

The Building Asset Management Plan was updated with Replacement Cost Values received from a Licensed Valuer and in consultation with Council in regards to developing a Building Hierarchy.

Public Land Strategy

The Public Land Strategy been received by Council (with the exception of properties located within the town centre – an addendum will be completed covering these properties once the Town Centre Revitalisation project reaches a point at which they can be appropriately considered). The purpose of this strategy is to provide for consistent, rational and objective management of the Council's property portfolio and ensure the efficient, effective and sustainable management of the Shire of Esperance property portfolio in order to meet maximum community benefit. A policy guiding the utilisation of this strategy has also been endorsed by Council for effective management and decision-making with regards to this land.



Strategy 3.6 Advocate and plan for population growth and diverse residential and economic development in a sustainable manner

A growing Shire supported by improved job opportunities and diversity in our industries, businesses and housing

Economic Development Strategy

An economic development strategy is being undertaken regionally across the Shires of Esperance, Ravensthorpe and Dundas as one of the funded projects under the SuperTowns program. The Goldfields Esperance Development Commission is leading the project with the three Shires and the Esperance Chamber of Commerce and Industry as partners. A draft strategy is currently being finalised with the full project to be finalised during late 2014/early 2015.

Esperance Branding Strategy

An additional SuperTowns project is the Esperance Branding Strategy which is being carried out in partnership with the Goldfields Esperance Development Commission and Esperance Chamber of Commerce and Industry. The draft plan has been received and final changes are being made prior to it being endorsed. This strategy is aimed at assisting Esperance in developing a robust market position as a place to visit, live and invest in.



Strategy 3.7 Build skills, capacity and partnerships across the whole community to work towards a self sustaining Shire

A community which is continually learning and is self sustaining

Support and advice to business and industries

The Shire is supporting Tourism Esperance's efforts to develop a new governance structure for tourism in the Esperance area. This is to assist local tourism operators in creating a strong presence in the tourism market with additional support being provided through the provision of the Esperance Branding Strategy.

Support and advice to community groups

Supporting our local community groups to have the skills and capacity to run vibrant and self sustaining clubs is a vital role for the Shire or Esperance. Assisting sporting clubs, such as Speedway Association, Salmon Gums Development Group, Gibson Football Club, in completing submissions for Department of Sports and Recreation funding, partnering with youth support agencies in delivering the Crossroads Youth Leadership Program, providing governance training to volunteer host organisations, hosting a Club Development officer, administrative support and advice to community management committees such as Monjingup Development Community Group, Senior Citizens Centre Management Committee, Indoor Sports Stadium Management Committee, Nulsen Community Progress Association, Esperance Agencies Supporting Youth, and assisting investigative or information gathering requirements such as supporting the National Trust visit to Israelite Bay and Moir Homestead are all examples of the assistance that is provided to local community groups.

Working in partnership with community groups, funding bodies and other government bodies allows the Shire to provide support and guidance to individuals and groups that will ensure our community groups remain strong both financially and socially.



Strategy 3.8 Facilitate and guide high quality and efficient building and development across the Shire

A community with high quality and efficient buildings and development

Planning Services

The Shire approved 325 planning applications with the largest development relating to the construction of additional grain handling facilities for Co-operative Bulk Handling Ltd at their Chadwick Receiving Point.

Compliance has become a focus area for Council with officers ensuring all new and existing buildings and developments across the shire are compliant with relevant legislation. A total of 83 investigations have been commenced with resolution achieved in 49 instances to date.

Issues identified included breaches of planning conditions, unauthorised structures, the unauthorised use of properties, the illegal occupation of premises and various local law breaches. A number of different compliance tools have been utilised, including Local Government Act Notices, Planning Infringement Notices, Building Orders and the commencement of Directions Notice processes. The necessity to commence these investigations has been driven primarily by existing liabilities and safety concerns.

Development Application Approvals

	Applications Received	Applications Determined
Development Applications	342	335
Subdivisions	19	18
Home Occupations	3	3
Home Occupation Renewals	25	25



Building Services

With the implementation of the *Building Act 2011* and regulations, considerable amendments were necessary in how the Shire approves building applications and determining what the impact would be on our local building industry. With new legislation and enforcement processes requiring implementation it was essential that a smooth transition be introduced with minimal interruption to the community, while ensuring a significant education program took place within the building industry.

Building Services dealt with 343 applications at a combined value of nearly 39.5 million dollars, a significant increase over the previous 12 months.

Building Approvals

	2012-2013 Number	2012-2013 Value	2013-2014 Number	2013-2014 Value
New Dwelling (Class 1)	65	\$19,605,426	81	\$27,937,550
Alter Dwelling (Class 1)	26	\$1,048,665	24	\$1,130,463
Demo Dwelling (Class 1)	4	\$52,000	6	\$117,500
Un-authorized Dwelling (Class 1)	2	\$110,000	1	\$30,000
New (Class 2-9)	11	\$1,590,123	14	\$3,823,472
Alter (Class 2-9)	8	\$1,054,500	9	\$1,262,311
Demo (Class 2-9)	4	\$274,618	1	\$62,800
Un-authorized (Class 2-9)	0	\$ -	0	\$ -
New Non-habitable (Class 10)	144	\$1,748,763	183	\$4,763,167
Alter Non-habitable (Class 10)	9	\$192,934	16	\$222,300
Demo Non-habitable (Class 10)	0	\$ -	3	\$17,500
Un-authorized Non- Habitable (Class 10)	0	\$ -	5	\$115,000
TOTAL	273	\$25,677,029	343	\$39,482,063



Flinders Estate

Flinders Estate has continued to have positive sales with twelve lots sold and settled this financial year with a further two lots waiting on settlement. There are still currently fifteen lots available for sale. Council selected the land area that will comprise Stage 3 and have instructed Shire Officers to develop a sub-division plan and business case in the next financial year.

Shark Lake Industrial Park

Recent interest has been shown in properties at Shark Lake Industrial Park which may see activity underway in the near future.

Port Corridor Project

The Esperance Port Access Corridor Project involved Shire resources to ensure that shire infrastructure and assets were dealt with correctly and make sure that the asset we are now responsible for are presented in the correct manner.



Theme 4: Civic Leadership
Our Council, services, policies and
engagement





Strategy 4.1 Ensure Councillors are representative of the community and provide strong and visionary leadership

A clear direction for the future

Community confidence and trust in Council and its workforce

Council Elections

October 2013 was an election year for four council positions with a fifth position becoming vacant due to a retirement. One position was to represent the Rural Ward with Cr Basil Parker being successful. There were six nominees for the four Town Ward positions with the re-election of two previous councillors, Cr Paul Griffiths and Cr Beverley Stewart, and the election of two new members to Council, Cr Kevin Hall and Cr Rob Horan.

Community Perception Survey

Council elected to undertake a Community Perception Survey this financial year, to determine community sentiment on the performance of the Council and the Shire of Esperance. This community input is vital to enable Council to keep in touch with the current wishes of local residents, determine priorities and make the best decisions possible on behalf of the community, in line with our Strategic Community Plan.

Results from the survey show an improved satisfaction level within the community with respect to Council and Staff understanding community needs. Increased satisfaction levels were also evident in the responses regarding the Shire's leadership within the community (up 19%).



Strategy 4.2 Maintain a clear, transparent and ethical decision making process

Openness and transparency in Council decisions

Council Meetings

Ordinary council meetings are held at 4pm on the fourth Tuesday of every month as part of our monthly council business cycle. These meetings are open to the general public and media representatives. Agenda briefing sessions are held on the third Tuesday of every month and are an opportunity for Council, Shire Officers and the community to discuss matters before council in an informal session with open discussion and question opportunities. Community members directly related to a specific report item are individually invited to attend these sessions and provide input.

Council Agendas are made publically available on the Shire website and in hard copy at the Shire Administration Office and Library on the Friday prior to the Agenda Briefing session (at the latest). Ordinary Council Meeting minutes are also publically available on the website and on request from community members.

Community Engagement

Council committed to be more available to the community during the year, this was supported when Councillors and Shire Officers headed out to Beaumont for a community forum. This was an informal meeting with the community, encouraging open discussion and immediate responses to queries. Council hope to be involved in two of these forums each year at different locations through out the Shire.

A new initiative was introduced with councillors setting up a stand at community events being available for one on one discussions with members of the community (this included attending two Museum Village Markets, the Blessing of the Fleet and the Foreshore Fun Day). This was seen as a great opportunity to listen to community ideas and provide information where needed.

The Community Perception Survey indicated that the community feel more improvements can be made in this area, therefore both Council and Shire Officers are continuously looking at ways to get better at communicating with the community. Effective council decision making is achieved by understanding community needs and the Shire's ability to deliver the on these needs in the best possible way.



Strategy 4.3 Ensure open and consistent communication between the Shire and the Community

A community who is aware of Council decisions and activities

Communicating to the Community

An ongoing priority for Council and the Shire of Esperance has been to improve and find alternative communication channels to share information with the Esperance community. The continued use of the weekly page in the local newspaper (Council Connections), our shire website, fact sheets and newsletters on major projects, and with the increasing use of social media (Facebook and twitter) the Shire has increased how often and what tools are used when looking at communication.

Working closely with local media providers and further developing our online presence has brought benefit to both the organisation and the community. It has enabled the timely exchange of information and has assisted in the promotion of shire services, facilities and events, such as community engagement opportunities.

Community Perception Survey

The 2013 Community Perception Survey highlighted the community's increased satisfaction with the way the Shire is informing and consulting with the community about local issues. The two most utilised communication tools used to pass information on to the broader community received very good responses from the survey with Council Connections achieving a 78% satisfaction level and the Shire website receiving a 64% satisfaction level.



Strategy 4.4 Actively engage with the community to inform decision making and improve conversations within the community

A knowledge of how and when the community can engage

The community have a variety of opportunities to be involved and are able to make meaningful contributions to decision making

Community Engagement

Planning on a diverse range of significant projects was undertaken in the Shire during the year. Information on these projects and extensive consultation with the community has been vital in ensuring their success. Newsletters, print and social media have been utilised to keep the community up to date on the progress of major projects, particularly those under construction such as the Waterfront and the Myrup Liquid Waste Facility. Workshops and presentations gathering community input were held for the Esperance Branding project, the Public Open Space Strategy, Jetty Replacement options, Retail Trading Hours and the Town Centre Revitalisation Master Plan.

Additionally through the use of SMS and Facebook we are better equipped at getting messages quickly out to the community. This is evident in our ability to notify the community about road closures and fire emergencies, by providing this information directly to the those affected and the broader community we are able to reduce the inconvenience and possible impact experienced.

Council endorsed a Consultation and Engagement Policy that will provide direction and consistency for Shire Officers when combined with the Consultation and Engagement Framework in when and how the community is consulted on strategic issues and projects.



Strategy 4.5 Be innovative in the management of Shire operations, services, staff and resources to create a resilient and financially stable Shire

A Shire that is progressive, sustainable, resilient and adaptive to changes

Information Technology

The Information Technology (IT) department has worked closely with the Shire's Managed Services provider to make several improvements in core applications to improve workflows and efficiencies. Additionally a new server was purchased to reduce the reliance on third party owned hardware and to improve the performance of local applications. It has also allowed the implementation of software for backup, disaster recovery and management of the Shire's virtualised servers.

The implementation of Help Desk software has enabled IT staff to have better visibility of outstanding issues and emerging trends. It assists with forecasting hardware and software requirements in future years and enables staff to follow the progress of any IT problems they have submitted. The continuing enhancement of the IT infrastructure within budget and a renewed focus on staff training will better prepare the Shire to manage technology in an ever-changing environment and to keep IT in sync with the Shire's Strategic Plan and organisational requirements.

Record Keeping

During the 2013/2014 period 40,224 documents were entered in TRIM system. The Shire of Esperance continues to improve its Electronic Document Management System (EDMS), including enhancement of business classification and folder structure, cleanup of contacts and meta data. These enhancements improve search ability and strengthen our ability to locate historical data.

Service Requests

A procedure to better capture and record service requests and complaints from the community is currently being implemented. The Customer Response Management program will automatically log all incoming requests and distribute these to the correct department and Shire officer this will ensure all requests receive a timely response.



Interplan

The introduction of performance reporting software Interplan, allows staff across the organisation to collate data and maintain progress comments that aid in ensuring decisions are made with robust and current information. Key performance indicators report directly against those issues that are important to the community and Council. They also accurately track performance against strategies and objectives.



Strategy 4.6 Employees actively contribute to improved operational service delivery and ensure excellent customer service

*Employees who continually improve the operational service delivery
A community who receives excellent customer service*

Efficiency database

The Shire of Esperance, as with the majority of Local Governments, faces many challenges to providing ongoing service expansions with minimal revenue growth.

The Shire's Enterprise Agreement incorporates a commitment by employees to work with the Shire to improve productivity across the organisation. An organisation wide database was developed to record any efficiencies, improvements or productivity gains across all service areas of the Shire. This information is summarised and provided to Council on a regular basis. This year, twenty three efficiencies were identified by staff ranging from a reduction in the number of Council Committees; the introduction of energy efficient lighting; to increasing the amount of fabrication work undertaken at the Shire to reduce Contractor costs. All efficiencies had an impact on Shire resources through the reduction in cost, time or improved quality.

Training courses undertaken

The Shire aims to provide quality and meaningful training to employees. Effective training has many benefits including, a more productive workforce, higher quality work, reduced employee turnover and improved motivation and morale.

Each year, the Shire conducts organisation wide training courses, training for specific job tasks, training to support Traineeships as well as support for further studies and continuing professional development.

This year, administrative training courses conducted included –

- o Project Management
- o Time Management
- o Customer Service
- o Report Writing

Job specific courses were conducted for a number of areas including –

- o Breathing Apparatus Training
- o Plant competency
- o Chlorine Gas Handling
- o Senior First Aid
- o Load Restraint Training



The 2013 Community Perception Survey highlighted that the 'Level of customer service' has seen satisfaction increase from 54% to 69%.

Employee Remuneration

Pursuant to Regulation 19B of the *Local Government (Administration) Regulation 1996*, the following table sets out, in bands of \$10,000, the number of Shire employees entitled to an annual salary of \$100,000 or more:

Employee Remuneration

	2011-2012	2012-2013	2013-2014
\$110,000 - \$119,999	2		
\$120,000 - \$129,999	2	2	2
\$130,000 - \$139,999		1	1
\$140,000 - \$149,999		1	1
\$150,000 - \$159,999			
\$160,000 - \$169,999			
\$170,000 - \$179,999			
\$180,000 - \$189,999		1	
\$190,000 - \$199,999			
\$200,000 - \$209,999	1		
\$210,000 - \$219,999			1

Complaints

Section 5.53(2)(hb) of the *Local Government Act 1995* requires the Annual Report to contain details of entries made under section 5.121 during the financial year in the Register of Complaints. The 2013/2014 year saw zero (0) entries made in this regard.



Statement on the Record Keeping Plan

The Shire of Esperance is committed to the management of government records in accordance with legislative requirements and best practice standards. The Amended Record Keeping Plan (2011035) was approved at the State Records Commission meeting on the 2 December 2011 with the next statutory review due in December 2016.

Review of Electronic Document Records Management System

The current Electronic Document Records Management System (EDRMS) has been reviewed, and is subject to continuous improvement to ensure it meets the needs and requirements of the Shire. It is compliant with the *State Records Act 2000*, with the exception of it being rolled-out throughout external business units. This is currently budgeted for, and will occur between 2014/15 and 2016/17.

Offsite Storage

The Shire of Esperance has commenced moving digitised archives to a contractor offsite storage facility. This will ensure space is used at an optimal level in the records area, while still ensuring compliance with the *State Records Act 2000*.

Training

The Shire continues to provide training to staff, including initial Records Induction Training for all staff. Documentation on the responsibilities of staff regarding record keeping, what constitutes a business email, Shire of Esperance Records Awareness Training RAT, and using the records system.

KPI and Performance Management

Records performance is measured through the Interplan System on a monthly basis, providing a system of monitoring of the Information Management Area by management and Council.



Performance Indicators

Records Process	Target	Amount*
Documents catalogued by Records Staff	N/A	14,332 documents
Documents catalogued by other staff	N/A	25,892 documents
Incoming Mail catalogued by 12 noon*	99%	90%
Freedom of Information applications processed within 45 days	100%	100% (1 request)

*Amount - Monthly percentages calculated and then averaged annually.

Freedom of Information Statement

The Freedom of Information Coordinator for the Shire of Esperance is the Coordinator of Information Management. The Information Statement is available on the Shire's website and from the Administration Centre.

There were five (5) new valid Freedom of Information requests received during the 2013/2014 financial year.

Of these:

- 0 were for personal information
- 5 were for non-personal information
- 3 were granted edited access
- 1 withdrawn
- 1 remain on hand (external review)



National Competition Policy

The Competition Principles Agreement is an Inter-government Agreement between the Commonwealth and State/Territory Governments that sets out how government will apply National Competition Policy principles to public sector organisations within their jurisdiction.

The State Government released a Policy Statement effective from July 1996 called the Clause 7 Statement, which forms part of the Competition Principles Agreement. The Clause 7 policy document sets out nominated principles from the Agreement that now apply to Local Government. The provisions of Clause 7 of the Competition Principles Agreement require local government to report annually as to the implementation, application and effects of the Competition Policy.

The Competition Principles Agreement, under Clause 7, specifies three broad areas of reporting. These are:

1. Competitive Neutrality;
2. Structural Review of Public Monopolies; and
3. Legislative Review.

In accordance with the requirements of the National Competition Policy, the Shire of Esperance makes the following disclosures for 2013/2014.

Competitive Neutrality

The objective of competitive neutrality is the elimination of resource allocation distortions arising out of local government ownership of significant business activities.

The Shire of Esperance has previously assessed its operations and considers that it has one business activity that would be classed as significant under the current guidelines. Also the Shire of Esperance does not operate a business enterprise that has been classified by the Australian Bureau of Statistics as either a Public Trading Enterprise or Public Financial Enterprise.

The number of activities to which competitive neutrality principles have been applied in the reporting period is Zero (0). The number of activities to which competitive neutrality principles have been considered but not applied in the reporting period is Zero (0).

During the reporting period the Shire of Esperance did not become aware of any allegations of non-compliance with the competitive neutrality principles made by a private entity against the Shire.



Structural Review of Public Monopolies

In relation to Structural review of public monopolies, the Shire of Esperance discloses the following:

Structural reform principles have been applied to the following number of activities in the reporting period: Zero (0); and

Structural reform principles have been considered but not applied to the following number of activities in the reporting period: Zero (0).

As no structural reform has been applied to any activities, the review requirements of principal SR.3 of Clause 7 of the Competition Policy Statement have not been undertaken.

Legislative Review

Parties to the National Competition Policy package agreed that legislation should not restrict competition unless:

The benefits of the restriction to the community as a whole outweigh the costs; and

The objectives of the legislation can only be achieved by restricting competition.

Accordingly, the Shire of Esperance is required to implement a systematic review of all of its existing legislation to determine whether there are any direct or indirect effects on competition.

The *Local Government Act 1995* requires all existing Local Laws to be reviewed every eight years. As part of this process the intention to review Local Laws is advertised in the media giving residents and rate payers the opportunity to comment on any proposed changes, additions or deletions to the Shire's Local Laws. For the 2013/2014 Financial year there were no changes to the Shire's Local Laws:

As at the reporting date the number of by-laws and Local Laws which have been reviewed and reformed as a result of any legislative review is Zero (0); and

As at the reporting date the number of by-laws and Local Laws which the application of any legislative review principles were considered but not applied is Zero (0).



