

# Ordinary Council Meeting

27 July 2016

## Minutes



Members of the public who attend Council meetings should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

Agendas and Minutes are available on the City's website [www.kwinana.wa.gov.au](http://www.kwinana.wa.gov.au)

## Vision Statement

***Kwinana 2030  
Rich in spirit, alive with opportunities,  
surrounded by nature – it's all here!***

## Mission

**Strengthen community spirit, lead  
exciting growth, respect the environment  
- create great places to live.**



## We will do this by –

- providing strong leadership in the community;
- promoting an innovative and integrated approach;
- being accountable and transparent in our actions;
- being efficient and effective with our resources;
- using industry leading methods and technology wherever possible;
- making informed decisions, after considering all available information; and
- providing the best possible customer service.

## Values

### **We will demonstrate and be defined by our core values, which are:**

- Lead from where you stand – Leadership is within us all.
- Act with compassion – Show that you care.
- Make it fun – Seize the opportunity to have fun.
- Stand Strong, stand true – Have the courage to do what is right.
- Trust and be trusted – Value the message, value the messenger.
- Why not yes? – Ideas can grow with a yes.

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## Present:

HER WORSHIP MAYOR C ADAMS  
DEPUTY MAYOR P FEASEY  
CR R ALEXANDER  
CR W COOPER  
CR S LEE  
CR S MILLS  
CR B THOMPSON  
CR D WOOD

MS J ABBISS	-	Chief Executive Officer
MS C MIHOVILOVICH	-	Acting Director City Strategy
MR P NIELSON	-	Acting Director City Development
MRS B POWELL	-	Director City Living
MS M BELL	-	Corporate Lawyer
MR E LAWRENCE	-	Director Corporate and Engineering Services
MS A MCKENZIE	-	Council Administration Officer

Members of the Press	0
Members of the Public	0

## 1 Declaration of Opening:

***Presiding Member declared the meeting open at 7:00pm and welcomed Councillors, City Officers and gallery in attendance and read the Welcome.***

“IT GIVES ME GREAT PLEASURE TO WELCOME YOU ALL HERE AND BEFORE COMMENCING THE PROCEEDINGS, I WOULD LIKE TO ACKNOWLEDGE THAT WE COME TOGETHER TONIGHT ON THE TRADITIONAL LAND OF THE NOONGAR PEOPLE”

## 2 Prayer:

***Councillor Ruth Alexander read the Prayer***

“OH LORD WE PRAY FOR GUIDANCE IN OUR MEETING. PLEASE GRANT US WISDOM AND TOLERANCE IN DEBATE THAT WE MAY WORK TO THE BEST INTERESTS OF OUR PEOPLE AND TO THY WILL. AMEN”

## 3 Apologies/Leave(s) of Absence (previously approved)

### Apologies

Nil

### Leave(s) of Absence (previously approved):

Nil

#### **4 Public Question Time:**

Nil

#### **5 Applications for Leave of Absence:**

Nil

#### **6 Declarations of Interest by Members and City Officers:**

Nil

#### **7 Community Submissions:**

Nil

#### **8 Minutes to be Confirmed:**

##### **8.1 Ordinary Meeting of Council held on 13 July 2016:**

##### **COUNCIL DECISION**

274

MOVED CR W COOPER

SECONDED CR S MILLS

That the Minutes of the Ordinary Meeting of Council held on 13 July 2016 be confirmed as a true and correct record of the meeting.

CARRIED  
8/0

#### **9 Referred Standing / Occasional / Management /Committee Meeting:**

Nil

#### **10 Petitions:**

Nil

#### **11 Notices of Motion:**

Nil

## **12 Reports – Community**

Nil

## **13 Reports – Economic**

Nil

## **14 Reports – Natural Environment**

Nil

## **15 Reports – Built Infrastructure**

Nil

## 16 Reports – Civic Leadership

### 16.1 Accounts for Payment up to 30 June 2016

#### SUMMARY:

This is a List of Accounts paid by the City of Kwinana.

#### OFFICER RECOMMENDATION:

That the List of Accounts paid for the period ended 30 June 2016 be noted.

#### DISCUSSION:

The following list of accounts summarises all cheques and electronic funds transfer (EFT) drawn for the period to 30 June 2016. It is in agreement with the attached List of Accounts.

FUND	CHEQUE NO	AMOUNT	TOTAL
MUNICIPAL A/C	Cheque # 18448 to 18512 EFT # 3290 to 3309		
	Creditors Cheques and EFT	\$ 6,391,395.76	
	Non Creditors Cheques	\$ 13,811.98	
	Cancelled Cheques/EFT	\$ N/A	
	Payroll 22/6/16 & 08/6/16	\$ 1,140,554.90	
TRUST A/C	EFT NO	\$ N/A	
<b>TOTAL</b>			<b><u>\$7,545,762.64</u></b>

16.1 ACCOUNTS FOR PAYMENT UP TO 30 JUNE 2016

**LEGAL/POLICY IMPLICATIONS:**

In accordance with Local Government (Financial Management) Regulations 1996, Regulation 13 where the power has been delegated to the Chief Executive Officer (CEO), a list of accounts paid by the CEO is to be prepared and presented to Council each month. The list is to show each payment, payee's name, payment amount and date of payment and sufficient information to identify the transaction.

**FINANCIAL/BUDGET IMPLICATIONS:**

Various, but understood to be consistent with budget/budget review position and allowable variations therein

**ASSET MANAGEMENT IMPLICATIONS:**

No asset management implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL IMPLICATIONS:**

No environmental implications have been identified as a result of this report or recommendation.

**STRATEGIC/SOCIAL IMPLICATIONS:**

No strategic implications have been identified as a result of this report or recommendation.

**RISK IMPLICATIONS:**

No risk implications have been identified as a result of this report or recommendation.

**COUNCIL DECISION**

275

**MOVED CR P FEASEY**

**SECONDED CR R ALEXANDER**

**That the List of Accounts paid for the period ended 30 June 2016 be noted.**

**CARRIED  
8/0**



# Warrant Listing



Warrants between  
1/06/2016 to 30/06/2016

TOK [LIVE]