Summary of Financial Performance

Financial Ratios	Actual 2013-14	Actual 2012-13	Actual 2011-12	Actual 2010-11
Current Ratio	1.65:1	1.41:1	1.66:1	1.69:1
Asset Sustainability Ratio *	148%	139%	102%	82%
Debt Service Cover Ratio	3.12	7.04	28.55	26.72
Operating Surplus Ratio*	3%	71%	2%	-5%
Own Source Revenue Coverage Ratio*	78%	82%	70%	68%
Asset Consumption Ratio*	63%	63%	N/A	N/A
Asset Renewal Funding Ratio*	73%	53%	N/A	N/A

The Financial Performance Measures are stated in the Annual Financial Report together with comparative figures from the previous years.

*Fair Value Accounting was commenced in the 2012/2013 financial year and will continue to be implemented over the next two consecutive years. This has a direct bearing on the depreciation value of all Shire assets and will impact on the ratios being reported. The full impact on the financial ratios will be recognised in the 2015/2016 financial year.

Current Ratio (Working Capital)

This is a comparison of the Shire's current assets to its current liabilities and gives an indication of the shire's ability to meet its short term financial obligations. A figure of greater than one is desirable and a figure of more than 1.5 is indicative of a good short term financial position.

Asset Sustainability Ratio

This ratio indicates whether the Shire is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out. This ratio needs to be at least 90% and ideally over 100%.

Debt Service Cover Ratio

This ratio measures the ability of the Shire to pay its debts including lease payments. The higher the ratio, the easier it is for the Shire to obtain and repay debt.



Operating Surplus Ratio

This ratio measures the Shire's ability to cover its operational costs and have revenues available for capital funding or other purposes.

Own Source Surplus Ratio

This ratio is a measure of the Shire's ability to cover its costs through its own revenue. A ratio of 82% is considered to be sound. It is worth noting that this ratio is increasing each year thus providing more control and stability over Shire funds.

Asset Consumption Ratio

This is a new ratio implemented under the Integrated Planning and Reporting requirements for Asset Management. This shows the written down value of the Shire's depreciable assets relative to their replacement cost. The ratio highlights the aged condition of the Shire's stock of physical assets.

Asset Renewal Funding Ratio

This ratio is used to measure the ability of the Shire to fund its projected asset renewal/replacement in future years. A ratio below 75% indicates the Shire is having difficulty in undertaking sustained capital improvement on assets sufficient to renew them.

Notes:

Two of the 2013 ratios disclosed above are distorted by item of significant revenue totalling \$12,317,900 relating to the initial recognition of assets under the Shire's control in accordance with amendments to the *Financial Management Regulations* (refer to Notes 1(g) and 2(a)(ii) for further details).

This item forms part of operating revenue and has been included in the calculations above.

This item of significant revenue is considered to be "one-off" and is non-cash in nature and, if it was ignored, the calculations disclosed in the 2013 column above would be as follows:

	2013
Debt Service Cover Ratio	3.36
Operating Surplus Ratio	0.18

Furthermore, the Debt Service Cover Ratio is abnormally low due to a large principal repayment for Loan 288 - Flinders. The principal repayment is directly linked to the value of land sales at Flinders Estate sub-division.



2013-2014 Annual Financial Report

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Principal place of business: Administration Offices Windich Street Esperance WA 6450	

Annual Financial Report

For the year ended 30th June 2014

Statement by Chief
Executive Officer

2013-2014

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

STATEMENT BY CHIEF EXECUTIVE OFFICER

The attached financial report of the Shire of Esperance being the annual financial report and supporting notes and other information for the financial year ended 30 June 2014 are in my opinion properly drawn up to present fairly the financial position of the Shire of Esperance at 30th June 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 as authorisation of issue on the

7 day of *November* 2014



Matthew Scott
Chief Executive Officer

Annual Financial Report

For the year ended 30th June 2014

2013-2014

**Statement of Comprehensive
Income by Nature & Type**

	NOTE	2014 \$	2014 Budget \$	2013 \$
Revenue				
Rates	22	14,701,106	14,690,337	13,508,614
Operating Grants, Subsidies and Contributions	28	7,727,195	7,594,724	9,507,775
Fees and Charges	27	8,027,421	7,691,436	7,197,759
Interest Earnings	2(a)	1,311,217	1,104,255	1,464,000
Other Revenue		0	0	12,317,900
		<u>31,766,939</u>	<u>31,080,752</u>	<u>43,996,048</u>
Expenses				
Employee Costs		(13,982,041)	(13,874,800)	(12,984,941)
Materials and Contracts		(7,698,753)	(11,252,063)	(6,417,099)
Utility Charges		(941,948)	(923,135)	(898,303)
Depreciation on Non-Current Assets	2(a)	(8,033,221)	(7,088,844)	(6,993,627)
Interest Expenses	2(a)	(204,709)	(116,634)	(70,744)
Insurance Expenses		(572,282)	(541,244)	(452,427)
Other Expenditure		(771,214)	(798,121)	(668,452)
		<u>(32,204,168)</u>	<u>(34,594,841)</u>	<u>(28,485,593)</u>
		(437,229)	(3,514,089)	15,510,455
Non-Operating Grants, Subsidies and Contributions	28	6,911,714	8,768,299	8,965,906
Profit on Asset Disposals	20	1,400,358	966,681	1,191,466
Loss on Asset Disposals	20	<u>(200,981)</u>	<u>(219,872)</u>	<u>(193,880)</u>
NET RESULT		7,673,862	6,001,019	25,473,947
Other Comprehensive Income				
Changes on Revaluation of Non-Current Assets	12	35,571,561	0	2,672,331
Total Other Comprehensive Income		<u>35,571,561</u>	<u>0</u>	<u>2,672,331</u>
Total Comprehensive Income		<u><u>43,245,422</u></u>	<u><u>6,001,019</u></u>	<u><u>28,146,278</u></u>

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

Annual Financial Report

For the year ended 30th June 2014

2013-2014

**Statement of Comprehensive
Income by Program**

	NOTE	2014 \$	2014 Budget \$	2013 \$
Revenue				
Governance		160,664	135,782	228,467
General Purpose Funding		18,349,247	18,166,814	19,531,562
Law, Order, Public Safety		1,203,027	446,862	1,421,518
Health		58,108	41,400	68,049
Education and Welfare		2,617,683	2,576,818	2,486,710
Community Amenities		4,147,197	5,149,681	2,802,854
Recreation and Culture		1,753,731	1,658,825	14,143,207
Transport		2,291,124	1,987,000	1,973,367
Economic Services		737,002	477,620	694,888
Other Property and Services		449,156	439,950	645,426
	2(a)	<u>31,766,939</u>	<u>31,080,752</u>	<u>43,996,048</u>
Expenses				
Governance		(2,076,424)	(2,331,648)	(1,588,673)
General Purpose Funding		(542,327)	(544,600)	(367,319)
Law, Order, Public Safety		(1,620,623)	(1,397,217)	(1,266,744)
Health		(313,020)	(306,271)	(326,533)
Education and Welfare		(2,849,753)	(3,048,954)	(2,613,496)
Community Amenities		(4,532,391)	(6,537,476)	(3,994,552)
Recreation & Culture		(6,802,615)	(6,747,496)	(6,174,512)
Transport		(11,032,541)	(10,503,119)	(10,314,746)
Economic Services		(1,862,396)	(2,247,675)	(1,272,044)
Other Property and Services		(367,369)	(813,751)	(496,230)
	2(a)	<u>(31,999,459)</u>	<u>(34,478,207)</u>	<u>(28,414,849)</u>
Financial Costs				
Recreation & Culture		(62,145)	(66,295)	(51,691)
Other Property and Services		(142,564)	(50,339)	(19,053)
	2(a)	<u>(204,709)</u>	<u>(116,634)</u>	<u>(70,744)</u>
Non-Operating Grants, Subsidies and Contributions				
Law, Order, Public Safety		73,749	0	43,836
Education and Welfare		8,172	0	88,138
Community Amenities		600,170	694,000	350,000
Recreation & Culture		2,903,850	4,458,163	3,486,033
Transport		3,322,601	3,616,136	4,997,899
Other Property and Services		3,172	0	0
		<u>6,911,714</u>	<u>8,768,299</u>	<u>8,965,906</u>
Profit/(Loss) on Disposal of Assets				
Governance		(1,789)	(17,811)	702
Law, Order, Public Safety		0	0	(5,745)
Education and Welfare		0	0	0
Community Amenities		(57,636)	(197,400)	(1,616)
Recreation & Culture		(1,603)	(4,661)	0
Transport		(41,805)	167,289	(32,053)
Other Property and Services		1,302,210	799,392	1,036,298
		<u>1,199,377</u>	<u>746,809</u>	<u>997,586</u>
		7,673,862	6,001,019	25,473,947
Net Result				
Other Comprehensive Income				
Changes on revaluation of non-current assets	12	35,571,561	0	2,672,331
		<u>35,571,561</u>	<u>0</u>	<u>2,672,331</u>
Total Other Comprehensive Income				
		<u>35,571,561</u>	<u>0</u>	<u>2,672,331</u>
Total Comprehensive Income				
		<u>43,245,422</u>	<u>6,001,019</u>	<u>28,146,278</u>

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

Annual Financial Report

For the year ended 30th June 2014

2013-2014

Statement of Financial Position

	NOTE	2014 \$	2013 \$	2012 \$
CURRENT ASSETS				
Cash and Cash Equivalents	3	26,339,276	33,478,473	32,946,714
Trade and Other Receivables	4	2,184,855	2,957,515	2,160,390
Inventories	5	1,357,650	1,533,650	390,269
TOTAL CURRENT ASSETS		<u>29,881,781</u>	<u>37,969,638</u>	<u>35,497,373</u>
NON-CURRENT ASSETS				
Other Receivables	4	1,069,319	698,583	845,458
Inventories	5	5,883,217	6,770,597	9,849,557
Property, Plant and Equipment	6	87,348,181	52,066,823	34,093,188
Infrastructure	7	219,308,330	204,941,007	198,389,898
TOTAL NON-CURRENT ASSETS		<u>313,609,047</u>	<u>264,477,010</u>	<u>243,178,101</u>
TOTAL ASSETS		<u>343,490,828</u>	<u>302,446,648</u>	<u>278,675,474</u>
CURRENT LIABILITIES				
Trade and Other Payables	8	936,325	1,142,297	2,638,200
Current Portion of Long Term Borrowings	9	1,924,376	2,416,900	127,779
Provisions	10	1,852,783	1,747,404	1,591,472
TOTAL CURRENT LIABILITIES		<u>4,713,484</u>	<u>5,306,601</u>	<u>4,357,451</u>
NON-CURRENT LIABILITIES				
Long Term Borrowings	9	2,019,592	3,654,816	8,973,938
Provisions	10	241,136	214,038	219,170
TOTAL NON-CURRENT LIABILITIES		<u>2,260,728</u>	<u>3,868,854</u>	<u>9,193,108</u>
TOTAL LIABILITIES		<u>6,974,212</u>	<u>9,175,455</u>	<u>13,550,559</u>
NET ASSETS		<u>336,516,616</u>	<u>293,271,193</u>	<u>265,124,915</u>
EQUITY				
Retained Surplus		274,628,025	258,749,393	235,361,845
Reserves - Cash Backed	11	23,644,699	31,849,469	29,763,070
Revaluation Surplus	12	38,243,892	2,672,331	0
TOTAL EQUITY		<u>336,516,616</u>	<u>293,271,193</u>	<u>265,124,915</u>

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

Annual Financial Report

For the year ended 30th June 2014

2013-2014

Statement of Changes in Equity

	NOTE	RETAINED SURPLUS \$	RESERVES CASH BACKED \$	REVALUATION SURPLUS \$	TOTAL EQUITY \$
Balance as at 1 July 2011		231,975,599	13,674,589	0	245,650,188
Comprehensive Income					
Net Result		19,474,727	0	0	19,474,727
Changes on Revaluation of Non-Current Assets					
Total Comprehensive Income		<u>19,474,727</u>	<u>0</u>	<u>0</u>	<u>19,474,727</u>
Reserve Transfers		(16,088,481)	16,088,481	0	0
Balance as at 30 June 2012		235,361,845	29,763,070	0	265,124,915
Comprehensive Income					
Net Result		25,473,947	0	0	25,473,947
Changes on Revaluation of Non-Current Assets	12	0	0	2,672,331	2,672,331
Total Comprehensive Income		<u>25,473,947</u>	<u>0</u>	<u>2,672,331</u>	<u>28,146,278</u>
Reserve Transfers		(2,086,399)	2,086,399	0	0
Balance as at 30 June 2013		258,749,393	31,849,469	2,672,331	293,271,193
Comprehensive Income					
Net Result		7,673,862	0	0	7,673,862
Changes on Revaluation of Non-Current Assets	12	0	0	35,571,561	35,571,561
Total Comprehensive Income		<u>7,673,862</u>	<u>0</u>	<u>35,571,561</u>	<u>43,245,423</u>
Reserve Transfers		8,204,770	(8,204,770)	0	0
Balance as at 30 June 2014		274,628,025	23,644,699	38,243,892	336,516,616

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

Annual Financial Report

For the year ended 30th June 2014

2013-2014

Statement of Cashflows

	NOTE	2014 \$	2014 Budget \$	2013 \$
Cash Flows From Operating Activities				
Receipts				
Rates		14,605,884	14,692,337	13,540,551
Operating Grants, Subsidies and Contributions		8,967,079	7,612,724	8,517,487
Fees and Charges		7,776,637	7,709,294	7,375,239
Interest Earnings		1,369,940	1,104,255	1,466,842
Goods and Services Tax		2,857,918	4,800,000	2,427,582
		<u>35,577,458</u>	<u>35,918,610</u>	<u>33,327,701</u>
Payments				
Employee Costs		(13,823,892)	(13,636,241)	(12,795,549)
Materials and Contracts		(7,918,266)	(9,629,087)	(6,896,457)
Utility Charges		(974,519)	(923,135)	(910,476)
Interest Expenses		(199,315)	(116,634)	(72,195)
Insurance Expenses		(572,282)	(541,244)	(452,427)
Goods and Services Tax		(3,063,178)	(4,800,000)	(3,587,680)
Other Expenditure		(771,214)	(798,121)	(652,315)
		<u>(27,322,666)</u>	<u>(30,444,462)</u>	<u>(25,367,099)</u>
Net Cash Provided By (Used In) Operating Activities	13(b)	<u>8,254,792</u>	<u>5,474,148</u>	<u>7,960,602</u>
Cash Flows from Investing Activities				
Payments for Development of Land Held for Resale		(12,392)	(143,476)	(247,919)
Payments for Purchase of Property, Plant & Equipment		(3,281,221)	(5,135,603)	(5,681,063)
Payments for Construction of Infrastructure		(19,619,471)	(30,289,506)	(11,703,396)
Advances to Community Groups		(460,000)	(445,000)	0
Non-Operating Grants, Subsidies and Contributions		6,911,714	8,768,299	8,965,906
Proceeds from Sale of Fixed Assets		3,080,546	2,788,340	4,139,851
Net Cash Provided by (Used in) Investment Activities		<u>(13,380,824)</u>	<u>(24,456,946)</u>	<u>(4,526,621)</u>
Cash Flows from Financing Activities				
Repayment of Debentures		(2,677,481)	(2,445,317)	(3,297,157)
Proceeds from Self Supporting Loans		114,583	0	127,779
Proceeds from New Debentures		549,733	570,000	267,156
Net Cash Provided By (Used In) Financing Activities		<u>(2,013,165)</u>	<u>(1,875,317)</u>	<u>(2,902,222)</u>
Net Increase (Decrease) in Cash Held		<u>(7,139,197)</u>	<u>(20,858,115)</u>	<u>531,759</u>
Cash at Beginning of Year		33,478,473	33,478,508	32,946,714
Cash and Cash Equivalents at the End of the Year	13(a)	<u><u>26,339,276</u></u>	<u><u>12,620,393</u></u>	<u><u>33,478,473</u></u>

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

Annual Financial Report

For the year ended 30th June 2014

2013-2014

Rate Setting Statement

	NOTE	2014 Actual \$	2014 Budget \$	2013 Actual \$
Revenue				
Governance		166,757	135,782	229,169
General Purpose Funding		3,648,141	3,476,477	6,022,948
Law, Order, Public Safety		1,276,776	446,862	1,465,354
Health		58,108	41,400	68,049
Education and Welfare		2,625,855	2,576,818	2,574,848
Community Amenities		4,747,367	5,843,681	3,170,404
Recreation and Culture		4,657,581	6,116,988	17,629,240
Transport		5,684,955	5,770,425	7,070,531
Economic Services		737,002	477,620	694,888
Other Property and Services		1,775,363	1,239,342	1,719,375
		<u>25,377,905</u>	<u>26,125,395</u>	<u>40,644,806</u>
Expenses				
Governance		(2,084,306)	(2,349,459)	(1,588,673)
General Purpose Funding		(542,327)	(544,600)	(367,319)
Law, Order, Public Safety		(1,620,623)	(1,397,217)	(1,272,489)
Health		(313,020)	(306,271)	(326,533)
Education and Welfare		(2,849,753)	(3,048,954)	(2,613,496)
Community Amenities		(4,590,027)	(6,734,876)	(4,013,718)
Recreation and Culture		(6,866,363)	(6,818,452)	(6,226,203)
Transport		(11,145,576)	(10,503,119)	(10,446,064)
Economic Services		(1,862,396)	(2,247,675)	(1,272,044)
Other Property and Services		(530,758)	(864,090)	(552,934)
		<u>(32,405,149)</u>	<u>(34,814,713)</u>	<u>(28,679,473)</u>
Net Result Excluding Rates		(7,027,244)	(8,689,318)	11,965,333
Adjustments for Cash Budget Requirements:				
Initial Recognition of Assets Due to Change to Regulations				
- Land		0	0	(12,317,900)
Decrement in Fair Value of Office & Furniture		0	0	16,137
(Profit)/Loss on Asset Disposals	20	(1,199,377)	(746,809)	(997,586)
Movement in Deferred Pensioner Rates (Non-Current)		(15,706)	0	(1,092)
Movement in Employee Benefit Provisions (Non-current)		(8,975)	166,349	81,998
Movement in General Receivables (Non-Current)		0	0	40,000
Depreciation and Amortisation on Assets	2(a)	8,033,221	7,088,844	6,993,627
Capital Expenditure and Revenue				
Purchase Land Held for Resale		(12,392)	(143,476)	(247,919)
Purchase Land and Buildings	6(a)	(224,397)	(1,847,047)	(2,086,730)
Purchase Furniture and Equipment	6(a)	(41,581)	(47,223)	(16,686)
Purchase Plant and Equipment	6(a)	(587,582)	(3,241,333)	(3,577,647)
Purchase Motor Vehicles - Non-Specialised	6(a)	(541,543)	0	0
Purchase Motor Vehicles - Specialised	6(a)	(55,725)	0	0
Purchase Road Making Plant - Major	6(a)	(1,830,393)	0	0
Purchase Roads	7(a)	(6,224,097)	(7,074,633)	(6,388,051)
Purchase Footpaths	7(a)	(171,737)	0	0
Purchase Drainage	7(a)	(283,324)	0	0
Purchase Other Infrastructure	7(a)	(39,515)	(23,214,873)	(5,315,345)
Purchase Street Lighting	7(a)	(20,597)	0	0
Purchase Parking	7(a)	(44,266)	0	0
Purchase Construction Other Than Buildings	7(a)	(12,835,935)	0	0
Advances to Community Groups		(460,000)	(445,000)	0
Proceeds from Disposal of Fixed Assets	20	3,080,546	2,788,340	4,139,851
Repayment of Debentures	21(a)	(2,677,481)	(2,445,317)	(3,297,157)
Proceeds from New Debentures	21(a)	549,733	570,000	267,156
Proceeds from Self Supporting Loans		114,583	136,384	127,779
Transfers to Reserves (Restricted Assets)	11	(12,015,050)	(3,228,969)	(21,943,811)
Transfers from Reserves (Restricted Assets)	11	20,219,820	22,782,407	19,857,412
ADD Surplus/(Deficit) July 1 B/Fwd	22(b)	2,901,336	2,901,337	2,093,353
LESS Surplus/(Deficit) June 30 C/Fwd	22(b)	3,283,428	0	2,901,336
Total Amount Raised from General Rate	22(a)	(14,701,106)	(14,690,337)	(13,508,614)

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

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**(a) Basis of Preparation**

The financial report comprises general purpose financial statements which have been prepared in accordance with Australian Accounting Standards (as they apply to local governments and not-for-profit entities), Australian Accounting Interpretations, other authoritative pronouncements of the Australian Accounting Standards Board, the Local Government Act 1995 and accompanying regulations. Material accounting policies which have been adopted in the preparation of this financial report are presented below and have been consistently applied unless stated otherwise.