Program - ci\_ap001 1/07/2016 10:18:19 AM

Minimum Amount: **\$0.00**

## Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
00018448	01/06/2016	3032 Celebration Nominees Pty Ltd	Refund sec dep-L2049 Tiliqua Crescen	\$1,456.00
00018449	01/06/2016	2659 Department of Health	Renewal-Industrial Poisons Permit-Darren	\$223.00
00018450	01/06/2016	8046 Randy Moster Marteja	C/over subsidy rebate-L872 Geikie Glade,	\$504.00
00018451	01/06/2016	267 Schweppes Pty Ltd	Assorted drinks - Recquatic	\$1,256.77
00018452	01/06/2016	3390 SSB Pty Ltd T/A Content Living - Th	Refund sec dep-L189 Brampton Road	\$1,456.00
00018453	01/06/2016	1490 Town Of Kwinana - Pay Cash	Petty cash recoup to 25/5/2016-Env Healt	\$567.05
00018454	01/06/2016	1592 Water Corporation	Usage to 190516 37KL Chisham Oval Toile	\$2,147.33
00018455	01/06/2016	8040 Webb & Brown-Neaves Pty Ltd	Refund sec dep-L2127 Cassoway Chase	\$7,280.00
00018462	08/06/2016	6375 Ashmy Pty Ltd	Refund sec dep-L895 Cascade Road	\$1,456.00
00018463	08/06/2016	4861 Big W	Darius materials for homework club	\$41.50
00018464	08/06/2016	3032 Celebration Nominees Pty Ltd	Refund sec dep-L2021 Needlewood Loop	\$1,456.00
00018465	08/06/2016	1487 City of Kwinana	Building Application fees-Fitness Frame	\$156.65
00018466	08/06/2016	1767 Construction Training Fund	CTF levy for month of May 2016	\$15,427.24
00018467	08/06/2016	3786 HALPD Pty Ltd T/A Affordable Living	Refund sec dep-L2133 Cassoway Chase	\$2,912.00
00018468	08/06/2016	3390 SSB Pty Ltd T/A Content Living - Th	Refund sec dep-L1014 Littabella Ave	\$2,912.00
00018469	08/06/2016	1490 Town Of Kwinana - Pay Cash	Petty cash recoup to 8/6/2016 -Admin	\$462.80
00018470	08/06/2016	1592 Water Corporation	Charges to 25/5/16 1KL - Walden Park	\$872.23
00018471	08/06/2016	8040 Webb & Brown-Neaves Pty Ltd	Refund sec dep-L2114 Ironcap Grove	\$1,456.00
00018472	08/06/2016	1487 City of Kwinana	Caf�� Splash Food Business Fees Invoice	\$562.00
00018481	08/06/2016	5109 Building Commission (Department of	Building Services Levy for May 2016	\$25,368.69
00018482	15/06/2016	4861 Big W	Program materials for Bertram afterschoo	\$669.00
00018486	22/06/2016	4694 Architecture Media Pty Ltd	1 Year Subscription to Landscape Archite	\$53.00
00018487	22/06/2016	1487 City of Kwinana	Rent Payment lease liability Apr-Jun 16	\$993.00
00018488	22/06/2016	480 Department of Transport	Vehicle registration - KWN2040 Mitsubish	\$853.00
00018489	22/06/2016	479 Education and Care Regulatory Unit	Bright Futures Family Day Care Service A	\$394.00
00018490	22/06/2016	3608 Foreshore Rehabilitation & Landscap	Stripping Basin Bertram Supply and insta	\$5,504.21
00018491	22/06/2016	631 Games World	Jigsaws/games for the Jigsaw and game cc	\$643.70
00018492	22/06/2016	862 Kwinana Men's Support Service	Citizenship ceremony - 31 May 2016 35 W	\$455.00
00018493	22/06/2016	980 Midway Drycleaners	Darius Wells Library and Resource Cnt ta	\$24.00
00018494	22/06/2016	3941 Prestige Garden Kerbing	Gilmore Avenue (Chisham Ave) - Garden K	\$8,025.60
00018495	22/06/2016	1490 Town Of Kwinana - Pay Cash	Petty cash recoup to 12/6/2016-Library	\$255.05
00018496	22/06/2016	1487 City of Kwinana	Cancelled cheques-#18028 (\$5.60)	\$169.65
00018497	22/06/2016	1487 City of Kwinana	50% contribution made by Michael & Elisa	\$12,104.23
00018502	24/06/2016	3037 Colonial First State Investments Li	Superannuation-May2016-18	\$1,601.10
00018503	24/06/2016	3442 One Path - formerly ING Life Limite	Superannuation-May2016-24	\$3,953.93
00018504	29/06/2016	8112 Port Kennedy Junior Football Club	Kidsport - Noah Oblak	\$150.00
00018505	29/06/2016	8111 South Thornlie Redsox Softball Club	Kidsport voucher - Monique Clinkers	\$200.00
00018506	29/06/2016	1490 Town Of Kwinana - Pay Cash	Petty cash for Lyrik award - Round 21-Gi	\$930.90
00018507	29/06/2016	1592 Water Corporation	Charges to 210616 39KL Kwinana Sen Citz	\$1,801.01
00018508	29/06/2016	1592 Water Corporation	Charges to 210616 60KL Medina Oval Bore	\$1,254.01
010616	01/06/2016	1707 Public Transport Authority of Weste	Smartrider recharge to 01/06/16	\$50.00
090616	09/06/2016	1707 Public Transport Authority of Weste	Smartrider recharge to 08/06/16	\$50.00
1641609A	20/06/2016	549 Esanda	Monthly Lease fees for KWN700 2/6-1/7/16	\$1,294.70
26738325	20/06/2016	4805 TPG Internet Pty Ltd	Monthly Internet Mandogalup Station 26/6-2	\$49.99
27203687	27/06/2016	4805 TPG Internet Pty Ltd	Monthly Internet Kwinana South Station 3/7	\$49.99
310516	01/06/2016	179 Bankwest Visa	Corporate credit card transactions 1/5/16-3	\$9,292.19
310516A	01/06/2016	179 Bankwest Visa	Corporate credit card transactions 1/5/16-3	\$1,251.73
326566	29/06/2016	2765 Toyota Financial Services	Monthly lease fees 1EWZ823 & 1EYT548	\$1,996.23
3290.1044-01	01/06/2016	1044 Oakford Agricultural & Garden Suppl	Assorted parts for mechanic	\$59.25
3290.1276-01	01/06/2016	1276 Satellite Security Services	Replace panel - Wheatfield House 20/4/20	\$894.00
3290.1277-01	01/06/2016	1277 Savage Garden Services	May - General Litter Collection along s	\$20,528.90
3290.1366-01	01/06/2016	1366 Star Communications	BP - Clubhouse, investigate no dial tone	\$275.00
3290.1423-01	01/06/2016	1423 Telstra	Usage to 16/5/16 Mandogalup Bushfire Bri	\$84,194.83
3290.1455-01	01/06/2016	1455 Returned Services League Of Austral	Donation towards 60th Anniversary Celebr	\$200.00
3290.1528-01	01/06/2016	1528 Twights Plumbing Pty Ltd	APU47- replace unserviceable laundry out	\$136.10
3290.1589-01	01/06/2016	1589 Waste Stream Management Pty Ltd	Grass Tipping & Concrete tipping	\$15,071.84
3290.1649-01	01/06/2016	1649 Dennis Cleve Wood	ICT Allowance	\$2,866.67
3290.1652-01	01/06/2016	1652 Woolworths Ltd	Caf�� Supplies	\$118.43
3290.1689-01	01/06/2016	1689 Sandra Elizabeth Lee	Meeting Fee	\$2,866.67
3290.2021-01	01/06/2016	2021 Subway Kwinana	2 x Subway platters B, 15 x Bottled Soda	\$444.15
3290.2048-01	01/06/2016	2048 Palm Lakes Gardens & Landscape Serv	Callistemon APU 1st Progressive Payment	\$4,470.00
3290.2125-01	01/06/2016	2125 Synergy	Usage to 040516 5019U Incubator	\$1,472.25
3290.2247-01	01/06/2016	2247 Rankine Mosquito Management	Mosquito Monitoring April 2016	\$4,059.00
3290.264-01	01/06/2016	264 Cabcharge Australia Ltd	Cab Vouchers used for the period 25 Apr	\$109.63
3290.2842-01	01/06/2016	2842 South East Regional Centre for Urba	Insurance cover for Friends of Fremantle	\$120.00
3290.2931-01	01/06/2016	2931 Ruth Elizabeth Alexander	Meeting Fees	\$2,866.67
3290.2981-01	01/06/2016	2981 Peter Edward Feasey	Deputy Mayoral Allowance	\$4,690.63
3290.30-01	01/06/2016	30 Carol Elizabeth Adams	Meeting Fees	\$11,549.17
3290.3031-01	01/06/2016	3031 Specialised Security Shredding	GC Bin exchange	\$30.36

## Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
3290.3079-01	01/06/2016	3079 Marsh Outdoor Living	Supply and install gabled garage 1st sit	\$7,396.00
3290.3084-01	01/06/2016	3084 Outsource Business Support Solution	Authority support - 25/5/2016	\$1,155.00
3290.3117-01	01/06/2016	3117 Western Power Connections Manager	Western Power Contract - Design and Inst	\$1,910.00
3290.3357-01	01/06/2016	3357 BGC Residential Pty Ltd	Refund sec dep-L123 Wallarah Street	\$1,456.00
3290.3359-01	01/06/2016	3359 J Corp Pty Ltd	Cancellation of building permit fee (BL2	\$1,343.72
3290.3391-01	01/06/2016	3391 Ventura Homes Pty Ltd T/A Aussie Li	Refund sec dep-L2015 Needlewood Loop	\$2,912.00
3290.3572-01	01/06/2016	3572 Residential Building WA Pty Ltd	Refund sec dep-L745 Rocky Road	\$1,456.00
3290.3607-01	01/06/2016	3607 Hays Specialist Recruitment Pty Ltd	Temp staff w/e 22/5/2016 - R Dickson	\$4,065.54
3290.3632-01	01/06/2016	3632 Eclipse Soils Pty Ltd	Tipping fees - Chester Court	\$44.00
3290.3879-01	01/06/2016	3879 Old MacDonald's Travelling Farms -	Our Heritage - Animal Farm Booking 9am -	\$660.00
3290.4166-01	01/06/2016	4166 Alison Dymond	Mobile phone expenses period 13/4/16 to	\$50.00
3290.4251-01	01/06/2016	4251 Plunkett Homes (1903) Pty Ltd	Refund sec dep-L178 Mariala Way	\$4,368.00
3290.4664-01	01/06/2016	4664 AMPAC Debt Recovery (WA) Pty Ltd	Legal costs - Rates - May 2016	\$1,989.68
3290.5143-01	01/06/2016	5143 Wendy Gaye Cooper	ICT Allowance	\$2,866.67
3290.583-01	01/06/2016	583 Flexi Staff Pty Ltd	Temp staff w/e 14/5/2016-B Law	\$1,368.80
3290.6223-01	01/06/2016	6223 Robert Thompson	Meeting Fees	\$2,866.67
3290.6319-01	01/06/2016	6319 Meagan Sandra Hodgson	Reimb of purchased items:	\$63.48
3290.6417-01	01/06/2016	6417 Donna Gordin	Refund bond-hall hire 6/5/2016	\$1,000.00
3290.671-01	01/06/2016	671 Gym Care	gym care call out service	\$74.25
3290.6749-01	01/06/2016	6749 Australia Post	Postage for period ending 30/04/2016	\$4,451.73
3290.6821-01	01/06/2016	6821 Hannah Lukowiak-Gray	Reimb of groceries for Australian Red Cr	\$80.29
3290.69-01	01/06/2016	69 Alinta Gas	Usage to 190516 248U BPCLUB	\$43.15
3290.7081-01	01/06/2016	7081 Dhanushka Dilini Liyanagamage	Refund bond-hall hire 13/5/2016	\$200.00
3290.7140-01	01/06/2016	7140 Yasmin Rasool	Get Active in the Park sessions	\$420.00
3290.7507-01	01/06/2016	7507 WCP Civil Pty Ltd	Office and Patterson Road Intersection U	\$36,491.00
3290.7557-01	01/06/2016	7557 Sheila Mills	ICT Allowance	\$2,922.52
3290.7844-01	01/06/2016	7844 Filmbites Youth Film School	Filmmaking workshop - Term 2 2016	\$3,025.00
3290.7847-01	01/06/2016	7847 Strata Specialists	Quarterly Levies/Reserve Fund Kwinana	\$4,933.15
3290.7881-01	01/06/2016	7881 Australian Assoc for Enviornmental	Provision of 2 hour Early Childhood Wate	\$1,100.00
3290.7987-01	01/06/2016	7987 Scorpien Training Solutions	Diploma in Leadership and Management - l	\$1,650.00
3290.8037-01	01/06/2016	8037 Darren Matthew Armstrong	Reimbursement of Working with Children r	\$82.00
3290.8039-01	01/06/2016	8039 Emma Marie Lavery	Reimbursement for Working with Children	\$82.00
3290.8041-01	01/06/2016	8041 Photchana Sengsakoo	Refund bond-Hall hire 15/5/2016	\$2,000.00
3290.8042-01	01/06/2016	8042 Nicole Ohwode	Refund bond-Hall hire 7/5/2016	\$2,000.00
3290.8043-01	01/06/2016	8043 Kirstie Camilla Sturrock	Refund sec dep-L468 Goldfields	\$1,456.00
3290.8044-01	01/06/2016	8044 Jacqueline Ann Hamilton	C/over subsidy rebate-L904 Bindarri Grov	\$324.00
3290.8045-01	01/06/2016	8045 David John Brown	C/over subsidy rebate-L871 Geikie Glade,	\$504.00
3290.8047-01	01/06/2016	8047 Jason Scott Barrett	C/over subsidy rebate-L948 Littabella Av	\$324.00
3290.8048-01	01/06/2016	8048 Mayankkumar Pravinchandra Dave	C/over subsidy rebate-L817 Honeywood Av	\$384.00
3290.8049-01	01/06/2016	8049 Timothy Howard	C/over subsidy rebate-L2021 Needlewood I	\$324.00
3290.8050-01	01/06/2016	8050 David McMahon	C/over subsidy rebate-L2008 Needlewood I	\$504.00
3290.8051-01	01/06/2016	8051 Rafael Norman Itchins	C/over subsidy rebate-L148 Idalia Terrac	\$504.00
3290.8052-01	01/06/2016	8052 Timothy Michael Jarvis Smith	C/over subsidy rebate-L187 Brampton Roa	\$324.00
3290.8053-01	01/06/2016	8053 Goran Skembovic	C/over subsidy rebate-L126 Wallarah Stre	\$504.00
3290.8054-01	01/06/2016	8054 Rebecca Claire Hartley	C/over subsidy rebate-L109 Wallarah Stre	\$320.00
3290.8056-01	01/06/2016	8056 Babak Jafarzadeh	C/over subsidiyr rebate-L448 furness Way,	\$504.00
3290.8057-01	01/06/2016	8057 Hannah Cooper	C/over subsidy rebate-L810 Windell Stree	\$504.00
3290.8058-01	01/06/2016	8058 Amy Clare Thomson	C/over subsidy rebate-L1230 Windsgrove c	\$504.00
3290.8059-01	01/06/2016	8059 Elliot Chiremba	C/over subsidy rebate-L1119 Holystone Ap	\$504.00
3290.8060-01	01/06/2016	8060 Jenny Elizabeth Hartley	Rates Refund	\$1,200.00
3290.853-01	01/06/2016	853 Kwinana South Bush Fire Brigade	Donation towards 60th Anniversary Celebra	\$200.00
3290.960-01	01/06/2016	960 McLernon's	Administration Centre - Vita Caf� Chair	\$2,039.00
3291.1491-01	02/06/2016	1491 Works Social Club	Payroll Deduction	\$240.00
3291.151-01	02/06/2016	151 Australian Services Union	Payroll Deduction	\$691.86
3291.487-01	02/06/2016	487 Child Support Agency	Payroll Deduction	\$2,242.18
3291.892-01	02/06/2016	892 LGRCEU	Payroll Deduction	\$959.40
3292.8033-01	02/06/2016	8033 Opening The Book Furniture Ltd	Reading Den - Product Code T1 - w850mm	\$1,379.33
3293.7367-01	03/06/2016	7367 ClickSuper Pty Ltd	Superannuation-May2016-03	\$223,413.79
3294.1078-01	08/06/2016	1078 Parks And Leisure Australia	Parks and Leisure WA Conference 2016-17	\$605.00
3294.1249-01	08/06/2016	1249 Royal Life Saving Society	15 x rash tops for vacation care	\$1,830.00
3294.134-01	08/06/2016	134 Australia Post	Agency Commission Fees to 31/05/16	\$320.92
3294.1423-01	08/06/2016	1423 Telstra	Usage to 21/5/16 - Depot	\$945.21
3294.1520-01	08/06/2016	1520 Truck & Car Panel & Paint	Sandblast,prime & paint trailer-1TOZ532	\$1,870.00
3294.1652-01	08/06/2016	1652 Woolworths Ltd	Food Items - Zone	\$607.54
3294.1833-01	08/06/2016	1833 Host Direct	Catering Supplies	\$809.60
3294.1970-01	08/06/2016	1970 Early Childhood Australia Inc	Renewal Early Childhood Australia	\$182.00
3294.2021-01	08/06/2016	2021 Subway Kwinana	Catering - 2 x platters for Planting Day	\$82.00
3294.2125-01	08/06/2016	2125 Synergy	Usage to 14/4/16 391U-Conference-Darius	\$2,250.40
3294.2224-01	08/06/2016	2224 Prestige Catering & Event Hire	Team Building Breakfast for Depot 26.5.1	\$1,147.50

Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
3294.2256-01	08/06/2016	2256 GlobalX Information Services Pty Lt	May Searches - Health - DB, Planing Comp	\$132.00
3294.248-01	08/06/2016	248 Bunnings Building Supplies	Art Centre Building materials	\$69.91
3294.2510-01	08/06/2016	2510 Tehcnology One Limited	GIS Consulting Training 020216 & 160216	\$3,256.00
3294.2586-01	08/06/2016	2586 Peet Southern JV Pty Ltd	Reimb of Synergy Accounts	\$1,111.40
3294.3046-01	08/06/2016	3046 Austswim Limited	gold level austswim recognition	\$220.00
3294.32-01	08/06/2016	32 Adcraft Promotional Pty Ltd	City Assist Clothing/Uniforms	\$2,469.17
3294.3357-01	08/06/2016	3357 BGC Residential Pty Ltd	Refund sec dep-L875 Corton Approach	\$13,104.00
3294.3358-01	08/06/2016	3358 Homebuyers Centre Pty Ltd	Refund sec dep-L225 Bluebird Street	\$4,368.00
3294.3359-01	08/06/2016	3359 J Corp Pty Ltd	Refund sec dep-L508 Quartz Ave	\$17,472.00
3294.3360-01	08/06/2016	3360 Blueprint Homes (WA) Pty Ltd	Refund sec dep-L414 Coleford Road	\$2,912.00
3294.339-01	08/06/2016	339 Civica Pty Ltd	ALF - Performance Manager 2015/2016	\$11,344.76
3294.3391-01	08/06/2016	3391 Ventura Homes Pty Ltd T/A Aussie Li	Refund sec dep-L1018 Littabella Ave	\$14,560.00
3294.3424-01	08/06/2016	3424 Dale Alcock Homes Pty Ltd	Refund sec dep-L241 Dawn Street	\$4,368.00
3294.3572-01	08/06/2016	3572 Residential Building WA Pty Ltd	Refund sec dep-L290 Daybreak Loop	\$2,912.00
3294.3607-01	08/06/2016	3607 Hays Specialist Recruitment Pty Ltd	B Hill w/ended 22/05/16	\$5,593.46
3294.380-01	08/06/2016	380 Community Newspaper Group	Advertising	\$235.00
3294.3916-01	08/06/2016	3916 Kwinana Industries Council	School Based Trainee - C Stables f/e 27/	\$470.56
3294.4026-01	08/06/2016	4026 Red Ink Homes Pty Ltd	Refund sec dep-L327 Twilight Street	\$2,912.00
3294.4245-01	08/06/2016	4245 ED Property Services	APU - unit 61, repair to roof leak	\$1,419.00
3294.4382-01	08/06/2016	4382 Stonehenge Ceramics	APU19-replace floor tiles & shower	\$1,695.00
3294.4412-01	08/06/2016	4412 JB Hi-Fi Rockingham	2 x PlayStation 3 Controllers	\$158.00
3294.4664-01	08/06/2016	4664 AMPAC Debt Recovery (WA) Pty Ltd	commisions & costs for May 2016-Rates	\$2,175.35
3294.4743-01	08/06/2016	4743 Artcom Fabrication	40% deposit to start production-Kwinana	\$8,122.40
3294.5329-01	08/06/2016	5329 AbleOwl Spreadsheets Limited	Introduction to VLookup, Sumif, range na	\$97.90
3294.533-01	08/06/2016	533 Eclipse Resources	Grass & Inert Waste Mandurah Road Drain	\$4,834.50
3294.5529-01	08/06/2016	5529 Rhys Blake Heron	Reimb-West Australian membership 20/5/1	\$262.34
3294.5750-01	08/06/2016	5750 Kev's Wheelie Kleen	Administration Building - Rubbish Bin Cl	\$90.00
3294.583-01	08/06/2016	583 Flexi Staff Pty Ltd	Temp staff w/e 21/5/2016 - L Bryce	\$6,127.06
3294.5859-01	08/06/2016	5859 HK Calibration Technologies Pty Ltd	For the calibration of Infrared & thermo	\$137.50
3294.5982-01	08/06/2016	5982 Mahomad Arif Satar	Education Supplies/Art Materials Reimbur	\$346.97
3294.6018-01	08/06/2016	6018 ALSCO Pty Ltd	Tea towels and table cloths	\$170.25
3294.6080-01	08/06/2016	6080 Castle Security & Electrical Pty Lt	Problem with CCTV Wellard Comm Centre	\$269.28
3294.6106-01	08/06/2016	6106 Rebecca Reddick	Facilitator for Pin It Made It Term 2-25	\$360.00
3294.6370-01	08/06/2016	6370 Elexacom	Service pin pads - Medina Hall	\$5,477.66
3294.6383-01	08/06/2016	6383 Alicia Jane McKenzie	Internet Reimb to 18 July 2016	\$79.90
3294.640-01	08/06/2016	640 Gilden Tree Farm	April - tree watering on 18/4 & 25/4	\$2,893.75
3294.6576-01	08/06/2016	6576 Kylie Ilana Jesus	Facilitator/Preparation- After School Cl	\$405.00
3294.6581-01	08/06/2016	6581 BOUNCEinc	Excursion on 12/07/16 50 jumpers booked-	\$750.00
3294.6707-01	08/06/2016	6707 Labourforce Impex Personnel Pty Ltd	Temp staff w/e 29/5/16 Glenn Snook	\$3,723.55
3294.69-01	08/06/2016	69 Alinta Gas	Usage to 25/5/16 OU-Peace Park BBQ	\$4,853.75
3294.7045-01	08/06/2016	7045 Casey Lee Mihovilovich	Professiona Membership - ICAA	\$500.00
3294.7190-01	08/06/2016	7190 Savvy Earthmoving	Chester Court - Box out and remove slag	\$11,000.00
3294.7200-01	08/06/2016	7200 Allyce Rosamond Paulsen	Program assistant for Bertram Comm 01/06	\$135.00
3294.7366-01	08/06/2016	7366 REDIMED Pty Ltd	Medical Timothy Scott	\$357.50
3294.7607-01	08/06/2016	7607 Face Paint Supplies Perth	Advanced Face Painting workshop supplies	\$55.45
3294.7898-01	08/06/2016	7898 Westcoast Power Equipment	4 x 411-26 4 x MA7 -25, 4 spray lances	\$26,360.00
3294.7938-01	08/06/2016	7938 Franca Sala Tenna	Workplace Investigation	\$10,800.00
3294.7959-01	08/06/2016	7959 Engineered Water Systems	Kwinana Jetty Demolition	\$89,100.00
3294.8024-01	08/06/2016	8024 Rosalyn Kathleen Smith	Rates Refund	\$623.29
3294.8036-01	08/06/2016	8036 Arinex Pty Ltd	Australian Health Promo Conference H Gra	\$1,645.00
3294.8067-01	08/06/2016	8067 Denis McLeod	WA Planning Law Handbook	\$30.00
3294.8069-01	08/06/2016	8069 Herbert Smith Freehills	City of Kwinana TM Westport Logo	\$1,775.00
3294.8070-01	08/06/2016	8070 Jane L Roberts	Refund bond-Hall hire 03/02/2014	\$300.00
3294.8071-01	08/06/2016	8071 Jodie Lee Gardner	Refund bond-Hall hire 29/5/16	\$200.00
3294.8072-01	08/06/2016	8072 Yasantha Demahalgiriya Gamage Don	C/over subsidy rebate-L508 Jamison Grove	\$504.00
3294.8073-01	08/06/2016	8073 Kylie Patricia Judd	C/over subsidy rebate-L31 Obsidian Way,V	\$504.00
3294.8074-01	08/06/2016	8074 Ryan Joesph Mason	C/over subsidy rebate-L2027 Needlewood I	\$324.00
3294.8075-01	08/06/2016	8075 Claire Elizabeth Alison	Refund of swimming lessons - Zach Alison	\$222.30
3294.8076-01	08/06/2016	8076 Barbra Colborne	Refud bond-Hall hire 28/5/2016	\$2,000.00
3294.8077-01	08/06/2016	8077 Elisabeth Lesley Sturrock	Rates Refund	\$1,393.63
3294.829-01	08/06/2016	829 Kwinana Cricket Club	Nightfields Program Support-Food reimb 2	\$394.05
3294.833-01	08/06/2016	833 Kwinana District Tennis Club Inc	Hire fees for April & May 2016	\$180.00
3294.888-01	08/06/2016	888 Les Mills Australia	June 2016 group fitness licensing fees I	\$1,024.95
3294.959-01	08/06/2016	959 McLeods Barristers & Solicitors	Disclosure of gifts - new regulatory req	\$6,819.13
3295.2853-01	08/06/2016	2853 Maxxia Pty Ltd	Payroll Deduction	\$6,639.78
3295.3376-01	08/06/2016	3376 Health Insurance Fund of WA (HIF)	Payroll Deduction	\$1,940.40
3295.3719-01	08/06/2016	3719 Town of Kwinana - Xmas fund	Payroll Deduction	\$6,930.00
3296.565-01	08/06/2016	565 Bright Futures Family Day Care - Pa	FDC payroll 23/05/16-05/06/16	\$90,460.83
3296.568-01	08/06/2016	568 Bright Futures In Home Care - Payro	IHC payroll 23/05/16-05/06/16	\$69,047.83