Except for cash flow and rate setting information, the report has also been prepared on the accrual basis and is based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and liabilities.

Critical Accounting Estimates

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that effect the application of policies and reported amounts of assets and liabilities, income and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances; the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The Local Government Reporting Entity

All Funds through which the Council controls resources to carry on its functions have been included in the financial statements forming part of this financial report.

In the process of reporting on the local government as a single unit, all transactions and balances between those Funds (for example, loans and transfers between Funds) have been eliminated.

All monies held in the Trust Fund are excluded from the financial statements. A separate statement of those monies appears at Note 19. to these financial statements.

(b) Goods and Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payables are stated inclusive of GST receivable or payable.

The net amount of GST recoverable from, or payable to, the ATO is included with receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows.

(c) Cash and Cash Equivalents

Cash and cash equivalents include cash on hand, cash at bank, deposits available on demand with banks and other short term highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value and bank overdrafts.

Bank overdrafts are reported as short term borrowings in current liabilities in the statement of financial position.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(d) Trade and Other Receivables**

Trade and other receivables include amounts due from ratepayers for unpaid rates and service charges and other amounts due from third parties for goods sold and services performed in the ordinary course of business.

Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Collectability of trade and other receivables is reviewed on an ongoing basis. Debts that are known to be uncollectible are written off when identified. An allowance for doubtful debts is raised when there is objective evidence that they will not be collectible.

(e) Inventories**General**

Inventories are measured at the lower of cost and net realisable value.

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale.

Land Held for Sale

Land held for development and sale is valued at the lower of cost and net realisable value. Cost includes the cost of acquisition, development, borrowing costs and holding costs until completion of development. Finance costs and holding charges incurred after development is completed are expensed.

Gains and losses are recognised in profit or loss at the time of signing an unconditional contract of sale if significant risks and rewards, and effective control over the land, are passed on to the buyer at this point.

Land held for sale is classified as current except where it is held as non-current based on Council's intentions to release for sale.

(f) Fixed Assets

Each class of fixed assets within either property, plant and equipment or infrastructure, is carried at cost or fair value as indicated less, where applicable, any accumulated depreciation and impairment losses.

Mandatory Requirement to Revalue Non-Current Assets

Effective from 1 July 2012, the Local Government (Financial Management) Regulations were amended and the measurement of non-current assets at Fair Value became mandatory.

The amendments allow for a phasing in of fair value in relation to fixed assets over three years as follows:

- (a) for the financial year ending on 30 June 2013, the fair value of all of the assets of the local government that are plant and equipment; and
 - (b) for the financial year ending on 30 June 2014, the fair value of all of the assets of the local government -
 - (i) that are plant and equipment; and
 - (ii) that are -
 - (I) land and buildings; or-
 - (II) Infrastructure;
- and
- (c) for a financial year ending on or after 30 June 2015, the fair value of all of the assets of the local government.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(f) Fixed Assets (Continued)*****Mandatory Requirement to Revalue Non-Current Assets (Continued)***

Thereafter, in accordance with the regulations, each asset class must be revalued at least every 3 years.

In 2013, Council commenced the process of adopting Fair Value in accordance with the Regulations.

Relevant disclosures, in accordance with the requirements of Australian Accounting Standards, have been made in the financial report as necessary.

Land Under Control

In accordance with Local Government (Financial Management) Regulation 16(a), the Council was required to include as an asset (by 30 June 2013), Crown Land operated by the local government as a golf course, showground, racecourse or other sporting or recreational facility of State or Regional significance.

Upon initial recognition, these assets were recorded at cost in accordance with AASB 116. They were then classified as Land and revalued along with other land in accordance with the other policies detailed in this Note.

Whilst they were initially recorded at cost, fair value at the date of acquisition was deemed cost as per AASB 116.

Consequently, these assets were initially recognised at cost but revalued along with other items of Land and Buildings at 30 June 2014.

Initial Recognition and Measurement between Mandatory Revaluation Dates

All assets are initially recognised at cost and subsequently revalued in accordance with the mandatory measurement framework detailed above.

In relation to this initial measurement, cost is determined as the fair value of the assets given as consideration plus costs incidental to the acquisition. For assets acquired at no cost or for nominal consideration, cost is determined as fair value at the date of acquisition. The cost of non-current assets constructed by the Council includes the cost of all materials used in construction, direct labour on the project and an appropriate proportion of variable and fixed overheads.

Individual assets acquired between initial recognition and the next revaluation of the asset class in accordance with the mandatory measurement framework detailed above, are carried at cost less accumulated depreciation as management believes this approximates fair value. They will be subject to subsequent revaluation at the next anniversary date in accordance with the mandatory measurement framework detailed above.

Revaluation

Increases in the carrying amount arising on revaluation of assets are credited to a revaluation surplus in equity. Decreases that offset previous increases of the same asset are recognised against revaluation surplus directly in equity. All other decreases are recognised in profit or loss.

Transitional Arrangements

During the time it takes to transition the carrying value of non-current assets from the cost approach to the fair value approach, the Council may still be utilising both methods across differing asset classes.

Those assets carried at cost will be carried in accordance with the policy detailed in the ***Initial Recognition*** section as detailed above.

Those assets carried at fair value will be carried in accordance with the ***Revaluation*** Methodology section as detailed above.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(f) Fixed Assets (Continued)

Early Adoption of AASB 13 - Fair Value Measurement

Whilst the new accounting standard in relation to Fair Value, AASB 13 – Fair Value Measurement only become applicable for the year ended 30 June 2014 (in relation to Council), given the legislative need to commence using Fair Value methodology in the previous reporting period (year ended 30 June 2013) the Council chose to early adopt AASB 13

As a consequence, the principles embodied in AASB 13 - Fair Value Measurement have been applied to the previous reporting period (year ended 30 June 2013).

Land Under Roads

In Western Australia, all land under roads is Crown Land, the responsibility for managing which, is vested in the local government.

Effective as at 1 July 2008, Council elected not to recognise any value for land under roads acquired on or before 30 June 2008. This accords with the treatment available in Australian Accounting Standard AASB 1051 Land Under Roads and the fact Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

In respect of land under roads acquired on or after 1 July 2008, as detailed above, Local Government (Financial Management) Regulation 16(a)(i) prohibits local governments from recognising such land as an asset.

Whilst such treatment is inconsistent with the requirements of AASB 1051, Local Government (Financial Management) Regulation 4(2) provides, in the event of such an inconsistency, the Local Government (Financial Management) Regulations prevail.

Consequently, any land under roads acquired on or after 1 July 2008 is not included as an asset of the Council.

Depreciation

The depreciable amount of all fixed assets including buildings but excluding freehold land, are depreciated on a straight-line basis over the individual asset's useful life from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful life of the improvements.

When an item of property, plant and equipment is revalued, any accumulated depreciation at the date of the revaluation is treated in one of the following ways:

- a) Restated proportionately with the change in the gross carrying amount of the asset so that the carrying amount of the asset after revaluation equals its revalued amount; or
- b) Eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Major depreciation periods used for each class of depreciable asset are:

Buildings	20 to 50 years
Furniture and Equipment	5 to 20 years
Plant and Equipment	3 to 15 years
Infrastructure	
Formation	not depreciated
Construction Road Base	50 years
Bituminous seals	25 years
Footpaths - slab	10 to 30 years
Parking Facilities	15 to 16 years
Water supply piping and drainage systems	40 years
Parks and Gardens	20 years
Airport	35 to 36 years

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(f) Fixed Assets (Continued)*****Depreciation (Continued)***

The assets residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of comprehensive income in the period in which they arise.

When revalued assets are disposed of, amounts included in the revaluation surplus relating to that asset are transferred to retained surplus.

Capitalisation Threshold

Expenditure on items of equipment under \$5,000 is not capitalised. Rather, it is recorded on an asset inventory listing.

(g) Fair Value of Assets and Liabilities

When performing a revaluation, the Council uses a mix of both independent and management valuations using the following as a guide:

Fair Value is the price that Council would receive to sell the asset or would have to pay to transfer a liability, in an orderly (i.e. unforced) transaction between independent, knowledgeable and willing market participants at the measurement date.

As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset. The fair values of assets that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data.

To the extent possible, market information is extracted from either the principal market for the asset (i.e. the market with the greatest volume and level of activity for the asset or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (i.e. the market that maximises the receipts from the sale of the asset after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use.

Fair Value Hierarchy

AASB 13 requires the disclosure of fair value information by level of the fair value hierarchy, which categorises fair value measurement into one of three possible levels based on the lowest level that an input that is significant to the measurement can be categorised into as follows:

Level 1

Measurements based on quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date.

Level 2

Measurements based on inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly or indirectly.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(g) Fair Value of Assets and Liabilities (Continued)*****Fair Value Hierarchy (Continued)*****Level 3**

Measurements based on unobservable inputs for the asset or liability.

The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. If all significant inputs required to measure fair value are observable, the asset or liability is included in Level 2. If one or more significant inputs are not based on observable market data, the asset or liability is included in Level 3.

Valuation techniques

The Council selects a valuation technique that is appropriate in the circumstances and for which sufficient data is available to measure fair value. The availability of sufficient and relevant data primarily depends on the specific characteristics of the asset or liability being measured. The valuation techniques selected by the Council are consistent with one or more of the following valuation approaches:

Market approach

Valuation techniques that use prices and other relevant information generated by market transactions for identical or similar assets or liabilities.

Income approach

Valuation techniques that convert estimated future cash flows or income and expenses into a single discounted present value.

Cost approach

Valuation techniques that reflect the current replacement cost of an asset at its current service capacity.

Each valuation technique requires inputs that reflect the assumptions that buyers and sellers would use when pricing the asset or liability, including assumptions about risks. When selecting a valuation technique, the Council gives priority to those techniques that maximise the use of observable inputs and minimise the use of unobservable inputs. Inputs that are developed using market data (such as publicly available information on actual transactions) and reflect the assumptions that buyers and sellers would generally use when pricing the asset or liability and considered observable, whereas inputs for which market data is not available and therefore are developed using the best information available about such assumptions are considered unobservable.

As detailed above, the mandatory measurement framework imposed by the Local Government (Financial Management) Regulations requires, as a minimum, all assets carried at a revalued amount to be revalued at least every 3 years.

(h) Financial Instruments***Initial Recognition and Measurement***

Financial assets and financial liabilities are recognised when the Council becomes a party to the contractual provisions to the instrument. For financial assets, this is equivalent to the date that the Council commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transaction costs, except where the instrument is classified 'at fair value through profit or loss', in which case transaction costs are expensed to profit or loss immediately.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(h) Financial Instruments (Continued)*****Classification and Subsequent Measurement***

Financial instruments are subsequently measured at fair value, amortised cost using the effective interest rate method, or at cost.

Amortised cost is calculated as:

- (a) the amount in which the financial asset or financial liability is measured at initial recognition;
- (b) less principal repayments and any reduction for impairment; and
- (c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the effective interest rate method. □

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

(i) Financial assets at fair value through profit and loss

Financial assets are classified at "fair value through profit or loss" when they are held for trading for the purpose of short-term profit taking. Such assets are subsequently measured at fair value with changes in carrying amount being included in profit or loss. Assets in this category are classified as current assets.

(ii) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Loans and receivables are included in current assets where they are expected to mature within 12 months after the end of the reporting period.

(iii) Held-to-maturity investments

Held-to-maturity investments are non-derivative financial assets with fixed maturities and fixed or determinable payments that the Council has the positive intention and ability to hold to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Held-to-maturity investments are included in non-current assets, where they are expected to mature within 12 months after the end of the reporting period. All other investments are classified as non-current.

(iv) Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either not suitable to be classified into other categories of financial assets due to their nature, or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

They are subsequently measured at fair value with changes in such fair value (i.e. gains or losses) recognised in other comprehensive income (except for impairment losses). When the financial asset is derecognised, the cumulative gain or loss pertaining to that asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available-for-sale financial assets are included in current assets, where they are expected to be sold within 12 months after the end of the reporting period. All other available-for-sale financial assets are classified as non-current.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(h) Financial Instruments (Continued)*****Classification and Subsequent Measurement (Continued)******(v) Financial liabilities***

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss.

Impairment

A financial asset is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events (a "loss event") having occurred, which will have an impact on the estimated future cash flows of the financial asset(s).

In the case of available-for-sale financial assets, a significant or prolonged decline in the market value of the instrument is considered a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

In the case of financial assets carried at amortised cost, loss events may include: indications that the debtors or a group of debtors are experiencing significant financial difficulty, default or delinquency in interest or principal payments; indications that they will enter bankruptcy or other financial reorganisation; and changes in arrears or economic conditions that correlate with defaults.

For financial assets carried at amortised cost (including loans and receivables), a separate allowance account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expire or the asset is transferred to another party whereby the Council no longer has any significant continual involvement in the risks and benefits associated with the asset. □

Financial liabilities are derecognised where the related obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of the consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

(i) Impairment of Assets

In accordance with Australian Accounting Standards the Council's assets, other than inventories, are assessed at each reporting date to determine whether there is any indication they may be impaired.

Where such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, to the asset's carrying amount.

Any excess of the asset's carrying amount over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. AASB 116) whereby any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other standard.

For non-cash generating assets such as roads, drains, public buildings and the like, value in use is represented by the depreciated replacement cost of the asset.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(j) Trade and Other Payables**

Trade and other payables represent liabilities for goods and services provided to the Council prior to the end of the financial year that are unpaid and arise when the Council becomes obliged to make future payments in respect of the purchase of these goods and services. The amounts are unsecured, are recognised as a current liability and are normally paid within 30 days of recognition.

(k) Employee Benefits**Short-Term Employee Benefits**

Provision is made for the Council's obligations for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service, including wages, salaries and sick leave. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

The Council's obligations for short-term employee benefits such as wages, salaries and sick leave are recognised as a part of current trade and other payables in the statement of financial position. The Council's obligations for employees' annual leave and long service leave entitlements are recognised as provisions in the statement of financial position.

Other Long-Term Employee Benefits

Provision is made for employees' long service leave and annual leave entitlements not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations or service and employee departures and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Any remeasurements for changes in assumptions of obligations for other long-term employee benefits are recognised in profit or loss in the periods in which the changes occur.

The Council's obligations for long-term employee benefits are presented as non-current provisions in its statement of financial position, except where the Council does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which case the obligations are presented as current provisions.

(l) Borrowing Costs

Borrowing costs are recognised as an expense when incurred except where they are directly attributable to the acquisition, construction or production of a qualifying asset. Where this is the case, they are capitalised as part of the cost of the particular asset until such time as the asset is substantially ready for its intended use or sale.

(m) Provisions

Provisions are recognised when the Council has a present legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions are measured using the best estimate of the amounts required to settle the obligation at the end of the reporting period.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(n) Leases**

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not legal ownership, are transferred to the Council, are classified as finance leases.

Finance leases are capitalised recording an asset and a liability at the lower amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Leased assets are depreciated on a straight line basis over the shorter of their estimated useful lives or the lease term.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses in the periods in which they are incurred.

Lease incentives under operating leases are recognised as a liability and amortised on a straight line basis over the life of the lease term.

(o) Investment in Associates

An associate is an entity over which the Council has significant influence. Significant influence is the power to participate in the financial operating policy decisions of that entity but is not control or joint control of those policies. Investments in associates are accounted for in the financial statements by applying the equity method of accounting, whereby the investment is initially recognised at cost and adjusted thereafter for the post-acquisition change in the Council's share of net assets of the associate. In addition, the Council's share of the profit or loss of the associate is included in the Council's profit or loss.

The carrying amount of the investment includes, where applicable, goodwill relating to the associate. Any discount on acquisition, whereby the Council's share of the net fair value of the associate exceeds the cost of investment, is recognised in profit or loss in the period in which the investment is acquired.

Profits and losses resulting from transactions between the Council and the associate are eliminated to the extent of the Council's interest in the associate.

When the Council's share of losses in an associate equals or exceeds its interest in the associate, the Council discontinues recognising its share of further losses unless it has incurred legal or constructive obligations or made payments on behalf of the associate. When the associate subsequently makes profits, the Council will resume recognising its share of those profits once its share of the profits equals the share of the losses not recognised.

(p) Interests in Joint Arrangements

Joint arrangements represent the contractual sharing of control between parties in a business venture where unanimous decisions about relevant activities are required.

Separate joint venture entities providing joint venturers with an interest to net assets are classified as a joint venture and accounted for using the equity method. Refer to note 1(o) for a description of the equity method of accounting.

Joint venture operations represent arrangements whereby joint operators maintain direct interests in each asset and exposure to each liability of the arrangement. The Council's interests in the assets, liabilities, revenue and expenses of joint operations are included in the respective line items of the financial statements. Information about the joint ventures is set out in Note 16.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)**(q) Rates, Grants, Donations and Other Contributions**

Rates, grants, donations and other contributions are recognised as revenues when the local government obtains control over the assets comprising the contributions.

Control over assets acquired from rates is obtained at the commencement of the rating period or, where earlier, upon receipt of the rates.

Where contributions recognised as revenues during the reporting period were obtained on the condition that they be expended in a particular manner or used over a particular period, and those conditions were undischarged as at the reporting date, the nature of and amounts pertaining to 'those undischarged conditions are disclosed in Note 2(c). That note also discloses the amount of contributions recognised as revenues in a previous reporting period which were obtained in respect of the local government's operations for the current reporting period.

(r) Superannuation

The Council contributes to a number of Superannuation Funds on behalf of employees. All funds to which the Council contributes are defined contribution plans.

(s) Current and Non-Current Classification

In the determination of whether an asset or liability is current or non-current, consideration is given to the time when each asset or liability is expected to be settled. The asset or liability is classified as current if it is expected to be settled within the next 12 months, being the Council's operational cycle. In the case of liabilities where the Council does not have the unconditional right to defer settlement beyond 12 months, such as vested long service leave, the liability is classified as current even if not expected to be settled within the next 12 months. Inventories held for trading are classified as current even if not expected to be realised in the next 12 months except for land held for sale where it is held as non-current based on the Council's intentions to release for sale.