Creditors

Cheque No.	Chq Date	Creditor Payee	Description	Amount
3297.5660-01	09/06/2016	5660 OverDrive, Inc	Purchase of e-books and e-audio titles	\$1,088.40
3298.3548-01	10/06/2016	3548 Elisabeth Remmelink	Tenure Sum Re-Payment for Villa 49 Bank:	\$217,875.21
3299.120-01	15/06/2016	120 Curtin Gallery	APU - repair to blinds at units 8, 21, 6	\$240.00
3299.1423-01	15/06/2016	1423 Telstra	Usage to 27/5/16 Mobile Whole organisati	\$7,038.31
3299.1589-01	15/06/2016	1589 Waste Stream Management Pty Ltd	Concrete Clean and Class 1 - tip fees	\$3,660.78
3299.1621-01	15/06/2016	1621 Western Australian Treasury Corpora	Loan #96 due 20/6/2016-Prinicipal & Inter	\$61,249.94
3299.1652-01	15/06/2016	1652 Woolworths Ltd	Depot morning tea	\$1,241.62
3299.1856-01	15/06/2016	1856 Cornerstone Legal	13 Zamia Court, Parmelia	\$5,673.79
3299.1948-01	15/06/2016	1948 Alleasing Pty Ltd	Equipment lease 1/4/2016 to 30/09/2016	\$72,313.34
3299.2125-01	15/06/2016	2125 Synergy	Usage to 6/06/2016 4704.31U - Bertram Cc	\$43,753.65
3299.2208-01	15/06/2016	2208 Child Australia	Training- Programming & Planning-Melanie	\$700.00
3299.2652-01	15/06/2016	2652 Modern Teaching Aids Pty Ltd	Supplies for John Wellard Community Cent	\$620.63
3299.2914-01	15/06/2016	2914 Lesley Vivienne Barrett	Sculpture Project for Harry McGuigan pa	\$900.00
3299.2915-01	15/06/2016	2915 Rowe & Associates	Anketell Nth POS Reconciliation	\$1,141.80
3299.3031-01	15/06/2016	3031 Specialised Security Shredding	GC Bin Exchange	\$20.24
3299.3155-01	15/06/2016	3155 PFD Food Services Pty Ltd	Assorted items-Recquatic Cafe	\$163.85
3299.3391-01	15/06/2016	3391 Ventura Homes Pty Ltd T/A Aussie Li	Refund of Retention -L3132 Cassowary Ch	\$827.61
3299.3642-01	15/06/2016	3642 Hodge Collard Preston Pty Ltd	Professional Cost-Wandi Community Buildi	\$4,425.30
3299.4112-01	15/06/2016	4112 Cleverpatch Pty Ltd	Term 1 school holidays supplies	\$205.37
3299.4125-01	15/06/2016	4125 LD Total	Landscape maint services-Emerald & Gerr	\$909.93
3299.4245-01	15/06/2016	4245 ED Property Services	APU34 - replace small rear gate & fence	\$1,375.00
3299.4453-01	15/06/2016	4453 Carringtons WA	Traffic Management 15/4/16-Anzac Day pa	\$165.00
3299.572-01	15/06/2016	572 Fire & Emergency Services, Dept of	2015/16 ESL Qtr 4-Option B Agreement 10	\$420,374.67
3299.583-01	15/06/2016	583 Flexi Staff Pty Ltd	Temp staff w/e 4/06/2016 - Bryce Law	\$3,065.64
3299.5975-01	15/06/2016	5975 Shane Craig Beresford	Reimb ICT Team building Milestone-7 staf	\$167.35
3299.6106-01	15/06/2016	6106 Rebecca Reddick	Facilitator for Pin It Made It Term 2-8/	\$180.00
3299.6370-01	15/06/2016	6370 Elexacom	Replace meter panel-Village - Claim 1	\$13,124.12
3299.640-01	15/06/2016	640 Gilden Tree Farm	Tree planting Johnson Road & Meares Ave	\$10,406.00
3299.6576-01	15/06/2016	6576 Kylie Ilana Jesus	Facilitator/Prepare After School Club-9/	\$135.00
3299.6707-01	15/06/2016	6707 Labourforce Impex Personnel Pty Ltd	Temp staff w/e 5/6/2016 - Glenn Snook	\$1,653.55
3299.6749-01	15/06/2016	6749 Australia Post	Posatage for period ending 31/5/2016	\$4,831.78
3299.6860-01	15/06/2016	6860 Advance Scanning Services	Service location prior to works Calliste	\$819.50
3299.69-01	15/06/2016	69 Alinta Gas	Usage to 31/5/16 41U - FDC	\$239.60
3299.7200-01	15/06/2016	7200 Allyce Rosamond Paulsen	Program assistant-Bertram Community Ctr	\$67.50
3299.762-01	15/06/2016	762 Blackwood & Sons Ltd	Earmuff Peltor H10 HBand CL5	\$53.97
3299.7669-01	15/06/2016	7669 Calibre Consulting	Casuarina District Structure Plan	\$6,006.00
3299.7811-01	15/06/2016	7811 Lindsay Miles	Prepare and deliver a Living Smart Susta	\$6,000.00
3299.7833-01	15/06/2016	7833 Kwinana Veterinary Hospital Pty Ltd	Cat Sterilisation Scheme - Voucher 134	\$3,299.00
3299.795-01	15/06/2016	795 K Mart	Swimming Pool Equipment	\$120.00
3299.8079-01	15/06/2016	8079 Jane Herman	Financial Assistance- Cecilia G Te-Arii	\$175.00
3299.8080-01	15/06/2016	8080 Elaine Chong	Refund swimming lessons-Jetling & Jethan	\$98.80
3299.8081-01	15/06/2016	8081 Nick Abbott	Travel Assistance-Roller Hockey tourname	\$250.00
3299.8083-01	15/06/2016	8083 Specialty Balloon Printers Australi	1000 x custom printed balloons	\$454.78
3299.8084-01	15/06/2016	8084 Angevine De La Llana	Refund bond-Hall hire 11/6/2016	\$1,000.00
3299.829-01	15/06/2016	829 Kwinana Cricket Club	Reimb of food for Nightfields Program Su	\$371.30
3299.903-01	15/06/2016	903 Lo-Go Appointments	W Valles w/ending 210516	\$5,188.78
3299.985-01	15/06/2016	985 Squire Patton Boggs Au	Proceedings commenced by LBSF	\$249.32
3299.999-01	15/06/2016	999 Mrs Mac's Pty Ltd	Assorted pies & rolls- Cafe Splash	\$163.90
3300.153-01	14/06/2016	153 Australian Taxation Office	Taxation	\$177,889.00
3300.565-01	14/06/2016	565 Bright Futures Family Day Care - Pa	FDC payroll 23/05/16-05/06/16	\$2,250.92
3301.8087-01	16/06/2016	8087 Teece Ninnette	Lyrik Awards - Rnd 21 - Teece Ninnette	\$500.00
3302.1033-01	22/06/2016	1033 Nilfisk Pty Ltd	Recquatic - Rental Contract for 010516-3	\$1,333.20
3302.1042-01	22/06/2016	1042 NVMS Pty Ltd	Purchase of a 3M Cable	\$994.74
3302.1046-01	22/06/2016	1046 OCE Australia Ltd	Monthly charges April 2015	\$403.92
3302.1059-01	22/06/2016	1059 Vodafone Messaging	Alpha Network Access fee	\$187.37
3302.1061-01	22/06/2016	1061 Otis Elevator Company Pty Ltd	Margaret Fielman Centre - Quarterly main	\$1,426.36
3302.1079-01	22/06/2016	1079 Parmelia Delivery Round	The West Australian newspaper to 11/06/1	\$46.00
3302.1130-01	22/06/2016	1130 Port Printing Works	Kwinana Youth Services Tent Cards - x500	\$765.62
3302.1144-01	22/06/2016	1144 Pritchard Bookbinders	Official Minute Book Binding -June 2015-	\$793.10
3302.115-01	22/06/2016	115 Asphalt Surfaces Pty Ltd	AC7 2.02 tonnes #13318 06/05/16	\$2,058.79
3302.1159-01	22/06/2016	1159 SoundPack Solutions Pty Ltd	Ringbinder multi-disc folders & Presenta	\$180.40
3302.1166-01	22/06/2016	1166 RAC Motoring Pty Ltd t/a RAC Busine	Renewal of Business Wise Assist	\$171.45
3302.1187-01	22/06/2016	1187 Red Sand Supplies Pty Ltd	Tipping concrete kerb Yeates Road/Cheste	\$754.00
3302.1189-01	22/06/2016	1189 Reece Pty Ltd	Medina Hall - H2 Zero Cleaning fluid - 5	\$507.13
3302.1205-01	22/06/2016	1205 Riddleys Towing & Transport	Bus cleaning for May 2016	\$65.00
3302.1249-01	22/06/2016	1249 Royal Life Saving Society	First Aid Course Bertram Comm Centre 27/	\$200.00
3302.1265-01	22/06/2016	1265 Sai Global Ltd	AS 1100.301-2008 Technical Drawing-Arch	\$761.84
3302.1276-01	22/06/2016	1276 Satellite Security Services	The Zone - Rear security camera is broke	\$7,266.94
3302.1277-01	22/06/2016	1277 Savage Garden Services	June - Roundabout maintenance - PARMEI	\$3,448.50