(t) Rounding Off Figures

All figures shown in this annual financial report, other than a rate in the dollar, are rounded to the nearest dollar.

(u) Comparative Figures

Where required, comparative figures have been adjusted to conform with changes in presentation for the current financial year.

When the Council applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statement, an additional (third) statement of financial position as at the beginning of the preceding period in addition to the minimum comparative financial statements is presented.

(v) Budget Comparative Figures

Unless otherwise stated, the budget comparative figures shown in this annual financial report relate to the original budget estimate for the relevant item of disclosure.

2013-2014

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(w) New Accounting Standards and Interpretations for Application in Future Periods

The AASB has issued a number of new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods, some of which are relevant to the Council.

Management's assessment of the new and amended pronouncements that are relevant to the Council, applicable to future reporting periods and which have not yet been adopted are set out as follows:

Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(i) AASB 9 – Financial Instruments	December 2013	1 January 2018	Nil – The objective of this Standard is to improve and simplify the approach for classification and measurement of financial assets compared with the requirements of AASB 139. Given the nature of the financial assets of the Council, it is not anticipated the standard will have any material effect.
(ii) AASB 2010 -7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2010)	December 2013	1 January 2018	Nil - The revisions embodied in this standard give effect to the consequential changes arising from the issuance of AASB 9 which is not anticipated to have any material effect on the Council (refer (i) above).

[AASB 1, 3, 4, 5, 7, 101, 102, 108, 112, 118, 120, 121, 127, 128, 131, 132, 136, 137, 139, 1023 & 1038 and Interpretations 2, 5, 10, 12, 19 & 127]

2013-2014

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(w) New Accounting Standards and Interpretations for Application in Future Periods (Continued)

Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(iii) AASB 2011 - 7 Amendments to Australian Accounting Standards arising from the Consolidation and Joint Arrangement Standards [Not-For-Profit entities]	December 2012	1 January 2014	Consequential changes to various standards arising from the issuance of AASB 10, 11, 12, 127 and 128. It is not expected to have a significant impact on Council.
[AASB 1, 3, 5, 7, 9, 2009-11, 101, 107, 112, 118, 121, 124, 131, 132, 133, 138, 139, 1023 & 1038 and Interpretations 5, 9, 16 & 17]			
(iv) AASB 2012-3: Amendments to Australian Accounting Standards - Offsetting Financial Assets and Financial Liabilities	June 2012	1 January 2014	This Standard adds application guidance to AASB 132: Financial Instruments: Presentation to address potential inconsistencies identified in applying some of the offsetting criteria of AASB 132, including clarifying the meaning of "currently has a legally enforceable right of set-off" and that some gross settlement systems may be considered equivalent to net settlement. This Standard is not expected to significantly impact the Council's financial statements.
[AASB 132]			

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(w) New Accounting Standards and Interpretations for Application in Future Periods (Continued)

Title	Issued / Compiled	Applicable ⁽¹⁾	Impact
(v) AASB 2013 - 3: Amendments to AASB 136 - Recoverable Amount Disclosures for Non-Financial Assets	June 2013	1 January 2014	This standard makes amendments to AASB 136 and includes requirements to disclose additional information when present value techniques are used to measure the recoverable amount of impaired assets. It is not expected to have a significant impact on Council.
(vi) AASB 2013-8: Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities – Control and Structured Entities [AASB 10, 12 & 1049]	October 2013	1 January 2014	This standard adds Appendix E to AASB 10 to provide implementation guidance for Not-for-Profit entities regarding control criteria from the perspective of not-for-profit entities. It is not expected to have a significant impact on Council.
(vii) AASB 2013-9: Amendments to Australian Accounting Standards – Conceptual Framework, Materiality and Financial Instruments	December 2013	Refer Title column	Part A of this standard makes various editorial corrections to Australian Accounting Standards. Part B of this standard deletes references to AASB 1031 in various Australian Accounting Standards in advance of the withdrawal of AASB 1031. Part C of this standard makes consequential amendments to AASB 9 and numerous other standards and amends the permissions around certain applications relating to financial liabilities reissued at fair value. As the bulk of changes related either to editorial or reference changes it is not expected to have a significant impact on Council.

Notes:

⁽¹⁾ Applicable to reporting periods commencing on or after the given date.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (Continued)

(x) Adoption of New and Revised Accounting Standards

During the current year, the Council adopted all of the new and revised Australian Accounting Standards and Interpretations which were compiled, became mandatory and which were applicable to its operations.

These new and revised standards were:

AASB 10	AASB 128	AASB 2012 - 2
AASB 11	AASB 2011 - 7	AASB 2012 - 3
AASB 12	AASB 2011 - 9	AASB 2012 - 5
AASB 119	AASB 2011 - 10	AASB 2012 - 10
AASB 127		

Most of the standards adopted had a minimal effect on the accounting and reporting practices of the Council as they did not have a significant impact on the accounting or reporting practices or were either not applicable, largely editorial in nature, were revisions to help ensure consistency with presentation, recognition and measurement criteria of IFRSs or related to topics not relevant to operations.

2. REVENUE AND EXPENSES

	2014	2013	
	\$	\$	
(a) Net Result			
The Net Result includes:			
(i) Charging as an Expense:			
Auditors Remuneration			
- Audit of the annual financial report	31,400	26,065	
- Assistance with the finalisation of the annual financial report	7,500	5,250	
- Audit of Acquittals	18,700	11,700	
Depreciation			
Buildings owned by Council	1,042,258	690,237	
Furniture and Equipment	40,439	37,503	
Plant and Equipment	353,632	1,163,895	
Minor Plant and Equipment	54,000	0	
Motor Vehicles - Non-Specialised	248,189	0	
Motor Vehicles - Specialised	120,528	0	
Road Making Plant - Major	742,286	0	
Road Making Plant - Minor	89,001	0	
Airport	185,234	175,863	
Roads	4,233,315	4,073,768	
Footpaths	240,432	236,644	
Drainage	136,533	113,146	
Other Infrastructure	96,651	96,046	
Culverts & Pipes	112,653	112,653	
Street Lighting	30,230	30,146	
Parking	79,222	86,841	
Tourist Road Signs	2,452	2,453	
Construction Other Than Buildings	226,166	174,432	
	<u>8,033,221</u>	<u>6,993,627</u>	
Interest Expenses (Finance Costs)			
Debentures (<i>refer Note 21(a)</i>)	204,709	70,744	
	<u>204,709</u>	<u>70,744</u>	
Rental Charges			
- Operating Leases	19,725	70,857	
	<u>19,725</u>	<u>70,857</u>	
(ii) Crediting as Revenue:			
Significant Revenue			
Recreation & Culture	0	12,317,900	
	<u>0</u>	<u>12,317,900</u>	
This significant revenue in 2013 relate to the initial recognition of Land under the Shire's control in accordance with amendments to the Financial Management Regulations. It has been classified as Other Revenue by Nature or Type.			
Other Revenue			
Other	0	12,317,900	
	<u>0</u>	<u>12,317,900</u>	
	2014 Actual	2014 Budget	2013 Actual
	\$	\$	\$
Interest Earnings			
- Reserve Funds	501,017	538,918	558,841
- Other Funds	701,111	470,337	812,980
Other Interest Revenue (<i>refer note 26</i>)	109,089	95,000	92,179
	<u>1,311,217</u>	<u>1,104,255</u>	<u>1,464,000</u>

2. REVENUE AND EXPENSES (Continued)

(b) Statement of Objective

In order to discharge its responsibilities to the community, the Shire has developed a set of operational and financial objectives. These objectives have been established both on an overall basis, reflected by the Shire's Community Vision, and for each of its broad activities/programs.

COMMUNITY VISION

Esperance is spectacular. We have a vibrant, welcoming community that encourages new people to our region and gives a sense of belonging to those who live here.

We value our natural resources and accept the responsibility to manage them for future generations to enjoy. We aim to strengthen and diversify the regions economic base in a way that complements our social and environmental values.

We are strategically located as a diverse and dynamic region that is committed to a sustainable change and growth. Above all, we are a community that makes it happen.

REPORTING PROGRAM DESCRIPTIONS

Council operations as disclosed in these financial statements encompass the following service orientated activities/programs.

GOVERNANCE

Objective:

To provide a decision making process for the efficient allocation of scarce resources.

Activities:

Includes the activities of members of council and the administrative support available to the council for the provision of governance of the district. Other costs relate to the task of assisting elected members and ratepayers on matters which do not concern specific council services.

GENERAL PURPOSE FUNDING

Objective:

To collect revenue to allow for the provision of services.

Activities:

Rates, general purpose government grants and interest revenue.

LAW, ORDER, PUBLIC SAFETY

Objective:

To provide services to help ensure a safer and environmentally conscious community.

Activities:

Supervision and enforcement of various local laws relating to fire prevention, animal control, protection of the environment and other aspects of public safety including emergency services.

HEALTH

Objective:

To provide an operational framework for good community health.

Activities:

Inspection of food outlets and their control, provision of meat inspection services, noise control and waste disposal compliance.

EDUCATION AND WELFARE

Objective:

To provide services to disadvantaged persons, the elderly, children and youth.

Activities:

Maintenance of child minding centre, playgroup centre, senior citizen centre and aged care centre. Provision and maintenance of home and community care programs and youth services.

2. REVENUE AND EXPENSES (Continued)**(b) Statement of Objective (Continued)****COMMUNITY AMENITIES****Objective:**

To provide services required by the community.

Activities:

Rubbish collection services, operation of rubbish disposal sites, litter control, construction and maintenance of urban storm water drains, protection of the environment, administration of town planning schemes, cemetery and public conveniences.

RECREATION AND CULTURE**Objective:**

To establish and effectively manage infrastructure and resource which will help the social well being of the community.

Activities:

Maintenance of public halls, civic centre, aquatic centre, beaches, recreation centres and various sporting facilities. Provision and maintenance of parks, gardens and playgrounds. Operation of library, museum and other cultural facilities.

TRANSPORT**Objective:**

To provide safe, effective and efficient transport services to the community

Activities:

Construction and maintenance of roads, streets, footpaths, depots, cycleways, parking facilities and traffic control. Cleaning of streets and maintenance of street trees, street lighting etc. Provision and operation of airport.

ECONOMIC SERVICES**Objective:**

To help promote the shire and its economic wellbeing.

Activities:

Tourism and area promotion including the maintenance and operation of a caravan park. Provision of rural services including weed control, vermin control, standpipes and building control.

OTHER PROPERTY AND SERVICES**Objective:**

To monitor and control Council's overheads operating accounts.

Activities:

Private works operation, plant repair, plant operation costs and engineering operation costs.

Annual Financial Report

For the year ended 30th June 2014

Notes to and forming part of the Financial Report

2013-2014

2. REVENUE AND EXPENSES (Continued)

(c) Conditions Over Grants/Contributions

Grant/Contribution	Function/ Activity	Opening Balance ⁽¹⁾ 1/07/12 \$	Received ⁽²⁾ 2012/13 \$	Expended ⁽³⁾ 2012/13 \$	Closing Balance ⁽¹⁾ 30/06/13 \$	Received ⁽²⁾ 2013/14 \$	Expended ⁽³⁾ 2013/14 \$	Closing Balance 30/06/14 \$
DLG Workforce Planning	Governance	0	25,000	(7,450)	17,550	0	(17,550)	0
FESA - Fire Prevention	Law & Order	7,460	208,515	(210,103)	5,872	246,939	(204,257)	48,554
LEM/C/BHP	Law & Order	1,895	0	(687)	1,208	0	(1,208)	0
Horizon Power	Law & Order	10,000	0	(10,000)	0	0	0	0
State Graffiti Fund	Law & Order	13,627	0	(13,627)	0	0	0	0
DLG Cat Management Facilities	Law & Order	0	43,836	0	43,836	0	(43,836)	0
DFES/SES	Law & Order	0	20,700	(19,704)	996	25,846	(20,305)	6,537
Crossroads Youth Program	Law & Order	0	25,000	(9,489)	15,511	0	(11,539)	3,972
Cat Sterilization Program	Law & Order	0	0	0	0	5,391	(45)	5,346
Youth Consultation	Education	0	0	0	0	10,000	0	10,000
HACC Seniors Leisure Link	Education	4,000	0	0	4,000	0	(4,000)	0
Hearing Impaired Pilot Project	Education	4,417	0	0	4,417	0	0	4,417
Seniors Technology Link	Education	0	13,200	0	13,200	0	0	13,200
Carers WA	Education	0	1,400	0	1,400	3,100	(2,190)	2,310
Other Programs (Minor Assets)	Education	26,533	0	(11,950)	14,583	1,363	(2,600)	13,346
HACC Operating	Education	59,136	32,824	0	91,960	1,588,475	(1,671,695)	8,740
HACC Capital	Education	52,535	10,614	0	63,149	8,172	0	71,321
HACC Trainee Expenses	Education	0	0	0	0	3,700	(1,532)	2,168
Community Visitor Scheme	Education	0	0	0	0	10,683	0	10,683
VMP CPO	Education	17,511	134,056	(132,608)	18,959	133,652	(129,292)	23,319
SCNRM Environmental Weed Pro	Community	4,706	0	(4,706)	0	0	0	0
Dieback Works #1 & 2	Community	4,485	0	(2,835)	1,650	0	0	1,650
Lovers Cove	Community	1,126	0	(1,126)	0	0	0	0
SCMG Recreational Vehicle Acce:	Community	0	8,500	(5,165)	3,335	0	(3,335)	0
CLGF - Myrup Truck Wash	Community	0	350,000	0	350,000	0	(350,000)	0
Coastscapes Biodiversity Fund	Community	0	0	0	0	39,936	(9,945)	29,991
South Coast NRM	Community	0	0	0	0	9,000	0	9,000
Community Energy Efficiently Prog	Community	0	0	0	0	549,201	(392,287)	156,914
RLCIP Solar Panels	Recreation	16,344	0	(16,344)	0	0	0	0
Sand Renourishment Program	Recreation	0	150,000	(59,547)	90,453	50,000	(140,453)	0
Total		207,431	873,645	(429,450)	742,079	2,635,458	(2,865,616)	421,468

Annual Financial Report

For the year ended 30th June 2014

2013-2014

Notes to and forming part of the Financial Report

2. REVENUE AND EXPENSES (Continued)

(c) Conditions Over Grants/Contributions		Opening Balance ⁽¹⁾ 1/07/12	Received ⁽²⁾ 2012/13	Expended ⁽³⁾ 2012/13	Closing Balance ⁽¹⁾ 30/06/13	Received ⁽²⁾ 2013/14	Expended ⁽³⁾ 2013/14	Closing Balance 30/06/14
Grant/Contribution	Function/ Activity	\$	\$	\$	\$	\$	\$	\$
Balance from previous page		207,431	873,645	(429,450)	742,079	2,635,458	(2,865,616)	421,468
Magellan - Lions Playground	Recreation	4,015	0	(4,015)	0	0	0	0
Tanker Jetty Structural Assessme	Recreation	7,013	0	(7,013)	0	0	0	0
Telstra Connected Seniors	Recreation	4,833	0	(1,570)	3,263	0	(3,263)	0
PLA Storytime on Stage	Recreation	500	0	(500)	0	0	0	0
NRM Walker St Fencing & Signag	Recreation	20,000	0	(6,602)	13,398	0	(13,398)	0
Dept of Sport & Rec Kidsport	Recreation	37,549	0	(19,794)	17,755	41,670	(28,070)	31,355
R4R GERGS	Recreation	0	500,000	(401,888)	98,112	2,500,000	(2,598,112)	0
Dept of Regional Dev & Lands - F	Recreation	1,045,000	0	(1,045,000)	0	0	0	0
RDL - Regional CLGF	Recreation	0	969,982	0	969,982	0	(969,982)	0
Community Arts Catalyst Walker	Recreation	195	0	(195)	0	0	0	0
Club Development Officer	Recreation	825	0	(825)	0	0	0	0
Read Out Loud	Recreation	0	909	(363)	546	0	(546)	0
RDA	Recreation	0	0	0	0	200,000	(62,000)	138,000
Roadwise Action Plan	Transport	763	0	(763)	0	0	0	0
Jetrio	Transport	15,000	0	(15,000)	0	0	0	0
DOT Security Screening	Transport	431,786	0	(431,786)	0	0	0	0
MRWA _ Blackspot	Transport	0	15,946	0	15,946	0	(15,946)	0
MRWA RRG (Fisheries Rd)	Transport	0	968	0	968	0	(968)	0
Wild Dog Control	Economic	116,339	140,750	(189,635)	67,454	195,800	(218,930)	44,324
Dept of Ag & Food - Dry Season	Economic	0	10,000	0	10,000	0	(10,000)	0
Supertowns	Economic	13,458,754	416,339	(29,146)	13,845,947	338,380	(7,658,230)	6,526,097
Total		15,350,003	2,928,539	(2,583,545)	15,785,450	5,911,308	(14,445,061)	7,161,244

Notes:

(1) - Grants/contributions recognised as revenue in a previous reporting period which were not expended at the close of the previous reporting period.
 (2) - New grants/contributions which were recognised as revenues during the reporting period and which had not yet been fully expended in the manner specified by the contributor.

(3) - Grants/contributions which had been recognised as revenues in a previous reporting period or received in the current reporting period and which were expended in the current reporting period in the manner specified by the contributor.

	Note	2014 \$	2013 \$
3. CASH AND CASH EQUIVALENTS			
Unrestricted		2,694,577	1,629,004
Restricted		<u>23,644,699</u>	<u>31,849,469</u>
		<u>26,339,276</u>	<u>33,478,473</u>
The following restrictions have been imposed by regulations or other externally imposed requirements:			
Land Purchase & Development Reserve	11	997,128	1,025,654
Council Buildings Construction Reserve	11	333,635	418,132
Eastern Suburbs Water Pipeline Reserve	11	152,728	97,086
Jetty Reserve	11	871,898	799,922
Aerodrome Reserve	11	2,861,211	1,907,062
Salmon Gums Quarry Reserve	11	9,976	9,567
Off Street Parking Reserve	11	140,069	134,334
Sanitation (Rubbish Removal) Services Reserve	11	2,256,814	1,915,126
HACC Asset Replacement Reserve	11	516,656	348,880
Esperance Home Care Fundraising Reserve	11	51,756	40,322
Gravel Resources Compensation Reserve	11	53,932	51,724
Southern Suburbs Water Supply Reserve	11	27,721	26,492
Cemetery Reserve	11	40,401	36,424
Unspent Grants & Contributions Reserve	11	7,161,244	18,345,769
Historical Village Reserve	11	2,009	1,927
Plant Replacement Reserve	11	599,532	602,446
Employee Entitlements - Long Service Leave Reserve	11	815,257	781,876
History Book Reserve	11	18,638	17,584
Tanker Jetty Donations Reserve	11	44,520	37,854
Library Reserve	11	46,573	39,485
Drainage Reserve	11	240,888	231,025
Building Maintenance Reserve	11	4,587,727	3,568,382
Community Bus Maintenance & Replacement Reserve	11	93,815	85,008
Governance & Workers Compensation Reserve	11	330,120	395,526
and Landscape/Drainage Maintenance Reserve	11	86,389	75,237
Staff Retention & Attaction Reserve	11	4,749	220,341
IT System & Process Development Reserve	11	317,945	320,840
Esperance Home Care Annual Leave Reserve	11	146,804	164,004
Esperance Home Care Long Service Leave Reserve	11	198,173	151,440
Priority Projects Reserve	11	636,391	0
		<u>23,644,699</u>	<u>31,849,469</u>

	2014 \$	2013 \$
4. TRADE AND OTHER RECEIVABLES		
Current		
Rates Outstanding	164,574	101,001
Sundry Debtors	1,666,338	2,639,495
GST Receivable	205,260	0
Loans - Clubs/Institutions	98,354	107,967
Interest Receivable	50,329	109,052
	<u>2,184,855</u>	<u>2,957,515</u>
Non-Current		
Rates Outstanding - Pensioners	86,012	70,306
Loans - Clubs/Institutions	983,307	628,277
	<u>1,069,319</u>	<u>698,583</u>
5. INVENTORIES		
Current		
Fuel and Oils	86,096	33,330
Land Held for Resale - Flinders		
Cost of Acquisition	1,008,954	1,200,000
Roadmaking Materials	157,917	147,327
Goods Held for Resale	104,683	152,993
	<u>1,357,650</u>	<u>1,533,650</u>
Non-Current		
Land Held for Resale - Cost		
Shark Lake Industrial Park	2,464,201	2,464,201
Flinders Estate	3,419,016	4,306,396
	<u>5,883,217</u>	<u>6,770,597</u>

	2014 \$	2013 \$
6. PROPERTY, PLANT AND EQUIPMENT		
Land and Buildings		
Freehold Land at:		
- Independent Valuation 2014	24,617,000	0
- Cost	<u>0</u>	<u>916,766</u>
	24,617,000	916,766
Land Vested In and Under the Control of Council at:		
- Independent Valuation 2014	3,100,000	0
- Cost	<u>0</u>	<u>6,170,000</u>
	3,100,000	6,170,000
Total Land	<u>27,717,000</u>	<u>7,086,766</u>
Building Not Owned by but Under the Control of Council		
- Independent Valuation 2014	7,287,800	0
- Cost	<u>0</u>	<u>6,147,900</u>
	7,287,800	6,147,900
Buildings owned by Council		
- Independent Valuation 2014	39,319,656	0
- Cost	<u>0</u>	<u>36,195,405</u>
Less: Accumulated Depreciation	<u>0</u>	<u>(9,767,748)</u>
	39,319,656	26,427,657
Total Buildings	<u>46,607,456</u>	<u>32,575,557</u>
Total Land and Buildings	<u>74,324,456</u>	<u>39,662,323</u>
Furniture and Equipment at:		
- Independent Valuation 2013	199,800	199,800
- Additions after Valuation - Cost	41,581	0
Less Accumulated Depreciation	<u>(40,439)</u>	<u>0</u>
	200,942	199,800
Plant and Equipment at:		
- Independent Valuation 2013	3,146,500	3,146,500
- Additions after Valuation - Cost	605,072	0
Less Accumulated Depreciation	<u>(371,122)</u>	<u>0</u>
	3,380,450	3,146,500
Minor Plant and Equipment at:		
- Independent Valuation 2013	218,000	218,000
Less Accumulated Depreciation	<u>(54,000)</u>	<u>0</u>
	164,000	218,000
Motor Vehicles - Non-Specialised at:		
- Independent Valuation 2013	1,380,500	1,380,500
- Additions after Valuation - Cost	260,543	0
Less Accumulated Depreciation	<u>(183,994)</u>	<u>0</u>
	1,457,049	1,380,500
Motor Vehicles - Specialised at:		
- Independent Valuation 2013	1,308,900	1,308,900
- Additions after Valuation - Cost	55,725	0
Less Accumulated Depreciation	<u>(120,528)</u>	<u>0</u>
	1,244,097	1,308,900

	2014 \$	2013 \$
6. PROPERTY, PLANT AND EQUIPMENT (Continued)		
Road Making Plant - Major at:		
- Independent Valuation 2013	5,583,800	5,583,800
- Additions after Valuation - Cost	1,142,398	0
Less Accumulated Depreciation	<u>(621,564)</u>	<u>0</u>
	<u>6,104,634</u>	<u>5,583,800</u>
Road Making Plant - Minor at:		
- Independent Valuation 2014	567,000	567,000
- Additions after Valuation - Cost	(8,000)	0
Less Accumulated Depreciation	<u>(86,447)</u>	<u>0</u>
	<u>472,553</u>	<u>567,000</u>
	<u><u>87,348,181</u></u>	<u><u>52,066,823</u></u>

Land and Buildings:

The Shire's land and buildings were revalued at 30 June 2014 by independent valuers.

In relation to land and buildings, valuations were made on the basis of observable open market values of similar assets, adjusted for condition and comparability, at their highest and best use (Level 2 inputs in the fair value hierarchy).

With regard to land vested in and under the control of Council, these assets were originally recognised as at 30 June 2013 at deemed cost where cost was effectively the fair value at the date of recognition.

Due to the mandatory fair value measurement framework as detailed in Note 1(f), Land Vested in and under the control of Council required a fair value assessment to occur in the current year.

As land vested in and under the control of Council is Crown Land restricted as to usage, it is not possible for an alternative usage to be considered when arriving at the fair value. In addition, due to its nature, any significant value attributable directly to the land would likely be offset by the need to return value to the Crown before any restriction is lifted, thus reducing the net fair value to nil.

Consequently, the original value of deemed cost was obtained having regard for the current replacement cost of the improvements on the land to allow for its current restricted usage.

These included both observable and unobservable inputs being construction costs based on recent contract prices, current condition (Level 2 inputs), residual values and remaining useful life assessments (Level 3 inputs).

Given the significance of the Level 3 inputs into the overall fair value measurement, these specialised building assets are deemed to have been valued using Level 3 inputs.

These Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

The revaluation of these assets resulted in an overall increase of \$20,631,060 in the net value of the Shire's land. All of this increase was credited to the revaluation surplus in the Shire's equity (refer Note 12(a) for further details) and was recognised as Changes on Revaluation of non-current assets in the Statement of Comprehensive Income.

6. PROPERTY, PLANT AND EQUIPMENT (Continued)**Land and Buildings (Continued):**

With regard to buildings (all of which are specialised in nature), these were valued having regard for their current replacement cost utilising both observable and unobservable inputs being construction costs based on recent contract prices, current condition (level 2 inputs), residual values and remaining useful life assessments (Level 3 inputs).

Given the significance of the Level 3 inputs into the overall fair value measurement, this land vested in and under the control of Council is deemed to have been valued using Level 3 inputs.

These Level 3 inputs are based on assumptions with regards to future values and patterns of consumption utilising current information. If the basis of these assumptions were varied, they have the potential to result in a significantly higher or lower fair value measurement.

The revaluation of these assets resulted in an overall increase of \$14,940,501 in the net value of the Shire's buildings. All of this increase was credited to the revaluation surplus in the Shire's equity (refer Note 12(a) for further details) and was recognised as Changes on Revaluation of non-current assets in the Statement of Comprehensive Income.

Plant & Equipment and Furniture & Equipment:

Both furniture and equipment and plant and equipment were revalued in 2013 as part of the mandatory requirements embodied in Local Government (Financial Management) Regulation 17A.

Whilst the additions since that time are shown at cost, given they were acquired at arms length and any accumulated depreciation reflects the usage of service potential, it is considered the recorded written down value approximates fair value. Thus, the value is considered in accordance with Local Government Financial Management (Regulation) 17A (2) which requires these assets to be shown at fair value.

They will be revalued during the year ended 30 June 2016 in accordance with the mandatory asset measurement framework detailed at Note 1(f).

6. PROPERTY, PLANT AND EQUIPMENT (Continued)

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of property, plant and equipment between the beginning and the end of the current financial year.

	Balance at the Beginning of the Year	Additions	(Disposals)	Revaluation Increments/ (Decrements)	Impairment (Losses)/ Reversals	Depreciation (Expense)	Reclassification	Carrying Amount at the End of Year
	\$	\$	\$	\$	\$	\$	\$	\$
Freehold Land (Level 2)	916,766	0	(826)	23,701,060	0	0	0	24,617,000
Land Vested In and Under the Control of Council (Level 3)	6,170,000	0	0	(3,070,000)	0	0	0	3,100,000
Total Land	7,086,766	0	(826)	20,631,060	0	0	0	27,717,000
Building Not Owned by but Under the Control of Council (Level 3)	6,147,900	0	0	1,139,900	0	0	0	7,287,800
Buildings owned by Council (Level 3)	26,427,657	224,397	0	13,800,601	0	(1,042,258)	(90,740)	39,319,657
Total Buildings	32,575,557	224,397	0	14,940,501	0	(1,042,258)	(90,740)	46,607,457
Total Land and Buildings	39,662,323	224,397	(826)	35,571,561	0	(1,042,258)	(90,740)	74,324,457
Furniture and Equipment (Level 3)	199,800	41,581	0	0	0	(40,439)	0	200,942
Plant and Equipment (Level 3)	3,146,500	587,582	0	0	0	(353,632)	0	3,380,450
Minor Plant and Equipment (Level 2)	218,000	0	0	0	0	(54,000)	0	164,000
Motor Vehicles - Non-Specialised (Level 2)	1,380,500	541,543	(216,805)	0	0	(248,189)	0	1,457,049
Motor Vehicles - Specialised (Level 3)	1,308,900	55,725	0	0	0	(120,528)	0	1,244,097
Road Making Plant - Major (Level 2)	5,583,800	1,830,393	(567,273)	0	0	(742,286)	0	6,104,634
Road Making Plant - Minor (Level 3)	567,000	0	(5,447)	0	0	(89,001)	0	472,552
Total Property, Plant and Equipment	52,066,823	3,281,221	(790,351)	35,571,561	0	(2,690,333)	(90,740)	87,348,181

	2014 \$	2013 \$
7. INFRASTRUCTURE		
Roads		
- Cost	309,366,280	303,142,183
Less Accumulated Depreciation	<u>(124,179,795)</u>	<u>(119,946,480)</u>
	185,186,485	183,195,703
Footpaths		
- Cost	7,018,940	6,847,202
Less Accumulated Depreciation	<u>(2,759,851)</u>	<u>(2,519,418)</u>
	4,259,089	4,327,784
Drainage		
- Cost	5,713,534	5,430,210
Less Accumulated Depreciation	<u>(1,743,829)</u>	<u>(1,607,296)</u>
	3,969,705	3,822,914
Parks & Ovals		
- Cost	6,268,506	6,268,506
Less Accumulated Depreciation	<u>(6,268,506)</u>	<u>(6,268,506)</u>
	0	0
Other Infrastructure		
- Cost	2,692,356	2,652,841
Less Accumulated Depreciation	<u>(718,411)</u>	<u>(621,760)</u>
	1,973,945	2,031,081
Culverts & Pipes		
- Cost	4,506,113	4,506,113
Less Accumulated Depreciation	<u>(4,176,908)</u>	<u>(4,064,255)</u>
	329,205	441,858
Street Lighting		
- Cost	751,070	730,473
Less Accumulated Depreciation	<u>(223,152)</u>	<u>(192,922)</u>
	527,918	537,551
Tourist Road Signs		
- Additions after Valuation - Cost	80,937	80,937
- Cost	<u>(22,034)</u>	<u>(19,582)</u>
Less Accumulated Depreciation	58,903	61,355
Esperance Airport		
- Additions after Valuation - Cost	5,553,345	5,553,345
- Cost	<u>(1,330,939)</u>	<u>(1,145,705)</u>
Less Accumulated Depreciation	4,222,406	4,407,640
Parking		
- Cost	711,343	667,077
Less Accumulated Depreciation	<u>(511,477)</u>	<u>(432,255)</u>
	199,866	234,822
Construction Other Than Buildings		
- Cost	20,674,277	7,794,395
Less Accumulated Depreciation	<u>(2,093,469)</u>	<u>(1,914,096)</u>
	18,580,808	5,880,299
	<u>219,308,330</u>	<u>204,941,007</u>

7. INFRASTRUCTURE (Continued)

(a) Movements in Carrying Amounts

Movement in the carrying amounts of each class of infrastructure between the beginning and the end of the current financial year.

	Balance as at the Beginning of the Year	Additions	(Disposals)	Revaluation Increments/ (Decrements)	Impairment (Losses)/ Reversals	Depreciation (Expense)	Reclassification	Carrying Amount at the End of Year
	\$	\$	\$	\$	\$	\$	\$	\$
Roads	183,195,703	6,224,097	0	0	0	(4,233,315)	0	185,186,485
Footpaths	4,327,784	171,737	0	0	0	(240,432)	0	4,259,089
Drainage	3,822,914	283,324	0	0	0	(136,533)	0	3,969,705
Other Infrastructure	2,031,081	39,515	0	0	0	(96,651)	0	1,973,945
Culverts & Pipes	441,858	0	0	0	0	(112,653)	0	329,205
Street Lighting	537,551	20,597	0	0	0	(30,230)	0	527,918
Tourist Road Signs	61,355	0	0	0	0	(2,452)	0	58,903
Esperance Airport	4,407,640	0	0	0	0	(185,234)	0	4,222,406
Parking	234,822	44,266	0	0	0	(79,222)	0	199,866
Construction Other Than Buildings	5,880,299	12,835,935	0	0	0	(226,166)	90,740	18,580,808
Total	204,941,007	19,619,471	0	0	0	(5,342,888)	90,740	219,308,330

	2014 \$	2013 \$
8. TRADE AND OTHER PAYABLES		
Current		
Sundry Creditors	537,563	772,216
Accrued Interest on Debentures	15,874	10,480
Accrued Salaries and Wages	382,888	339,986
ATO Liabilities	0	19,615
	<u>936,325</u>	<u>1,142,297</u>

9. LONG-TERM BORROWINGS

Current		
Secured by Floating Charge Debentures	<u>1,924,376</u>	<u>2,416,900</u>
	<u>1,924,376</u>	<u>2,416,900</u>
Non-Current		
Secured by Floating Charge Debentures	<u>2,019,592</u>	<u>3,654,816</u>
	<u>2,019,592</u>	<u>3,654,816</u>

Additional detail on borrowings is provided in Note 21.

The Shire did not have any long term borrowings at the reporting date.

10. PROVISIONS

Analysis of Total Provisions

Current	1,852,783	1,747,404
Non-Current	241,136	214,038
	<u>2,093,919</u>	<u>1,961,442</u>

	Provision for Annual Leave \$	Provision for Long Service Leave \$	Total \$
Opening balance at 1 July 2013	932,574	1,028,868	1,961,442
Additional provision	774,735	190,266	965,001
Amounts used	(650,483)	(182,041)	(832,524)
Balance at 30 June 2014	<u>1,056,826</u>	<u>1,037,093</u>	<u>2,093,919</u>

2013-2014

	2014 \$	2014 Budget \$	2013 \$
11. RESERVES - CASH BACKED			
(a) Land Purchase & Development Reserve			
Opening Balance	1,025,654	1,025,654	890,054
Amount Set Aside / Transfer to Reserve	263,826	41,026	334,557
Amount Used / Transfer from Reserve	<u>(292,352)</u>	<u>(1,052,352)</u>	<u>(198,957)</u>
	<u>997,128</u>	<u>14,328</u>	<u>1,025,654</u>
(b) Council Buildings Construction Reserve			
Opening Balance	418,132	363,487	174,378
Amount Set Aside / Transfer to Reserve	15,503	14,539	243,754
Amount Used / Transfer from Reserve	<u>(100,000)</u>	<u>(200,000)</u>	<u>0</u>
	<u>333,635</u>	<u>178,026</u>	<u>418,132</u>
(c) Eastern Suburbs Water Pipeline Reserve			
Opening Balance	97,086	97,121	79,413
Amount Set Aside / Transfer to Reserve	55,642	53,253	88,673
Amount Used / Transfer from Reserve	<u>0</u>	<u>(24,656)</u>	<u>(71,000)</u>
	<u>152,728</u>	<u>125,718</u>	<u>97,086</u>
(d) Jetty Reserve			
Opening Balance	799,922	729,922	696,877
Amount Set Aside / Transfer to Reserve	203,453	99,197	103,045
Amount Used / Transfer from Reserve	<u>(131,477)</u>	<u>0</u>	<u>0</u>
	<u>871,898</u>	<u>829,119</u>	<u>799,922</u>
(e) Aerodrome Reserve			
Opening Balance	1,907,062	1,931,389	1,454,520
Amount Set Aside / Transfer to Reserve	1,061,712	808,181	838,410
Amount Used / Transfer from Reserve	<u>(107,563)</u>	<u>(141,232)</u>	<u>(385,868)</u>
	<u>2,861,211</u>	<u>2,598,338</u>	<u>1,907,062</u>
(f) Salmon Gums Quarry Reserve			
Opening Balance	9,567	9,567	9,134
Amount Set Aside / Transfer to Reserve	409	383	433
Amount Used / Transfer from Reserve	<u>0</u>	<u>0</u>	<u>0</u>
	<u>9,976</u>	<u>9,950</u>	<u>9,567</u>
(g) Off Street Parking Reserve			
Opening Balance	134,334	134,334	128,252
Amount Set Aside / Transfer to Reserve	5,735	5,373	6,082
Amount Used / Transfer from Reserve	<u>0</u>	<u>0</u>	<u>0</u>
	<u>140,069</u>	<u>139,707</u>	<u>134,334</u>
(h) Sanitation (Rubbish Removal) Services Reserve			
Opening Balance	1,915,126	1,915,126	1,620,206
Amount Set Aside / Transfer to Reserve	1,058,633	990,445	378,507
Amount Used / Transfer from Reserve	<u>(716,945)</u>	<u>(1,881,613)</u>	<u>(83,587)</u>
	<u>2,256,814</u>	<u>1,023,958</u>	<u>1,915,126</u>
(i) HACC Asset Replacement Reserve			
Opening Balance	348,880	496,723	191,935
Amount Set Aside / Transfer to Reserve	167,776	19,869	156,945
Amount Used / Transfer from Reserve	<u>0</u>	<u>0</u>	<u>0</u>
	<u>516,656</u>	<u>516,592</u>	<u>348,880</u>

2013-2014

	2014 \$	2014 Budget \$	2013 \$
11. RESERVES - CASH BACKED (Continued)			
(j) Esperance Home Care Fundraising Reserve			
Opening Balance	40,322	18,661	62,111
Amount Set Aside / Transfer to Reserve	11,434	2,946	2,945
Amount Used / Transfer from Reserve	0	0	(24,734)
	<u>51,756</u>	<u>21,607</u>	<u>40,322</u>
(k) Gravel Resources Compensation Reserve			
Opening Balance	51,724	51,724	49,382
Amount Set Aside / Transfer to Reserve	2,208	2,069	2,342
Amount Used / Transfer from Reserve	0	0	0
	<u>53,932</u>	<u>53,793</u>	<u>51,724</u>
(l) Southern Suburbs Water Supply Reserve			
Opening Balance	26,492	26,492	34,649
Amount Set Aside / Transfer to Reserve	1,229	1,060	1,643
Amount Used / Transfer from Reserve	0	(1,022)	(9,800)
	<u>27,721</u>	<u>26,530</u>	<u>26,492</u>
(m) Cemetery Reserve			
Opening Balance	36,424	36,424	32,103
Amount Set Aside / Transfer to Reserve	3,977	3,957	4,321
Amount Used / Transfer from Reserve	0	(15,000)	0
	<u>40,401</u>	<u>25,381</u>	<u>36,424</u>
(n) Unspent Grants & Contributions Reserve			
Opening Balance	18,345,769	18,344,232	17,724,018
Amount Set Aside / Transfer to Reserve	7,161,244	0	18,345,769
Amount Used / Transfer from Reserve	(18,345,769)	(18,344,232)	(17,724,018)
	<u>7,161,244</u>	<u>0</u>	<u>18,345,769</u>
(o) Historical Village Reserve			
Opening Balance	1,927	1,927	1,839
Amount Set Aside / Transfer to Reserve	82	77	88
Amount Used / Transfer from Reserve	0	0	0
	<u>2,009</u>	<u>2,004</u>	<u>1,927</u>
(p) Plant Replacement Reserve			
Opening Balance	602,446	602,446	1,105,304
Amount Set Aside / Transfer to Reserve	31,258	24,098	52,412
Amount Used / Transfer from Reserve	(34,172)	(300,000)	(555,270)
	<u>599,532</u>	<u>326,544</u>	<u>602,446</u>
(q) Employee Entitlements - Long Service Leave Reserve			
Opening Balance	781,876	781,876	746,481
Amount Set Aside / Transfer to Reserve	33,381	31,275	35,395
Amount Used / Transfer from Reserve	0	0	0
	<u>815,257</u>	<u>813,151</u>	<u>781,876</u>
(r) History Book Reserve			
Opening Balance	17,584	17,584	16,597
Amount Set Aside / Transfer to Reserve	1,054	1,103	987
Amount Used / Transfer from Reserve	0	0	0
	<u>18,638</u>	<u>18,687</u>	<u>17,584</u>