## Creditors

Cheque No.	Chq Date	Creditor Payee	Description	Amount
3302.1282-01	22/06/2016	1282 Sealanes (1985) Pty Ltd	Tea bags, coffee,butter	\$218.67
3302.1290-01	22/06/2016	1290 Shane McMaster Surveys	Inglis Court - Survey set out for Fire H	\$275.00
3302.1297-01	22/06/2016	1297 Shenton Enterprises Pty Ltd	Repairs to the Dolphin pool cleaner invo	\$2,246.33
3302.1313-01	22/06/2016	1313 Daimler Trucks Perth	Antenna and Seat Covers	\$867.59
3302.1317-01	22/06/2016	1317 Bullivants Pty Ltd	Assorted slings (for drainage truck)	\$148.61
3302.1330-01	22/06/2016	1330 Sound Business Equipment	Darius Wells - supplies for interior des	\$76.95
3302.1343-01	22/06/2016	1343 Southern Metropolitan Regional Coun	Overcompaction charge for May 2016 as pe	\$24,516.61
3302.1357-01	22/06/2016	1357 Sportsworld Of WA	Assorted Goggles for children and adults	\$794.75
3302.1360-01	22/06/2016	1360 Saint John Ambulance Australia (WA)	Provide First Aid training-Leeanne Parso	\$554.85
3302.1369-01	22/06/2016	1369 Premier & Cabinet Department of	Basis of Rates in Gov Gazette 060516	\$85.50
3302.1375-01	22/06/2016	1375 Stewart & Heaton Clothing Co Pty Lt	R545 Gold WABFB Jacket size 97R, T540	\$235.18
3302.1393-01	22/06/2016	1393 Sunny Sign Company Pty Ltd	MARRI PARK DRIVE X1, TIANA COVE X1	\$1,603.25
3302.14-01	22/06/2016	14 Flick Anticimex Pty Ltd	Washroom Services May 2016	\$2,239.25
3302.1423-01	22/06/2016	1423 Telstra	Usage to 28/5/16 - Internet and Data	\$2,328.00
3302.1485-01	22/06/2016	1485 T-Quip	Wear Plate Suit 72 Side Discharge	\$1,320.00
3302.1505-01	22/06/2016	1505 Trailer Parts Pty Ltd	E0605 COMPLIANCE PLATE	\$21.71
3302.1523-01	22/06/2016	1523 Tudor House	1 x replacement Torres straight flag	\$145.00
3302.1528-01	22/06/2016	1528 Twights Plumbing Pty Ltd	William Bertram Comm Cnt-Unblock drains	\$17,008.00
3302.1533-01	22/06/2016	1533 Udia (WA)	Annual Membership - UDIA - 2016/2017	\$2,120.00
3302.1561-01	22/06/2016	1561 WA Limestone Co	Contract 549KWN13 Supply and delivery o	\$11,915.16
3302.1589-01	22/06/2016	1589 Waste Stream Management Pty Ltd	RC2 Concrete Clean, RC2 Concrete Clea	\$198.00
3302.1614-01	22/06/2016	1614 Westbooks	Children's book week notable books and W	\$900.75
3302.1621-01	22/06/2016	1621 Western Australian Treasury Corpora	Loan # 97 to 27/6/2016	\$617,275.77
3302.1629-01	22/06/2016	1629 Weston Road Systems	Temporary Spotting at Lee Road Naval Bas	\$2,193.95
3302.1652-01	22/06/2016	1652 Woolworths Ltd	Caf�� supplies - salad, milk, cheese, ol	\$1,058.58
3302.1655-01	22/06/2016	1655 Worksense Safety & Workwear Pty Ltd	AYESH AMARASINGHE - Uniform Issue n	\$784.89
3302.1660-01	22/06/2016	1660 Wurth Australia Pty Ltd	Manual cartridge, multi meter,gas solde	\$1,011.66
3302.1674-01	22/06/2016	1674 Inkwell Cartridges & Toner	Toner for Kyocera P6130cdn	\$795.00
3302.1681-01	22/06/2016	1681 Catalyse Pty Ltd	Catalyse - Community Services Scorecard	\$3,960.00
3302.1685-01	22/06/2016	1685 Quickmail	Resource Recovery Calendar, Verge Colle	\$5,162.31
3302.1726-01	22/06/2016	1726 Kyocera Document Solutions Australi	May Photocopy Reading - Finance	\$6,066.21
3302.1760-01	22/06/2016	1760 Hanson Construction Materials Pty L	Sursetsilver PMP 25/14/080	\$2,151.38
3302.1762-01	22/06/2016	1762 Officeworks BusinessDirect	Tea and coffee supplies & cleaning produ	\$301.57
3302.1826-01	22/06/2016	1826 Arteil	Gryphon MK1 sliding seat, high back	\$875.60
3302.1830-01	22/06/2016	1830 Biffa Bins	APU - Skip bin hire	\$300.00
3302.1833-01	22/06/2016	1833 Host Direct	10 Melamine Platters for use at function	\$185.90
3302.1877-01	22/06/2016	1877 Palatchies's Earthmoving Repairs	Repairs to boom gate at Sutton Road Chal	\$626.30
3302.188-01	22/06/2016	188 Beaurepaires Tyres Kwinana	570374, GY 215/75R17.5 RHS II + HL 128/	\$798.94
3302.1898-01	22/06/2016	1898 Eastern Press Pty Ltd	Enrolment contracts x200 duplicate sets	\$115.00
3302.19-01	22/06/2016	19 Absolute Painting Services	APU17, APU25, APU65, BP17, BP63 - pair	\$869.00
3302.194-01	22/06/2016	194 Benara Nurseries	Plants - Lomandra PBR	\$1,562.88
3302.1980-01	22/06/2016	1980 Pember Wilson & Eftos	Market valuation for 45 McLaughlan Road	\$5,225.00
3302.2-01	22/06/2016	2 A & G Carpet Cleaning	Cleaning of library upholstery	\$814.28
3302.2021-01	22/06/2016	2021 Subway Kwinana	2 x sandwich platter for Bush Fire Briga	\$114.00
3302.2024-01	22/06/2016	2024 Institute of Public Works Engineeri	NAMS Plus Subscription Fee (01/07/2016 -	\$1,303.50
3302.2048-01	22/06/2016	2048 Palm Lakes Gardens & Landscape Serv	APU 34 & APU 21 Works around carports	\$4,470.00
3302.2053-01	22/06/2016	2053 Barbara Elizabeth Powell	Reimbursement of Membership-AICD	\$500.00
3302.2069-01	22/06/2016	2069 Davies Family Trust T/as Doug Davie	Internal Audit - May 2016 - Doug Davies	\$2,992.00
3302.2097-01	22/06/2016	2097 Beaver Tree Services Aust Pty Ltd	Emergency Call Out Storm damage Medine	\$207,960.01
3302.21-01	22/06/2016	21 Accidental First Aid Supplies	Provide First Aid Training 18 May 2016 -	\$756.17
3302.2115-01	22/06/2016	2115 Asbestos Masters WA	Pick up asbestos from Bullich Lane Town	\$440.00
3302.2121-01	22/06/2016	2121 SITA Australia Pty Ltd	Greenwaste bin & tipping fees - May 2016	\$1,518.86
3302.2125-01	22/06/2016	2125 Synergy	Usage to 240516 5554Lights Street Lighti	\$143,408.10
3302.218-01	22/06/2016	218 Bob Jane T-Mart	Registration KWN1960 replace with new ty	\$1,125.94
3302.2247-01	22/06/2016	2247 Rankine Mosquito Management	Mosquito monitoring for May 2016	\$2,029.50
3302.2303-01	22/06/2016	2303 NetRegistry Pty Ltd	Renewal of kwinana.wa.gov.au - 2 years (	\$47.85
3302.2321-01	22/06/2016	2321 Civic Legal	Landgate- Lot 35 Gomer - withdrawal of C	\$2,855.12
3302.2339-01	22/06/2016	2339 Totally Confidential Records Manage	Storage/retrieval May 2016	\$723.28
3302.2380-01	22/06/2016	2380 Kleenit Pty Ltd	Re-mark blue line and PPE - Depot Yard	\$1,265.00
3302.2410-01	22/06/2016	2410 ABCO Products	Urinal Blocks for Public Toilets	\$1,189.88
3302.2429-01	22/06/2016	2429 Forestvale Trees	Callistemon Kings Park Special 90Lt for	\$10,692.00
3302.247-01	22/06/2016	247 Bullet Sign Shop	Advertising sign - Lot 54 Johnson Road,	\$338.80
3302.248-01	22/06/2016	248 Bunnings Building Supplies	Concrete rapid set	\$2,432.33
3302.2483-01	22/06/2016	2483 Picton Press	Printing of Kwinana Youth Services 4pp D	\$294.69
3302.2492-01	22/06/2016	2492 Yakka Pty Ltd	Uniforms - M Amistead	\$7,390.07
3302.2507-01	22/06/2016	2507 Ixom Operations Pty Ltd	Chlorine Cylinder Fees	\$586.62
3302.2510-01	22/06/2016	2510 Technology One Limited	Configure 3 modules in Intramaps Public	\$1,628.00
3302.2544-01	22/06/2016	2544 QK Technologies Pty Ltd	QikKids Annual Renewal (Kwinana Recqua	\$840.00
3302.2546-01	22/06/2016	2546 Sigma Chemicals	SOD BICA 25KG - Sodium Bicarbonate 25l	\$379.78

## Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
3302.2587-01	22/06/2016	2587 Westrac Equipment Pty Ltd	Pipe and Orings For Skid Steer	\$151.99
3302.2646-01	22/06/2016	2646 Neverfail Springwater	Spring water - The Zone	\$213.70
3302.2652-01	22/06/2016	2652 Modern Teaching Aids Pty Ltd	Assorted goods as per quote 70001436 C	\$1,679.56
3302.2698-01	22/06/2016	2698 Wilson Security Pty Ltd	BP 61 - Emergency call out 1/5/16	\$1,448.79
3302.270-01	22/06/2016	270 Caltex Australia Petroleum Pty Ltd	Caltex fuel card - February 2016	\$128.87
3302.2852-01	22/06/2016	2852 Downer EDI Works Pty Ltd	Supply Road Surfacing - Chester Court	\$244,418.29
3302.2877-01	22/06/2016	2877 Tox Free Australia Pty Ltd	Removal of backwash waste from tanks x 2	\$4,931.96
3302.2903-01	22/06/2016	2903 Insight Call Centre Services	Call Monitoring - April 2016 - Number of	\$1,885.42
3302.2960-01	22/06/2016	2960 Australian Plant Wholesalers	Supply of Forestry tubes for planting pr	\$19,032.75
3302.2999-01	22/06/2016	2999 Sign a Rama	Mandogalup Public Toilets - "Toilet Clos	\$108.90
3302.302-01	22/06/2016	302 Chadson Engineering	one box of 5 test tubes 4 x box of DPD1	\$7,151.65
3302.3031-01	22/06/2016	3031 Specialised Security Shredding	GC Bin exchange	\$20.24
3302.3084-01	22/06/2016	3084 Outsource Business Support Solution	Authority Support 080616	\$1,232.00
3302.3105-01	22/06/2016	3105 Poly Pipe Traders	VALVE BOX RAINBIRD	\$644.68
3302.3106-01	22/06/2016	3106 Lochness Pty Ltd	Mowing of sportsground - May 2016	\$35,836.98
3302.3117-01	22/06/2016	3117 Western Power Connections Manager	Upgrade Supply Ref #39U95Y-MP158219	\$19,161.00
3302.3152-01	22/06/2016	3152 Charles Service Company	Cleaning service for May 2016	\$59,526.61
3302.3212-01	22/06/2016	3212 Marketforce Pty Ltd	Advertising with Seek for Records Office	\$2,830.37
3302.3224-01	22/06/2016	3224 Retech Rubber	Rushbrooke Park - Repair & make good m	\$2,250.00
3302.3338-01	22/06/2016	3338 AAA Blinds Port Kennedy	Darius Wells Library-Roller Blind	\$608.00
3302.335-01	22/06/2016	335 City of Rockingham	Tipping Fees to 020616	\$150,097.51
3302.339-01	22/06/2016	339 Civica Pty Ltd	Splash Screen verification	\$1,056.00
3302.342-01	22/06/2016	342 CJD Equipment Pty Ltd	VOLVO - Working Hydr Servo Hydr	\$1,051.99
3302.3447-01	22/06/2016	3447 Chefmaster Australia	Supply and deliver orange litter bags	\$1,520.40
3302.3450-01	22/06/2016	3450 West Coast Shade	FDC Repair Shade Sail after vandalism	\$550.00
3302.3452-01	22/06/2016	3452 WA Recycling Service	Verge waste collection-Aea 1	\$30,412.95
3302.346-01	22/06/2016	346 Clean Sweep	Road sweeping on 3/2/16 for clean up at	\$14,520.00
3302.347-01	22/06/2016	347 Cleanaway Pty Ltd	Cleanaway May 2016	\$122,698.03
3302.357-01	22/06/2016	357 BullAnt Security Pty	F Padlocks - please service/repair 1 x p	\$22.32
3302.3580-01	22/06/2016	3580 HECS Fire	Recquatic - Attend to callout 26/04/16	\$12,351.90
3302.358-01	22/06/2016	358 Coastline Mower World	Hedge Trimmer Service & Repair	\$3,679.10
3302.3589-01	22/06/2016	3589 Envirocare Systems Pty Ltd	Urinal servicing	\$264.00
3302.359-01	22/06/2016	359 Coates Hire Operations Pty Ltd	Variable message sign rental at 5 locati	\$4,696.91
3302.3607-01	22/06/2016	3607 Hays Specialist Recruitment Pty Ltd	Temp staff w/e 5/6/2016 - R Dickson	\$2,319.27
3302.3644-01	22/06/2016	3644 Strucsterre Consulting Group	APU 43 engineering services to determine	\$1,738.00
3302.3671-01	22/06/2016	3671 Floorguard	Mandogalup Fire Station - Flooring Suppl	\$4,316.40
3302.3674-01	22/06/2016	3674 Band & Entertainment Booking Office	Darius Wells - performance for live musi	\$660.00
3302.3677-01	22/06/2016	3677 TC Precast Pty Ltd	Graded lid	\$2,051.72
3302.3686-01	22/06/2016	3686 KAJ Installations & Services	BP - villa 45, investigate tripping RCD,	\$550.00
3302.3755-01	22/06/2016	3755 Dowsing Concrete	Footpath - Butcher Street/Mandurah Rd	\$30,039.11
3302.3805-01	22/06/2016	3805 Officeworks Superstores Pty Ltd	Echo Smartpen	\$249.00
3302.3863-01	22/06/2016	3863 Chamber Of Commerce & Industry	EBA project - City of Kwinana	\$924.00
3302.3878-01	22/06/2016	3878 Risk Managment Technologies Pty Ltd	ChemAlert Annual Renewal from July 2016	\$3,953.40
3302.3880-01	22/06/2016	3880 Photocoffee	Photography services as per brief at Lyr	\$368.50
3302.3900-01	22/06/2016	3900 Rockingham Books	Collection development in the Children's	\$948.30
3302.3914-01	22/06/2016	3914 Bladon WA Pty Ltd - Advertising &	150xBlack/Blue Caps-logo embroidered-Me	\$1,694.55
3302.3916-01	22/06/2016	3916 Kwinana Industries Council	KIC School Based Trainee Shakira Ashton	\$366.17
3302.3977-01	22/06/2016	3977 MRP Osborne Park-General Pest/Termi	General Pest/Termite Division 4307	\$4,251.23
3302.4002-01	22/06/2016	4002 Savage Surveying	Detailed Survey Gilmore & Walgreen Cresc	\$15,983.00
3302.4003-01	22/06/2016	4003 Infiniti Group	3 x Wetside toilet roll carton / 4 x blu	\$1,150.27
3302.4007-01	22/06/2016	4007 Digitales	1 year subscription to My Career Match	\$1,160.01
3302.4057-01	22/06/2016	4057 Kelyn Training Services	Risk Manage & Worksite Traffic Managem	\$745.00
3302.407-01	22/06/2016	407 Staples Australia	WALGA contract no. CO46_12. Part Statio	\$2,340.26
3302.4112-01	22/06/2016	4112 Cleverpatch Pty Ltd	Materials for Clever Craft and Afterscho	\$991.38
3302.412-01	22/06/2016	412 Courier Australia	Courier costs 250516-Depot	\$161.60
3302.4125-01	22/06/2016	4125 LD Total	May- Irrigation Maintenance Works for Ho	\$74,207.62
3302.413-01	22/06/2016	413 Covs Parts Pty Ltd	Oil Filter R2734P, Oil Filter R2734P, Oi	\$4,372.41
3302.4134-01	22/06/2016	4134 WA Independant Steel	Angle Iron - Sandringham Park Orelia	\$173.80
3302.4179-01	22/06/2016	4179 Australian Office Leading Brands	140030 WF3 Plain white envelopes 10 x 5C	\$461.56
3302.420-01	22/06/2016	420 Crommelins Operations Pty Ltd	2827940101, IGNITION COIL EY20-3, 065:	\$184.97
3302.4205-01	22/06/2016	4205 David Mario Boccuzzi	Parks & Leisure membership-D Boccuzzi	\$291.50
3302.4245-01	22/06/2016	4245 ED Property Services	Callistemon Court - APU's - Unit 21 - Re	\$594.00
3302.4256-01	22/06/2016	4256 Rockingham Skylights	APU - unit 65 & 67, install new skylight	\$1,200.00
3302.4350-01	22/06/2016	4350 T J Depiazzi & Sons	Supply and Deliver 50m3 of Pinebark Mulc	\$4,463.25
3302.4413-01	22/06/2016	4413 Cranetech Australia Pty Ltd	Oil Tank - 1000/15/3, Cap/Dipstick	\$528.04
3302.4424-01	22/06/2016	4424 Natsales Australia Pty Ltd	Bin advertisements x12 (6 bins)	\$1,749.00
3302.4453-01	22/06/2016	4453 Carringtons WA	Traffic management 20/5/16-Sulphur Rd	\$51,167.56
3302.4497-01	22/06/2016	4497 Faunatech Ausbat Pty Ltd	Reconyx camera and equipment Coastcare	\$1,123.72
3302.4550-01	22/06/2016	4550 Bitumen Surfacing	Supply and spray bitumin sealing works-C	\$16,524.20