	2014 \$	2014 Budget \$	2013 \$
11. RESERVES - CASH BACKED (Continued)			
(s) Tanker Jetty Donations Reserve			
Opening Balance	37,854	37,854	34,480
Amount Set Aside / Transfer to Reserve	6,666	1,614	3,374
Amount Used / Transfer from Reserve	0	0	0
	<u>44,520</u>	<u>39,468</u>	<u>37,854</u>
(t) Library Reserve			
Opening Balance	39,485	39,485	32,541
Amount Set Aside / Transfer to Reserve	7,088	6,779	6,944
Amount Used / Transfer from Reserve	0	0	0
	<u>46,573</u>	<u>46,264</u>	<u>39,485</u>
(u) Drainage Reserve			
Opening Balance	231,025	231,025	220,566
Amount Set Aside / Transfer to Reserve	9,863	9,241	10,459
Amount Used / Transfer from Reserve	0	0	0
	<u>240,888</u>	<u>240,266</u>	<u>231,025</u>
(v) Building Maintenance Reserve			
Opening Balance	3,568,382	3,568,382	2,771,970
Amount Set Aside / Transfer to Reserve	1,094,992	738,735	1,068,100
Amount Used / Transfer from Reserve	(75,647)	(434,000)	(271,688)
	<u>4,587,727</u>	<u>3,873,117</u>	<u>3,568,382</u>
(w) Community Bus Maintenance & Replacement Reserve			
Opening Balance	85,008	85,008	73,020
Amount Set Aside / Transfer to Reserve	8,807	12,500	11,988
Amount Used / Transfer from Reserve	0	0	0
	<u>93,815</u>	<u>97,508</u>	<u>85,008</u>
(x) Governance & Workers Compensation Reserve			
Opening Balance	395,526	395,526	307,099
Amount Set Aside / Transfer to Reserve	39,594	15,821	88,427
Amount Used / Transfer from Reserve	(105,000)	(105,000)	0
	<u>330,120</u>	<u>306,347</u>	<u>395,526</u>
(y) Shark Lake Industrial Park - Environment Monitoring and Landscape/Drainage Maintenance Reserve			
Opening Balance	75,237	75,237	68,990
Amount Set Aside / Transfer to Reserve	11,152	3,009	6,247
Amount Used / Transfer from Reserve	0	0	0
	<u>86,389</u>	<u>78,246</u>	<u>75,237</u>
(z) Staff Retention & Attraction Reserve			
Opening Balance	220,341	220,341	641,730
Amount Set Aside / Transfer to Reserve	9,408	8,814	30,427
Amount Used / Transfer from Reserve	(225,000)	(225,000)	(451,816)
	<u>4,749</u>	<u>4,155</u>	<u>220,341</u>
(aa) IT System & Process Development Reserve			
Opening Balance	320,840	320,840	316,506
Amount Set Aside / Transfer to Reserve	83,000	82,834	85,008
Amount Used / Transfer from Reserve	(85,895)	(58,300)	(80,674)
	<u>317,945</u>	<u>345,374</u>	<u>320,840</u>

	2014 \$	2014 Budget \$	2013 \$
11. RESERVES - CASH BACKED (Continued)			
(ab) Esperance Home Care Annual Leave Reserve			
Opening Balance	164,004	164,004	139,844
Amount Set Aside / Transfer to Reserve	(17,200)	4,927	24,160
Amount Used / Transfer from Reserve	0	0	0
	<u>146,804</u>	<u>168,931</u>	<u>164,004</u>
(ac) Esperance Home Care Long Service Leave Reserve			
Opening Balance	151,440	151,440	139,071
Amount Set Aside / Transfer to Reserve	46,733	6,058	12,369
Amount Used / Transfer from Reserve	0	0	0
	<u>198,173</u>	<u>157,498</u>	<u>151,440</u>
(ad) Priority Projects Reserve			
Opening Balance	0	0	0
Amount Set Aside / Transfer to Reserve	636,391	239,785	0
Amount Used / Transfer from Reserve	0	0	0
	<u>636,391</u>	<u>239,785</u>	<u>0</u>
TOTAL RESERVES	<u>23,644,699</u>	<u>12,320,393</u>	<u>31,849,469</u>
Total Opening Balance	31,849,469	31,873,831	29,763,070
Total Amount Set Aside / Transfer to Reserve	12,015,050	3,228,969	21,943,811
Total Amount Used / Transfer from Reserve	(20,219,820)	(22,782,407)	(19,857,412)
TOTAL RESERVES	<u>23,644,699</u>	<u>12,320,393</u>	<u>31,849,469</u>

All of the reserve accounts are supported by money held in financial institutions and match the amount shown as restricted cash in Note 3 to this financial report.

In accordance with council resolutions in relation to each reserve account, the purpose for which the funds are set aside are as follows:

(a) Land Purchase & Development Reserve

Established to fund land improvements and sub-division development.

(b) Council Buildings Construction Reserve

Established to provide a fund for the construction of new community facilities and upgrading of existing Council owned buildings.

(c) Eastern Suburbs Water Pipeline Reserve

Established to provide funds to recycle waste water to recreation grounds.
Funded by the proceeds from the sale of water to users.

(d) Jetty Reserve

Established to provide funds for future maintenance and repair of the main jetty opposite Gladstone Street. Funded from General Purpose Income.

(e) Aerodrome Reserve

Established to fund future development and upgrades of the airport facility. Funded by the annual surplus derived from operation of the airport.

(f) Salmon Gums Quarry Reserve

Established to fund the rehabilitation of the Salmon Gums Quarry following exhaustion of its gravel reserves. Funded from General Purpose Income.

11. RESERVES - CASH BACKED (Continued)**(g) Off Street Parking Reserve**

Established to provide funds for the future development of central business car parking in order to make provisions for future business expansion of the CBD. Funded by General Purpose and contributions.

(h) Sanitation (Rubbish Removal) Services Reserve

Established to fund the purchase of major sanitation equipment and for the future development of waste disposal facilities. Funded from the annual surplus derived from property rubbish disposal/collection fees after expenses.

(i) HACC Asset Replacement Reserve

Established for the purpose of holding surplus cash from the operation of HACC activities by Esperance Home Care in accordance with HACC guidelines.

(j) Esperance Home Care Fundraising Reserve

Established for the purpose of holding the net proceeds of volunteer fundraising activities relating to the operation of Esperance Home Care.

(k) Gravel Resources Compensation Reserve

Established for the purpose of paying compensation to land owners for damages and inconvenience caused by Council accessing gravel supplies on private property under the provisions of the Local Government and Public Works Act Legislation. Also used to fund works provided by Council by agreement with the landowner in lieu of a compensation payment. Funded from General Purpose Income.

(l) Southern Suburbs Water Supply Reserve

Established to provide funds to recycle waste water to recreation grounds. Funded by the proceeds from the sale of water to users.

(m) Cemetery Reserve

Established to fund maintenance at the Shire of Esperance Cemetery.

(n) Unspent Grants & Contributions Reserve

Established for the purpose of containing funds that are derived from unspent or prepaid grants and contributions from external parties.

(o) Historical Village Reserve

Established to fund future improvements and major building repairs at the historical village. Funded from the surplus derived from on site property rentals after operating and maintenance expenses.

(p) Plant Replacement Reserve

Council's policy is to minimise and if possible eliminate any need to rely upon loan finance or unreasonable rate increases to finance the acquisition of major plant items. Funding is from the General Purpose Income. Amounts allocated will be re-assessed annually in response to revisions of the five year plant replacement program and the associated forward cost estimates.

(q) Employee Entitlements - Long Service Leave Reserve

Established to fund a portion of future commitments for employee entitlements incurred as a result of employing staff and workers in relation to Long Service Leave. Home Care Long Service Leave Reserve specific to Esperance Home Care Staff.

(r) History Book Reserve

Established to accumulate the proceeds from the sale of the Shire of Esperance history book. The accumulated funds are intended to offset future printing costs that relate to the reproduction of the history book.

11. RESERVES - CASH BACKED (Continued)**(s) Tanker Jetty Donations Reserve**

Established to accumulate donated funds for the restoration and maintenance of the tanker jetty.

(t) Library Reserve

Established to hold the net proceeds from computer user charges at the Library to be used for the future replacement and improvement of computer facilities to the general public.

(u) Drainage Reserve

Established to hold contributions made to the Council by Developers for the establishment of drainage within the Esperance District.

(v) Building Maintenance Reserve

Established to hold unexpended funds from the Building Maintenance Program for the use of building maintenance and refurbishment of Council buildings.

(w) Community Bus Maintenance & Replacement Reserve

Established to provide funds for the replacement and major maintenance of the Seniors Community Bus. Funded from the revenue received from the hire of the Seniors Community Bus.

(x) Governance & Workers Compensation Reserve

Established for the purpose of future workers compensation insurance costs under the performance based contribution scheme; or cyclical gross rental valuation cost for rating purposes; or unforeseen legal costs.

(y) Shark Lake Industrial Park - Environment Monitoring and Landscape/Drainage Maintenance Reserve

Direct contributions by the Shire of Esperance, Esperance Port Authority and CBH and any subsequent Specified Area Rate applied to landowners within the Shark Lake Industrial Park, to cover costs of undertaking water sampling and environmental monitoring as well as maintaining landscape areas and drainage.

(z) Staff Retention & Attaction Reserve

Established to assist with the funding of future employment initiatives linked to the Enterprise Bargaining Agreement or other staff related matters. Funded from savings within the wage and salary budget.

(aa) IT System & Process Development Reserve

Established to finance the acquisition and enhancement of information technology across the Shire. Ongoing appropriations from the Municipal Fund are provided as and when needed.

(ab) Esperance Home Care Annual Leave Reserve

Established to fund future commitments for annual leave entitlements as a result of employing staff. Funded from external grant funding.

(ac) Esperance Home Care Long Service Leave Reserve

Established to fund future commitments for long service leave entitlements as a result of employing staff. Funded from external funding.

(ad) Priority Projects Reserve

Established to fund sufficient capacity to assist with the design, construction and operation of priority projects as determined by Council.

12. REVALUATION SURPLUS

Revaluation surpluses have arisen on revaluation of the following classes of non-current assets:

(a) Land

	2014 \$	2013 \$
Opening Balance	0	0
Revaluation Increment	20,631,060	0
Revaluation Decrement	0	0
	<u>20,631,060</u>	<u>0</u>

(b) Buildings

Opening Balance	0	0
Revaluation Increment	14,940,501	0
Revaluation Decrement	0	0
	<u>14,940,501</u>	<u>0</u>

(c) Plant & Equipment

Opening Balance	1,936,608	0
Revaluation Increment	0	1,936,608
Revaluation Decrement	0	0
	<u>1,936,608</u>	<u>1,936,608</u>

(d) Motor Vehicles

Opening Balance	513,089	0
Revaluation Increment	0	513,089
Revaluation Decrement	0	0
	<u>513,089</u>	<u>513,089</u>

(e) Road Making Plant

Opening Balance	222,634	0
Revaluation Increment	0	222,634
Revaluation Decrement	0	0
	<u>222,634</u>	<u>222,634</u>

TOTAL ASSET REVALUATION SURPLUS

<u>38,243,892</u>	<u>2,672,331</u>
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13. NOTES TO THE STATEMENT OF CASH FLOWS

(a) Reconciliation of Cash

For the purposes of the Statement of Cash Flows, cash includes cash and cash equivalents, net of outstanding bank overdrafts. Cash at the end of the reporting period is reconciled to the related items in the Statement of Financial Position as follows:

	2014 \$	2014 Budget \$	2013 \$
Cash and Cash Equivalents	<u>26,339,276</u>	<u>12,620,393</u>	<u>33,478,473</u>
(b) Reconciliation of Net Cash Provided By Operating Activities to Net Result			
Net Result	7,673,862	6,001,019	25,473,947
Revaluation Decrement	0	0	16,137
Depreciation	8,033,221	7,088,844	6,993,627
(Profit)/Loss on Sale of Asset	(1,199,377)	(746,809)	(997,586)
(Increase)/Decrease in Receivables	747,341	37,858	(778,029)
(Increase)/Decrease in Inventories	(15,046)	33,650	(118,585)
Increase/(Decrease) in Payables	(205,972)	1,589,326	(1,495,903)
Increase/(Decrease) in Employee Provisions	132,477	238,559	150,800
Grants Contributions for the Development of Assets	(6,911,714)	(8,768,299)	(8,965,906)
Non-Current Assets recognised due to changes in legislative requirements	0	0	(12,317,900)
Net Cash from Operating Activities	<u>8,254,792</u>	<u>5,474,148</u>	<u>7,960,602</u>

	2014 \$	2013 \$
(c) Undrawn Borrowing Facilities		
Credit Standby Arrangements		
Bank Overdraft limit	200,000	200,000
Credit Card limit	80,000	80,000
Credit Card Balance at Balance Date	(714)	(6,321)
Total Amount of Credit Unused	<u>279,286</u>	<u>273,679</u>
Loan Facilities		
Loan Facilities - Current	1,924,376	2,416,900
Loan Facilities - Non-Current	2,019,592	3,654,816
Total Facilities in Use at Balance Date	<u>3,943,968</u>	<u>6,071,716</u>
Unused Loan Facilities at Balance Date	<u>6,302,637</u>	<u>3,864,528</u>

14. CONTINGENT LIABILITIES

The Shire of Esperance is unaware of any contingent liabilities at the current reporting date.

15. CAPITAL AND LEASING COMMITMENTS	2014	2013
	\$	\$
(a) Operating Lease Commitments		
Non-cancellable operating leases contracted for but not capitalised in the accounts.		
Payable:		
- not later than one year	15,635	18,085
- later than one year but not later than five years	10,689	7,619
	<u>26,324</u>	<u>25,704</u>

(b) Capital Expenditure Commitments

The Shire did not have any future capital expenditure commitments at the reporting date.

16. JOINT VENTURE ARRANGEMENTS

The Shire together with the Shires of Coolgardie, Dundas, Laverton, Leonora, Menzies, Ngaanyatjaraku, Ravensthorpe, Wilun and City of Kalgoorlie Boulder have a joint venture arrangement with regard to the provision of a Regional Records Service. The only asset is a building. Council's one-tenth share of this asset included in Land and Buildings as follows:

	2014	2013
	\$	\$
Non-Current Assets		
Land & Buildings	68,000	68,000
Less: Accumulated Depreciation	(3,475)	(1,775)
	<u>64,525</u>	<u>66,225</u>

17. TOTAL ASSETS CLASSIFIED BY FUNCTION AND ACTIVITY

	2014	2013
	\$	\$
Governance	29,081,742	3,641,118
General Purpose Funding	272,728	2,624,313
Law, Order, Public Safety	5,617,950	4,003,793
Health	27,575	0
Education and Welfare	5,853,105	4,173,541
Community Amenities	6,665,470	3,984,341
Recreation and Culture	58,142,470	50,170,900
Transport	217,779,056	215,381,857
Economic Services	903,036	1,217,359
Other Property and Services	8,560,775	9,313,223
Unallocated	10,586,921	7,936,203
	<u>343,490,828</u>	<u>302,446,648</u>

	2014	2013	2012
18. FINANCIAL RATIOS			
Current Ratio	1.65	1.41	1.66
Asset Sustainability Ratio	1.48	1.39	1.02
Debt Service Cover Ratio	3.12	7.04	28.55
Operating Surplus Ratio	0.03	0.71	0.02
Own Source Revenue Coverage Ratio	0.78	0.81	0.70

The above ratios are calculated as follows:

Current Ratio	$\frac{\text{current assets minus restricted assets}}{\text{current liabilities minus liabilities associated with restricted assets}}$
Asset Sustainability Ratio	$\frac{\text{capital renewal and replacement expenditure}}{\text{Depreciation expenses}}$
Debt Service Cover Ratio	$\frac{\text{annual operating surplus before interest and depreciation}}{\text{principal and interest}}$
Operating Surplus Ratio	$\frac{\text{operating revenue minus operating expenses}}{\text{own source operating revenue}}$
Own Source Revenue Coverage Ratio	$\frac{\text{own source operating revenue}}{\text{operating expenses}}$

Notes:

Information relating to the **Asset Consumption Ratio** and the **Asset Renewal Funding Ratio** can be found at Supplementary Ratio Information on Page 68 of this document.

Two of the 2013 ratios disclosed above are distorted by items of significant revenue totalling \$12,317,900 relating to the initial recognition of Land under the Shire's control in accordance with amendments to the Financial Management Regulations (refer to Notes 1(f), and 2(a)(ii) for further details).

These items form part of operating revenue and have been included in the calculations above.

These items of significant revenue are considered to be "one-off" and are non-cash in nature and, if they were ignored, the calculations disclosed in the 2013 column above would be as follows:

	2013
Debt Service Cover Ratio	3.36
Operating Surplus Ratio	0.18

The Debt Service Cover Ratio for 2014 and 2013 are abnormally low due to large principal repayments for Loan 288 - Flinders. The principal repayments are directly linked to the value of land sales at Flinders Estate sub-division.

19. TRUST FUNDS

Funds held at balance date over which the Shire has no control and which are not included in the financial statements are as follows:

	Balance 1 July 2013 \$	Amounts Received \$	Amounts Paid (\$)	Balance 30 June 2014 \$
Town Planning Development Bonds	89,153	7,017	(8,624)	87,546
Caravan Park Lease Bonds	51,194	1,211	0	52,405
TransWA Bus Transport	21,599	13,977	(21,599)	13,977
Dept of Transport Licensing Agency	80,066	103,414	(80,066)	103,414
Air BP Fuel Agency	14,397	1,424	(14,397)	1,424
Builders Reinstatement Bonds	20,300	2,000	0	22,300
BCITF Levy	3,724	13,116	(3,724)	13,116
Staff Housing Bonds	9,007	4,357	(3,160)	10,204
Subdivision Bonds	2,131	50	0	2,181
Homecare Bus Bonds	1,800	0	0	1,800
Civic Centre Bonds	0	1,300	(1,300)	0
Engineering Sub-Division Bonds	122,795	2,764	(13,048)	112,511
Other	2,543	1,849	(1,669)	2,723
Commercial Building Bonds	1,453	0	0	1,453
Contributions to Public Open Space	189,944	4,494	0	194,438
General Deposits	39,187	31,852	(33,214)	37,825
	<u>649,293</u>	<u>188,825</u>	<u>(180,801)</u>	<u>657,317</u>

20. DISPOSALS OF ASSETS - 2013/14 FINANCIAL YEAR

The following assets were disposed of during the year.

	Net Book Value		Sale Price		Profit (Loss)		
	Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$	
Land Held For Resale							
Other Property & Services							
Flinders Subdivision	1,090,818	1,200,000	2,410,756	2,000,000	1,319,938	800,000	
Land							
Governance							
Lot 63 Piesse St	826	0	0	0	(826)	0	
Light Vehicles							
Governance							
Toyota Camry	12,352	8,929	10,000	6,695	(2,352)	(2,234)	
Toyota Camry	12,352	9,953	10,000	6,695	(2,352)	(3,258)	
Toyota Camry	12,352	13,295	10,000	6,695	(2,352)	(6,600)	
Toyota Prado	27,998	33,014	34,091	27,295	6,093	(5,719)	
Community Amenities							
Toyota Camry	12,352	14,635	10,000	6,695	(2,352)	(7,940)	
Holden Colorado	13,743	9,678	10,909	10,815	(2,834)	1,137	
Recreation and Culture							
Ford Falcon	7,058	10,326	5,455	5,665	(1,603)	(4,661)	
Transport							
Ford Ranger	7,558	12,068	10,909	14,420	3,351	2,352	
Nissan Navara	8,933	12,668	10,909	11,330	1,976	(1,338)	
Toyota Hilux	8,470	7,936	7,273	7,210	(1,197)	(726)	
Other Property & Services							
Toyota Hilux	10,994	14,097	14,091	14,420	3,097	323	
Mitsubishi Triton	6,871	8,963	6,818	7,210	(53)	(1,753)	
Holden Colorado	13,743	9,670	10,909	10,815	(2,834)	1,145	
Toyota Hilux	9,881	10,183	8,182	9,270	(1,699)	(913)	
Holden Colorado	18,939	8,426	14,545	18,540	(4,394)	10,114	
Toyota Hilux	33,209	37,935	21,364	18,540	(11,845)	(19,395)	
Plant & Equipment							
Community Amenities							
Track Loader	113,450	140,510	61,000	61,000	(52,450)	(79,510)	
Landfill Compactor	0	131,087	0	20,000	0	(111,087)	
Transport							
Grader	121,185	149,622	150,000	143,223	28,815	(6,399)	
Backhoe Loader	46,195	27,331	35,000	51,500	(11,195)	24,169	
Backhoe Loader	67,193	60,165	46,000	51,500	(21,193)	(8,665)	
Skid Steer Loader	20,517	26,332	23,500	31,827	2,983	5,495	
End Tipper Loader	62,045	0	0	0	(62,045)	0	
Roller Multiwheel Loader	44,405	(966)	27,000	41,200	(17,405)	42,166	
Roller Multiwheel Loader	2,716	1,955	13,000	41,200	10,284	39,245	
Tractor	5,446	20,525	13,380	15,450	7,934	(5,075)	
Tractor	0	32,048	0	36,050	0	4,002	
Single Axle Tipper Truck	38,028	0	47,273	43,260	9,245	43,260	
Crew Cab Truck	15,184	3,457	20,000	15,450	4,816	11,993	
Maintenance Truck	36,356	16,579	38,182	43,260	1,826	26,681	
	1,881,169	2,030,421	3,080,546	2,777,230	1,199,377	746,809	
					Profit	1,400,358	966,681
					Loss	(200,981)	(219,872)
						1,199,377	746,809

SHIRE OF ESPERANCE
NOTES TO AND FORMING PART OF THE FINANCIAL REPORT
FOR THE YEAR ENDED 30TH JUNE 2014

21. INFORMATION ON BORROWINGS

(a) Repayments - Debentures

Particulars	Principal 1 July 2013 \$	New Loans \$	Principal Repayments		Principal 30 June 2014		Interest Repayments	
			Actual \$	Budget \$	Actual \$	Budget \$	Actual \$	Budget \$
Recreation and Culture								
* Loan 261 - Pink Lake Country Club	172,647	0	14,003	14,003	158,644	158,644	10,931	11,137
* Loan 285 - Esp Speedway	11,664	0	2,648	2,648	9,016	9,016	651	715
* Loan 286 - Esp Bowling Club	140,991	0	42,560	42,560	98,431	98,431	7,975	12,647
* Loan 287 - Esp Seafarers Centre	26,467	0	26,467	26,467	0	0	401	474
* Loan 287A - Esp Seafarers Centre	0	15,000	687	0	14,313	0	0	0
* Loan 290 - Cascade Town Rec Assoc	9,899	0	6,506	6,506	3,393	3,393	422	439
* Loan 291 - Recherche Aged Welfare	326,385	0	10,540	10,540	315,845	315,844	20,690	20,723
* Loan 292 - Esp Squash Club	48,191	0	5,243	5,243	42,948	42,948	2,818	2,832
* Loan 294 - Scaddan Country Club	0	45,000	0	14,500	45,000	30,500	1,218	2,000
* Loan 295 - Esp Yacht Club	0	400,000	5,928	13,917	394,072	386,083	17,038	15,328
Other Property and Services								
Loan 288 - Flinders	4,227,472	89,733	2,527,842	2,273,876	1,789,363	2,078,596	92,242	0
Loan 296 - SLIP	1,108,000	0	35,057	35,057	1,072,943	1,072,943	50,323	50,339
	6,071,716	549,733	2,677,481	2,445,317	3,943,968	4,196,398	204,709	116,634

(*) Self supporting loan financed by payments from third parties.
All other loan repayments were financed by general purpose revenue.

21. INFORMATION ON BORROWINGS (Continued)

(b) New Debentures - 2013/14

Particulars/Purpose	Amount Borrowed		Institution	Loan Type	Term (Years)	Total Interest & Charges \$	Interest Rate %	Amount Used		Balance Unspent \$
	Actual \$	Budget \$						Actual \$	Budget \$	
Loan 287A Esp Seafarers Centre	15,000	0	WATC	Self Supporting	5	1,506	3.62	15,000	0	0
Loan 294 Scaddan Country Club	45,000	45,000	WATC	Self Supporting	3	2,937	3.14	45,000	45,000	0
Loan 295 Esp Yacht Club	400,000	400,000	WATC	Self Supporting	20	242,665	5.01	400,000	400,000	0
Loan 288 Flinders	89,733	125,000	WATC	Short Term Lending Facility	Revolving	351	2.82	89,733	125,000	0
	549,733	570,000				247,459		549,733	570,000	0

(c) Unspent Debentures

The Shire did not have any unspent debentures as at 30 June 2014.

(d) Overdraft

Council established an overdraft facility of \$200,000 on 12 July 2000 to assist with short term liquidity requirements. The balance of the bank overdraft at 1 July 2013 and 30 June 2014 was \$nil.

Annual Financial Report

For the year ended 30th June 2014

Notes to and forming part of the Financial Report

2013-2014

22. RATING INFORMATION - 2013/14 FINANCIAL YEAR

(a) Rates		Rate in \$	Number of Properties	Rateable Value \$	Rate Revenue \$	Interim Rates \$	Back Rates \$	Total Revenue \$	Budget Rate Revenue \$	Budget Interim Rate \$	Budget Back Rate \$	Budget Total Revenue \$
RATE TYPE												
General Rate												
GRV - Residential	0.089932		3,439	46,155,262	4,150,836	43,185	(2,960)	4,191,061	4,144,428	36,764	0	4,181,192
GRV - Commercial	0.089932		370	19,179,981	1,724,894	2,786	11,172	1,738,852	1,724,894	0	0	1,724,894
GRV - Vacant	0.089932		197	3,384,580	304,382	3,873	1,961	310,216	301,657	10,000	0	311,657
GRV - Lesser Service	0.089932		0	0	0	0	0	0	2,725	0	0	2,725
Unimproved Value Valuations												
UV - Rural	0.007262		1,118	844,617,000	6,133,609	(559)	0	6,133,050	6,133,718	10,000	0	6,143,718
UV - Mining	0.007262		77	1,646,945	167,988	(20,076)	(244)	147,668	167,988	0	0	167,988
UV - Commercial/Industrial	0.007262		1	150,000	1,089	0	0	1,089	1,089	0	0	1,089
Sub-Totals			5,202	915,133,768	12,482,798	29,209	9,929	12,521,936	12,476,499	56,764	0	12,533,263
Minimum Rates												
GRV - Residential	855.00		1,438	11,256,406	1,229,490	(4,055)	0	1,225,435	1,231,200	0	0	1,231,200
GRV - Commercial	855.00		85	521,873	72,675	(925)	0	71,750	72,675	0	0	72,675
GRV - Vacant	855.00		631	3,511,070	539,505	(16,550)	0	522,955	535,230	0	0	535,230
GRV - Lesser Service	427.50		52	11,615	22,230	0	0	22,230	22,230	0	0	22,230
Unimproved Value Valuations												
UV - Lesser Service	427.50		1	8,700	427	0	0	427	428	0	0	428
UV - Rural	855.00		97	5,613,200	79,088	497	0	79,585	82,935	0	0	82,935
UV - Mining	855.00		52	83,952	22,230	(5,216)	0	17,014	21,803	0	0	21,803
UV - Commercial/Industrial	855.00		1	78,000	855	0	0	855	855	0	0	855
Sub-Totals			2,357	21,084,816	1,966,500	(26,249)	0	1,940,251	1,967,356	0	0	1,967,355
Ex-Gratia Rates								14,462,187				14,500,618
Prepaid Rates								189,747				189,719
Discounts (refer note 25)								49,172				0
Total Amount Raised From General Rate								14,701,106				14,690,337
Specified Area Rate (refer note 23)								0				0
Totals								14,701,106				14,690,337

22. RATING INFORMATION - 2013/14 FINANCIAL YEAR (Continued)
(b) Information on Surplus/(Deficit) Brought Forward

	2014 (30 June 2014 Carried Forward) \$	2014 (1 July 2013 Brought Forward) \$	2013 (30 June 2013 Carried Forward) \$
Surplus/(Deficit) 1 July 13 Brought Forward	<u>3,283,428</u>	<u>2,901,336</u>	<u>2,901,336</u>
Comprises:			
Cash and Cash Equivalents			
Unrestricted	2,694,577	1,629,004	1,629,004
Restricted	23,644,699	31,849,469	31,849,469
Receivables			
Rates Outstanding	164,574	101,001	101,001
Sundry Debtors	1,666,338	2,639,495	2,639,495
GST Receivable	205,260	0	0
Loans - Clubs/Institutions	98,354	107,967	107,967
Interest Receivable	50,329	109,052	109,052
Inventories			
Fuel and Oils	86,096	33,330	33,330
Land Held for Resale - Flinders			
Cost of Acquisition	1,008,954	1,200,000	1,200,000
Roadmaking Materials	157,917	147,327	147,327
Goods Held for Resale	104,683	152,993	152,993
Less:			
Trade and other Payables			
Sundry Creditors	(537,563)	(772,216)	(772,216)
Accrued Interest on Debentures	(15,874)	(10,480)	(10,480)
Accrued Salaries and Wages	(382,888)	(339,986)	(339,986)
ATO Liabilities	0	(19,615)	(19,615)
Current Portion of Long Term Borrowings			
Secured by Floating Charge Debentures	(1,924,376)	(2,416,900)	(2,416,900)
Provisions			
Provision for Annual Leave	(1,056,825)	(932,574)	(932,574)
Provision for Long Service Leave	(795,958)	(814,830)	(814,830)
Net Current Assets	<u>25,168,297</u>	<u>32,663,037</u>	<u>32,663,037</u>
Less:			
Reserves - Restricted Cash	(23,644,699)	(31,849,469)	(31,849,469)
Land Held for Resale - Flinders			
Cost of Acquisition	(1,008,954)	(1,200,000)	(1,200,000)
Loans - Clubs/Institutions	(98,354)	(107,967)	(107,967)
Add:			
Secured by Floating Charge Debentures	1,924,376	2,416,900	2,416,900
Cashback Employee Provisions	942,762	978,835	978,835
Surplus/(Deficit)	<u>3,283,428</u>	<u>2,901,336</u>	<u>0</u>
Difference			<u>2,901,336</u>

There was no difference between the Surplus/(Deficit) 1 July 2013 Brought Forward position used in the 2014 audited financial report and the Surplus/(Deficit) Carried Forward position as disclosed in the 2013 audited financial report.

23. SPECIFIED AREA RATE - 2013/14 FINANCIAL YEAR

The Shire did not impose any Specified Area Rates.

24. SERVICE CHARGES - 2013/14 FINANCIAL YEAR

The Shire did not impose any service charges.

**25. WAIVERS, INCENTIVES, CONCESSIONS, & WRITE-OFFS
- 2013/14 FINANCIAL YEAR**

Write-offs	Total Cost/ Value \$	Budget Cost/ Value \$
General Debtors	2,485	1,500
Rate Assessments	975	1,000
	3,460	2,500

Waivers

A waiver of rates in relation to commercial leases entered into with tenants of the Musum Village Park has been granted. This waiver is granted as part of a tenancy lease negotiated with each tenant.

Concessions

The Council offers those residents who hold a current valid seniors concession card, a concession in respect of the following services:

- (i) Rubbish Collection Services, 25% off the normal fee applicable.
- (ii) Dog Registration Fees, 50% off the normal fee applicable.
- (iii) Various concessions on user charges at the Bay of Isles Leisure Centre (see below).

A concession of \$40 is offered to schools using the Shire Civic Centre for conventions, meetings and prize nights etc on those fees normally charged.

Concessions of various fees are offered to holders of student cards, health care cards and pensioner cards. These concessions are available on pool/spa/sauna entry, health and fitness memberships to the gymnasium, aquatic area or whole complex, health and fitness classes and sport hall hire. These concessions are available only upon presentation of a relevant card and are offered to make the Bay of Isles Leisure Centre financially accessible to everyone in the community.

Incentives

A prize is offered to ratepayers whose payment of the full amount owing, including arrears is received on or before 28 August 2013 or 35 days after the date of service appearing on the rate notice, whichever is the later. The total value of the rate incentive scheme is \$25,000.

26. INTEREST CHARGES AND INSTALMENTS - 2013/14 FINANCIAL YEAR

	Interest Rate %	Admin. Charge \$	Revenue \$	Budgeted Revenue \$
Interest on Unpaid Rates	11.00%	N/A	31,427	30,000
Interest on Instalments Plan	5.50%	N/A	72,552	60,000
Interest on Deferred Pension Rates	11.00%	N/A	2,780	2,500
Interest on Overdue Rubbish Charges	11.00%	N/A	2,330	2,500
			109,089	95,000

Ratepayers had the option of paying rates in four equal instalments, due on 25 September 2013, 27 November 2013, 29 January 2014 and 2 April 2014. Interest applied for the final three instalments.

27. FEES & CHARGES

	2014 \$	2013 \$
Governance	9,280	9,880
General Purpose Funding	1,473	331
Law, Order, Public Safety	82,914	43,928
Health	53,108	48,813
Education and Welfare	300,261	266,407
Community Amenities	3,456,612	2,737,888
Recreation and Culture	1,231,180	1,304,197
Transport	2,253,115	1,945,367
Economic Services	520,812	527,421
Other Property and Services	118,666	313,527
	<u>8,027,421</u>	<u>7,197,759</u>

There were no changes during the year to the amount of the fees or charges detailed in the original budget.

28. GRANT REVENUE

Grants, subsidies and contributions are included as operating revenues in the Statement of Comprehensive Income:

	2014 \$	2013 \$
By Nature or Type:		
Operating Grants, Subsidies and Contributions	7,727,195	9,507,775
Non-Operating Grants, Subsidies and Contributions	6,911,714	8,965,906
	<u>14,638,909</u>	<u>18,473,681</u>
By Program:		
Governance	151,384	218,587
General Purpose Funding	2,337,781	4,561,003
Law, Order, Public Safety	1,193,861	1,421,426
Health	5,000	19,236
Education and Welfare	2,325,593	2,308,441
Community Amenities	1,288,425	412,581
Recreation and Culture	3,426,401	4,007,142
Transport	3,360,612	5,025,900
Economic Services	216,189	167,467
Other Property and Services	333,663	331,898
	<u>14,638,909</u>	<u>18,473,681</u>

29. EMPLOYEE NUMBERS

The number of full-time equivalent employees at balance date

<u>207</u>	<u>207</u>
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30. ELECTED MEMBERS REMUNERATION

The following fees, expenses and allowances were paid to council members and/or the president.

	2014 \$	2014 Budget \$	2013 \$
Meeting Fees	166,000	166,000	67,800
President's Allowance	34,500	34,500	15,500
Deputy President's Allowance	8,625	8,625	3,875
Travelling Expenses	9,490	12,000	8,789
Telecommunications Allowance	18,000	18,000	13,500
Information Technology (IT) Allowance	0	0	4,500
	<u>236,615</u>	<u>239,125</u>	<u>113,964</u>

31. MAJOR LAND TRANSACTIONS
(a) Flinders Residential Subdivision

(i) Details

The Council owns land, freehold at East Location 18, Lot 3 which is bounded by Ormonde Street and Goldfields Road. During 2003/04 the Council created 33 blocks from part of Lot 3. These blocks were sold at auction and the profit transferred into a Cash Reserve established for Land Development. The Council developed a further 90 Lots as Stage 2 during 2009/10. 54 Lots have been sold with the remainder to be progressively sold subject to market demand. The Council has developed a Business Plan in relation to this development a copy of which is available on request from the Council Administration Office.

	2014 \$	2014 Budget \$	2013 \$
(ii) Current year transactions			
Operating Revenue			
- Profit on sale	1,170,846	800,000	1,071,604
- Reserve Transfer	0	215,000	0
Operating Expense			
- Advertising & Promotions	(4,712)	(24,000)	(14,355)
- Planning Studies	0	(285,000)	0
- Printing & Stationery	(146)	0	0
- Interest	(2,509)	0	600
	<u>1,163,479</u>	<u>706,000</u>	<u>1,057,849</u>
Capital Revenue			
- Sale Proceeds	2,410,756	2,000,000	3,373,687
- Reserve Transfer	292,352	292,352	128,207
- Reimbursements	3,172	0	0
Capital Expenditure			
- Landscaping	(12,392)	(18,476)	0
- Interest Expense	(89,733)	(125,000)	(241,062)
- Loan Repayments	(2,527,842)	(2,273,876)	(3,169,378)
	<u>76,313</u>	<u>(125,000)</u>	<u>91,454</u>
Total Net Result	<u>1,239,792</u>	<u>581,000</u>	<u>1,149,303</u>

The above capital expenditure is included in land held for resale.

The only liability in relation to this land transaction as at 30 June 2014 is Loan 288 (see note 21(a)).

(iii) Expected Future Cash Flows

	2015 \$	2016 \$	2017 \$	2018 \$	Total \$
Cash Outflows					
- Printing & Stationery	(4,000)	(4,000)	(4,000)	0	(12,000)
- Interest Expense	(35,637)	0	0	0	(35,637)
- Marketing & Selling Costs	(120,000)	(120,000)	(120,000)	0	(360,000)
- Loan Repayments	(1,789,363)	0	0	0	(1,789,363)
	<u>(1,949,000)</u>	<u>(124,000)</u>	<u>(124,000)</u>	<u>0</u>	<u>(2,197,000)</u>
Cash Inflows					
- Sale Proceeds	2,000,000	2,000,000	2,000,000	0	6,000,000
	<u>2,000,000</u>	<u>2,000,000</u>	<u>2,000,000</u>	<u>0</u>	<u>6,000,000</u>
Net Cash Flows	<u>51,000</u>	<u>1,876,000</u>	<u>1,876,000</u>	<u>0</u>	<u>3,803,000</u>

The net cash flows of the entire land transaction is expected to result in an inflow/profit of \$3,803,000.

31. MAJOR LAND TRANSACTIONS (Continued)

(b) Shark Lake Industrial Park

(i) Details

During the 2010/11 financial year the Council continued to undertake a major land transaction as defined under the Local Government Act 1995.

With the Superlot Stage of the Shark Lake Industrial Park subdivision complete, Council has further subdivided the acquired superlot into approximately 28 general industrial lots of varying sizes.

Stage 1 consisting of 28 lots has been completely developed at a total capital cost of \$1,037,953 excluding the costs associated with acquiring the superlot.

Stage 1 lots were auctioned in May 2010 with no sales resulting.

All stage 1 lots remain listed for sale with local real estate agents with Council taking a longer term view with this strategic industrial development site.

(ii) Current year transactions	2014 \$	2014 Budget \$	2013 \$
Operating Revenue			
- SLIP Rate Income	0	10,000	0
- Reserve Transfer	0	5,000	0
Operating Expense			
- Advertising & Promotion	(444)	(5,000)	0
- Interest	(50,323)	(50,339)	(416)
- Maintenance Expenses	0	(15,000)	0
	<u>(50,767)</u>	<u>(55,339)</u>	<u>(416)</u>
Capital Expenditure			
- Interest Expense	0	0	(26,094)
- Loan Repayments	(35,057)	(35,056)	0
	<u>(35,057)</u>	<u>(35,056)</u>	<u>(26,094)</u>
Total Net Result	<u>(85,824)</u>	<u>(90,395)</u>	<u>(26,510)</u>

The above capital expenditure is included in land held for resale.

The only liability in relation to this land transaction as at 30 June 2014 is Loan 288 (see note 21(a)).

(iii) Expected Future Cash Flows

	2015 \$	2016 \$	2017 \$	2018 \$	Total \$
Cash Outflows					
- Interest Expense	(48,738)	(47,062)	(45,310)	(43,477)	(184,587)
- Loan Repayments	(36,659)	(38,335)	(40,088)	(41,920)	(157,002)
	<u>(85,397)</u>	<u>(85,397)</u>	<u>(85,398)</u>	<u>(85,397)</u>	<u>(341,589)</u>
Cash Inflows					
- Sale Proceeds	0	0	0	0	0
	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Net Cash Flows	<u>(85,397)</u>	<u>(85,397)</u>	<u>(85,398)</u>	<u>(85,397)</u>	<u>(341,589)</u>

No sales of lots are expected within the next five years. The net cash flows above is only based on available information as at 30 June 2014 and thus not conclusive. The full analysis of cash flows will only be made until the entire land transaction is expected to be completed.

32. TRADING UNDERTAKINGS AND MAJOR TRADING UNDERTAKINGS

Esperance Aerodrome

Council's objective is to maintain a safe landing airstrip and functional airport amenities conducive to the promotion of the district as a tourist and business destination.

Operating costs are met by landing fees charged. Annual surpluses are transferred to reserve funds to finance future improvements to the facility.

	2014 Actual \$	2014 Budget \$	2013 Actual \$
(a) Operating Statement			
<u>Operating Revenues</u>			
Landing Fees	1,011,755	840,000	832,451
Commissions	36,382	35,000	36,546
Property Rental	33,686	20,000	15,710
Reimbursements	3,352	2,000	2,951
Sundry Income	8,115	950	1,853
Security Screening Charges	933,454	840,000	814,509
Profit on Sale of Assets	3,351	2,352	0
	<u>2,030,095</u>	<u>1,740,302</u>	<u>1,704,020</u>
<u>Less Operating Expenditure</u>			
Employee Expenses	(246,777)	(263,058)	(245,639)
Insurance	(8,580)	(8,655)	(8,580)
Building Expenses	(68,119)	(57,491)	(60,523)
Grounds & Strip Maintenance	(88,221)	(108,632)	(42,583)
Marketing	0	(2,000)	(249)
Security Screening	(496,636)	(500,000)	(446,275)
Airport Identification Expenses	(618)	0	(209)
Other Sundry Expenses	(33,137)	(42,285)	(30,623)
Administration Overheads	(57,717)	(59,537)	(56,304)
Depreciation	(384,422)	(274,181)	(252,822)
Loss on Asset Disposal	(28,801)	0	0
	<u>(1,413,028)</u>	<u>(1,315,839)</u>	<u>(1,143,807)</u>
	<u>617,067</u>	<u>424,463</u>	<u>560,213</u>
(a) Non-Operating Income & Expenditure			
<u>Capital Revenues</u>			
Grants & Subsidies	0	0	1,429,393
Reserve Transfer	107,563	66,232	817,655
Proceeds from Sale of Assets	10,909	14,420	0
	<u>118,472</u>	<u>80,652</u>	<u>2,247,048</u>
<u>Less Capital Expenditure</u>			
Infrastructure	(85,954)	(35,332)	(1,813,171)
Airport Equipment Purchase	0	0	(433,877)
Airport Vehicle	(32,518)	(45,320)	0
	<u>(118,472)</u>	<u>(80,652)</u>	<u>(2,247,048)</u>
	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL NET TRADING UNDERTAKING	<u>617,067</u>	<u>424,463</u>	<u>560,213</u>

33. FINANCIAL RISK MANAGEMENT

Council's activities expose it to a variety of financial risks including price risk, credit risk, liquidity risk and interest rate risk. The Council's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Council.

Council does not engage in transactions expressed in foreign currencies and is therefore not subject to foreign currency risk.

Financial risk management is carried out by the finance area under policies approved by the Council.

The Council held the following financial instruments at balance date:

	Carrying Value		Fair Value	
	2014	2013	2014	2013
	\$	\$	\$	\$
Financial Assets				
Cash and cash equivalents	26,339,276	33,478,473	26,339,276	33,478,473
Receivables	3,254,174	3,656,098	3,254,174	3,656,098
	<u>29,593,450</u>	<u>37,134,571</u>	<u>29,593,450</u>	<u>37,134,571</u>
Financial Liabilities				
Payables	936,325	1,142,297	936,325	1,142,297
Borrowings	3,943,968	6,071,716	6,116,737	5,635,650
	<u>4,880,293</u>	<u>7,214,013</u>	<u>7,053,062</u>	<u>6,777,947</u>

Fair value is determined as follows:

- Cash and Cash Equivalents, Receivables, Payables - estimated to the carrying value which approximates net market value.
- Borrowings, Held to Maturity Investments, estimated future cash flows discounted by the current market interest rates applicable to assets and liabilities with similar risk profiles.

33. FINANCIAL RISK MANAGEMENT (Continued)**(a) Cash and Cash Equivalents**

Council's objective is to maximise its return on cash and investments whilst maintaining an adequate level of liquidity and preserving capital. The finance area manages the cash and investments portfolio with the assistance of independent advisers (where applicable). Council has an investment policy and the policy is subject to review by Council. An Investment Report is provided to Council on a monthly basis setting out the make-up and performance of the portfolio.

Cash and investments are also subject to interest rate risk - the risk that movements in interest rates could affect returns.

Another risk associated with cash is credit risk – the risk that a contracting entity will not complete its obligations under a financial instrument resulting in a financial loss to Council.

Council manages these risks by diversifying its portfolio and only investing in registered commercial banks. Council also seeks advice from independent advisers (where applicable) before placing any cash and investments.

	2014	2013
	\$	\$
Impact of a 1% ⁽¹⁾ movement in interest rates on cash		
- Equity	360,161	354,561
- Statement of Comprehensive Income	360,161	354,561

Notes:

⁽¹⁾ Sensitivity percentages based on management's expectation of future possible market movements.

33. FINANCIAL RISK MANAGEMENT (Continued)**(b) Receivables**

Council's major receivables comprise rates and annual charges and user charges and fees. The major risk associated with these receivables is credit risk – the risk that the debts may not be repaid. Council manages this risk by monitoring outstanding debt and employing debt recovery policies. It also encourages ratepayers to pay rates by the due date through incentives.

Credit risk on rates and annual charges is minimised by the ability of Council to recover these debts as a secured charge over the land – that is, the land can be sold to recover the debt. Council is also able to charge interest on overdue rates and annual charges at higher than market rates, which further encourages payment.

The level of outstanding receivables is reported to Council monthly and benchmarks are set and monitored for acceptable collection performance.

Council makes suitable provision for doubtful receivables as required and carries out credit checks on most non-rate debtors.

There are no material receivables that have been subject to a re-negotiation of repayment terms.

The profile of the Council's credit risk at balance date was:

	2014	2013
Percentage of Rates and Annual Charges		
- Current	0%	0%
- Overdue	100%	100%
Percentage of Other Receivables		
- Current	92.93%	92.54%
- Overdue	7.07%	7.46%

33. FINANCIAL RISK MANAGEMENT (Continued)

**(c) Payables
Borrowings**

Payables and borrowings are both subject to liquidity risk – that is the risk that insufficient funds may be on hand to meet payment obligations as and when they fall due. Council manages this risk by monitoring its cash flow requirements and liquidity levels and maintaining an adequate cash buffer. Payment terms can be extended and overdraft facilities drawn upon if required.

The contractual undiscounted cash flows of Council's Payables and Borrowings are set out in the Liquidity Sensitivity Table below:

2014

Payables	936,325	0	0	936,325	936,325
Borrowings	2,139,672	4,605,524	2,082,686	8,827,882	3,943,968
	<u>3,075,997</u>	<u>4,605,524</u>	<u>2,082,686</u>	<u>9,764,207</u>	<u>4,880,293</u>

2013

Payables	1,142,297	0	0	1,142,297	1,142,297
Borrowings	2,622,806	2,979,782	1,798,760	7,401,348	6,071,716
	<u>3,765,103</u>	<u>2,979,782</u>	<u>1,798,760</u>	<u>8,543,645</u>	<u>7,214,013</u>

33. FINANCIAL RISK MANAGEMENT (Continued)

**(c) Payables
Borrowings (Continued)**

Borrowings are also subject to interest rate risk - the risk that movements in interest rates could adversely affect funding costs. Council manages this risk by borrowing long term and fixing the interest rate to the situation considered the most advantageous at the time of negotiation.

The following tables set out the carrying amount, by maturity, of the financial instruments exposed to interest rate risk:

	<1 year	>1<2 years	>2<3 years	>3<4 years	>4<5 years	>5 years	Total	Weighted Average Effective Interest Rate	
	\$	\$	\$	\$	\$	\$	\$	%	
Year Ended 30 June 2014									
Borrowings									
Fixed Rate									
Debentures	1,789,363	3,393	45,000	107,447	14,313	1,984,452	3,943,968	4.48%	
Weighted Average Effective Interest Rate	3.70%	5.65%	3.13%	6.50%	3.62%	5.11%			
Year Ended 30 June 2013									
Borrowings									
Fixed Rate									
Debentures	4,253,939	9,899	0	152,655	0	1,655,223	6,071,716	4.18%	
Weighted Average Effective Interest Rate	3.72%	5.65%	0.00%	6.50%	0.00%	5.15%			

34. PRIOR PERIOD CORRECTIONS

The Shire has been capitalising interest costs for the development of subdivisions after the land held for resale was ready for sale. The interest amounts should have been accounted for as an operating expense. This occurred in 2011, 2012 and 2013 for the Flinders Residential Subdivision and Shark Lake Industrial Park Subdivision. The error has now been identified and the necessary adjustments have been effected. In some cases the adjustment will be a net adjustment taking into account sales of land and the resulting profit and loss calculation.

Interests capitalised are as follows:

	<u>2012</u>	<u>2013</u>	<u>2011</u>
Flinders Residential Subdivision	350,384	241,062	348,454
Shark Lake Industrial Park	38,084	26,094	51,424

Effect of the above:	Original Balance	Amount of Adjustment	Adjusted Balance
	<u>\$</u>	<u>\$</u>	<u>\$</u>

Statement of Comprehensive Income
- by Nature & Type

Interest Expenses	(51,507)	(19,237)	(70,744)
Net Result	25,493,184	(19,237)	25,473,947
Total Comprehensive Income	28,165,515	(19,237)	28,146,278

- by Program

Other Property & Services	184	(19,237)	(19,053)
Net Result	25,493,184	(19,237)	25,473,947
Total Comprehensive Income	28,165,515	(19,237)	28,146,278

Statement of Financial Performance 2012/2013

Non-Current Inventories	7,550,773	(780,176)	6,770,597
Total Assets	303,226,824	(780,176)	302,446,648
Retained Surplus	259,529,569	(780,176)	258,749,393
Net Assets/Total Equity	294,051,369	(780,176)	293,271,193

Statement of Financial Performance 2011/2012

Current Inventories	395,813	(5,544)	390,269
Non-Current Inventories	10,604,952	(755,395)	9,849,557
Total Assets	279,436,413	(760,939)	278,675,474
Retained Surplus	236,122,784	(760,939)	235,361,845
Net Assets/Total Equity	265,885,854	(760,939)	265,124,915

Statement of Changes in Equity

Balance as at 1 July 2011 - Retained Surplus	232,356,754	(381,155)	231,975,599
Balance as at 1 July 2011 - Total Equity	246,031,343	(381,155)	245,650,188
Net Result - Retained Surplus/Total Equity 2011/2012	19,854,511	(379,784)	19,474,727
Total Comprehensive Income 2011/2012 - Retained Surplus/Total Equity	19,854,511	(379,784)	19,474,727
Balance as at 30 June 2012 - Retained Surplus	236,122,784	(760,939)	235,361,845
Balance as at 30 June 2012 - Total Equity	265,885,854	(760,939)	265,124,915
Net Result - Retained Surplus/Total Equity 2012/2013	25,493,184	(19,237)	25,473,947
Total Comprehensive Income 2012/2013 - Retained Surplus	25,493,184	(19,237)	25,473,947
Total Comprehensive Income 2012/2013 - Total Equity	28,165,515	(19,237)	28,146,278
Balance as at 30 June 2013 - Retained Surplus	259,529,569	(780,176)	258,749,393
Balance as at 30 June 2013 - Total Equity	294,051,369	(780,176)	293,271,193

34. PRIOR PERIOD CORRECTIONS (Continued)

Effect of the above (Continued):	Original Balance \$	Amount of Adjustment \$	Adjusted Balance \$
Statement of Cashflows			
Interest Expenses	(52,958)	(19,237)	(72,195)
Net Cash Provided by Operating Activities	7,979,839	(19,237)	7,960,602
Payments for Development of Land Held for Resale	(267,156)	19,237	(247,919)
Net Cash Provided by Investment Activities	(4,545,858)	19,237	(4,526,621)
Rate Setting Statement			
Expenses - Other Property & Services	(533,697)	(19,237)	(552,934)
Net Result Excluding Rates	11,984,570	(19,237)	11,965,333
Purchase Land Held for Resale	(267,156)	19,237	(247,919)
Note 2 (a) - Interest Expenses (Finance Costs)			
Debentures	51,507	19,237	70,744
Note 5 - Inventories			
Non-Current			
Land Held For Resale - Shark Lake Industrial Park	2,579,803	(115,602)	2,464,201
Land Held For Resale - Flinders Residential Subdivision	4,970,970	(664,574)	4,306,396
Note 13 - Notes to the Statement of Cash Flows			
Net Result	25,493,184	(19,237)	25,473,947
Net Cash from Operating Activities	7,979,839	(19,237)	7,960,602
Note 17 - Total Assets Classified by Function and Activity			
Other Property & Services	10,093,399	(780,176)	9,313,223
Note 31 - Major Land Transactions			
(a) Flinders Residential Subdivision			
Interest Capitalised	241,062	(241,062)	0
Total Net Result	1,390,365	(241,062)	1,149,303
(b) Shark Lake Industrial Park			
Interest Capitalised	26,094	(26,094)	0
Total Net Result	(416)	(26,094)	(26,510)

**INDEPENDENT AUDITOR'S REPORT
TO THE ELECTORS OF THE SHIRE OF ESPERANCE**

REPORT ON THE FINANCIAL REPORT

We have audited the accompanying financial report of the Shire of Esperance, which comprises the statement of financial position as at 30 June 2014, statement of comprehensive income by nature or type, statement of comprehensive income by program, statement of changes in equity, statement of cash flows and the rate setting statement for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information and the statement by Chief Executive Officer.

MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL REPORT

Management is responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended) and for such internal control as management determines is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

AUDITOR'S RESPONSIBILITY

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Shire's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Shire's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial report.

We believe the audit evidence we obtained is sufficient and appropriate to provide a basis for our audit opinion.

AUDITOR'S OPINION

In our opinion, the financial report of the Shire of Esperance is in accordance with the Local Government Act 1995 (as amended) and the Local Government (Financial Management) Regulations 1996 (as amended), including:

- a) giving a true and fair view of the Shire's financial position as at 30 June 2014 and of its financial performance and its cash flows for the year ended on that date; and
- b) complying with Australian Accounting Standards (including Australian Accounting Interpretations).

**INDEPENDENT AUDITOR'S REPORT
TO THE ELECTORS OF THE SHIRE OF ESPERANCE (CONTINUED)**

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

During the course of the audit we became aware of the following instance where the Council did not comply with the Local Government Act 1995 (as amended):

Fees and Charges

Whilst local public notice was given for changes to fees and charges in relation to animal control and management imposed after budget adoption, it was not given before their effective dates as required by Section 6.19 of the Local Government Act.

In accordance with the Local Government (Audit) Regulations 1996, we also report that:

- a) There are no matters that in our opinion indicate significant adverse trends in the financial position or financial management practices of the Shire.
- b) Except as detailed above, no other matters indicating non-compliance with Part 6 of the Local Government Act 1995 (as amended), the Local Government (Financial Management) Regulations 1996 (as amended) or applicable financial controls of any other written law were noted during the course of our audit.
- c) In relation to the Supplementary Ratio Information presented at page 68 of this report, we have reviewed the calculations as presented and nothing has come to our attention to suggest they are not:
 - i) reasonably calculated; and
 - ii) based on verifiable information.
- d) All necessary information and explanations were obtained by us.
- e) All audit procedures were satisfactorily completed in conducting our audit.

Date: 7 November 2014
Perth, WA

UHY HAINES NORTON
CHARTERED ACCOUNTANTS



WEN-SHIEN CHAI
PARTNER

RATIO INFORMATION

The following information relates to those ratios which only require attestation they have been checked and are supported by verifiable information.

	2014	2013	2012
Asset Consumption Ratio	0.63	0.64	N/A
Asset Renewal Funding Ratio	0.73	0.53	N/A

The above ratios are calculated as follows:

Asset Consumption Ratio
$$\frac{\text{depreciated replacement costs of assets}}{\text{current replacement cost of depreciable assets}}$$

Asset Renewal Funding Ratio
$$\frac{\text{NPV of planning capital renewal over 10 years}}{\text{NPV of required capital expenditure over 10 years}}$$

N/A - In keeping with amendments to Local Government (Financial Management) Regulations 50, comparative for the preceeding year (being 2012) has not been reported as financial information is not available.



For further details on the 2013/14 Annual Report please contact Executive Services

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