Creditors

Cheque No.	Chq Date	Creditor Payee	Description	Amount
3302.4627-01	22/06/2016	4627 Sara Natasha Urban	Our Heritage - MC Booking	\$250.00
3302.4661-01	22/06/2016	4661 Envirolab Services (WA) Pty Ltd	Asbestos ID 24 Newbold Rd Casuarina	\$275.00
3302.4664-01	22/06/2016	4664 AMPAC Debt Recovery (WA) Pty Ltd	Costs and Commisions June 2016	\$1,452.00
3302.4673-01	22/06/2016	4673 PAYPAC Payroll Services Pty Ltd	x5 packs of 100 - 2016 Payg Payment Sun	\$93.50
3302.4692-01	22/06/2016	4692 Elliotts Irrigation Pty Ltd	Iron filtration unit service Wellard #3	\$5,253.60
3302.4719-01	22/06/2016	4719 Complete Office Supplies Pty Ltd	Coffee Supplies	\$2,592.37
3302.4743-01	22/06/2016	4743 Artcom Fabrication	Kwinana Recquatic Entry Sign. Single sid	\$14,410.00
3302.483-01	22/06/2016	483 Landgate	Interim Rating Schedule Valuations May 2	\$4,827.01
3302.4856-01	22/06/2016	4856 Environmental Health Australia (QLD	I'M ALERT On Line Food Safety Program	\$550.00
3302.4861-01	22/06/2016	4861 Big W	Darius Wells - prizes for Bingo - 23 May	\$2,113.68
3302.4891-01	22/06/2016	4891 Neal's Yard Pty Ltd	Darius Wells Library and Resource Centre	\$390.50
3302.4918-01	22/06/2016	4918 Fairfax Digital Australia & NZ Pty	Bore testing & laying of Concrete kerbin	\$577.50
3302.500-01	22/06/2016	500 Dix Marketing	SPG-2 Airgun, Drill Set, Metric, Drill S	\$455.00
3302.50-01	22/06/2016	50 Agriculture & Food Department Of	Skeleton weed surveillance fee	\$553.00
3302.5015-01	22/06/2016	5015 Ellenby Tree Farm Pty Ltd	10 x 100Lt Platanus ' narrow leaf Londo	\$1,980.00
3302.5058-01	22/06/2016	5058 Australian Plastic Card Company Pty	5,000 library membership cards	\$2,218.70
3302.5071-01	22/06/2016	5071 JB HiFi Commercial Division	Multi-Device Bluetooth Keyboard, 5xLight	\$214.10
3302.5128-01	22/06/2016	5128 M P Rogers & Associates Pty Ltd	Feasibility Study - Kwinana Coastal Inf	\$5,566.44
3302.522-01	22/06/2016	522 Dymocks Book Sellers	Purchase 28 books as selected 29 Apr 201	\$825.64
3302.533-01	22/06/2016	533 Eclipse Resources	Tipping from Yeates & Butcher intersecti	\$577.50
3302.5342-01	22/06/2016	5342 Bunnings Building Supplies	Drop cloth for Bertram Community Centre	\$18.98
3302.537-01	22/06/2016	537 Educational Art Supplies Co	Assorted stickers	\$573.78
3302.538-01	22/06/2016	538 Educational Experience Pty Ltd	Rhymetime, Toy Libray, Jigsaw Collection	\$723.03
3302.544-01	22/06/2016	544 Environmental Industries Pty Ltd	Contract No. 590KWN15 - Kwinana Advent	\$492,210.08
3302.5490-01	22/06/2016	5490 The Language Centre Bookshop	Multi language book collection developme	\$1,615.21
3302.5520-01	22/06/2016	5520 Master Lock Service	BP - villa 29, re-key letterbox	\$1,350.00
3302.560-01	22/06/2016	560 Goodchild Enterprises	Bosch 90D23L-S4 Battery	\$205.70
3302.5627-01	22/06/2016	5627 Tyrecycle Pty Ltd	Dispose of tyres - depot yard, Dispose o	\$238.87
3302.5646-01	22/06/2016	5646 Bent Logic	1000 x Kwinana Recquatic Membership Ca	\$495.00
3302.5665-01	22/06/2016	5665 Fremantle Press	Purchase 12 titles as listed	\$312.98
3302.5670-01	22/06/2016	5670 Tracey Jane Gooden	Reimb of items for meetings and Girls gr	\$176.44
3302.5692-01	22/06/2016	5692 Mad Dog Promotions	10 x LyriK Polo sublimated shirts (Sizes	\$451.00
3302.5743-01	22/06/2016	5743 Programmed Maintenance Services Ltd	Banksia Park & APU Garden & Turf Mainte	\$9,245.61
3302.5750-01	22/06/2016	5750 Kev's Wheelie Kleen	Bin and Water Fountain Cleans - Darius	\$550.00
3302.5823-01	22/06/2016	5823 Accord Security Pty Ltd	Accord Guard (Khalil) to double up with	\$1,072.50
3302.583-01	22/06/2016	583 Flexi Staff Pty Ltd	Temp staff w/e 11/6/2016 - S Chant	\$2,376.17
3302.5841-01	22/06/2016	5841 Barbagallo Volkswagen	Amarok RH Wing Mirror Glass -reordered p	\$27.83
3302.5859-01	22/06/2016	5859 HK Calibration Technologies Pty Ltd	As per quote 32684 - Calibration of Equi	\$363.00
3302.5872-01	22/06/2016	5872 Kwinana Junior Knights Football clu	Refund bond-Hall hire 11/6/16	\$2,000.00
3302.5908-01	22/06/2016	5908 Rockingham Pest Control & Luckens P	BP - rodent stations to bin areas & Club	\$114.40
3302.5919-01	22/06/2016	5919 Advanced Pet Care of Australia Pty	x1 Bag of 10kg Vitality Chicken & Wheat	\$59.70
3302.5958-01	22/06/2016	5958 West Coast Profilers	Profile 40mm of Road Surface Yates Road/	\$19,788.94
3302.5977-01	22/06/2016	5977 Lush TV	Filming & Production of Revitalisation o	\$10,726.52
3302.598-01	22/06/2016	598 Forpark Pty Ltd	Supply & install playground at Bourman H	\$31,684.40
3302.5995-01	22/06/2016	5995 Zenien Pty Ltd T/as ATFT Astuta Tru	Supply & install of CCTV in Kwinana City	\$51,641.47
3302.6000-01	22/06/2016	6000 Scott Printers Pty Ltd	Printing of the Spirit of Kwinana Newsle	\$3,624.50
3302.60-01	22/06/2016	60 Air Liquide	Medical Oxygen x 2	\$343.36
3302.6018-01	22/06/2016	6018 ALSCO Pty Ltd	Table Linen 020516	\$257.01
3302.6091-01	22/06/2016	6091 Kilo Holdings Pty Ltd	Hire of Desktop Planters & planter boxes	\$110.00
3302.6107-01	22/06/2016	6107 Vivid Promotions	Debossed silicone wristbands - Kwinana Y	\$1,211.14
3302.6181-01	22/06/2016	6181 Expressions Painters and Decorators	Skottowe Park Art Mural Project Anti Van	\$2,310.00
3302.6261-01	22/06/2016	6261 Rebecca J Flanagan	Facilitation-Rhyme Time and Story Time	\$800.00
3302.6274-01	22/06/2016	6274 Priority 1 Fire & SafetyPty Ltd	Breathing Apparatus Refresher training-1	\$1,045.00
3302.6289-01	22/06/2016	6289 Clockwork Print	x10 PVC banners for 'Kwn against domesti	\$1,364.00
3302.6332-01	22/06/2016	6332 Drainflow Services Pty Ltd	Gully Educting 2 Days Bertram	\$27,924.60
3302.6337-01	22/06/2016	6337 Aaron Thomas Deacon	Our Heritage Event - Musician Duo Perfor	\$500.00
3302.6345-01	22/06/2016	6345 Grano Direct	Finishing broom, Edger, Delivery to Work	\$231.96
3302.6370-01	22/06/2016	6370 Elexacom	The Zone-Repair RCD & test-Repair extern	\$36,166.87
3302.6371-01	22/06/2016	6371 KDAire Mechanical Services Pty Ltd	Monthly Maintenance May 2016 - Bertram C	\$16,345.01
3302.638-01	22/06/2016	638 GHD Consultant Engineers	Contaminated Sites Strategic Management	\$13,180.20
3302.640-01	22/06/2016	640 Gilden Tree Farm	2 x 35lt Liquidamber	\$308.00
3302.6478-01	22/06/2016	6478 Play Hard Sports Equipment	60mm Netball posts painted white with bo	\$720.50
3302.6541-01	22/06/2016	6541 Strut Specialists WA	Gas Struts x 4	\$96.80
3302.6566-01	22/06/2016	6566 Isentia Pty Limited	12 month contract for Mediaportal Analyt	\$25,080.00
3302.662-01	22/06/2016	662 Green Skills Inc / Ecojobs	Supply 6000 tubestock and install 6000 t	\$30,023.40
3302.6625-01	22/06/2016	6625 Dera Sacha Sauda Australia Limited	Catering for Coastcare events in 2016	\$200.00
3302.664-01	22/06/2016	664 Greenway Enterprises	Litter Pickers x 12	\$1,278.94
3302.6659-01	22/06/2016	6659 Cadgroup Australia	1 year Maintenance Subscriptions (x 18)	\$11,115.50
3302.6670-01	22/06/2016	6670 Kero Fill	KERO FOR FLOCON	\$399.09

## Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
3302.6693-01	22/06/2016	6693 Uneeda Locksmith Pty Ltd	New key for Car Rego 1EOO657 Plant 430	\$461.00
3302.6700-01	22/06/2016	6700 Spraying WA Pty Ltd	May - spraying of the following as per 5	\$14,193.64
3302.6703-01	22/06/2016	6703 Lucor Pty Ltd	Catering 150616 Council Forum	\$686.00
3302.6707-01	22/06/2016	6707 Labourforce Impex Personnel Pty Ltd	Glenn Snook w/e 12.06.16	\$1,249.35
3302.6743-01	22/06/2016	6743 Josh Byrne & Associates	Kwn Adventure Playground-Work to date	\$10,085.45
3302.6756-01	22/06/2016	6756 Lombard The Paper People	Popper party jumbo	\$53.93
3302.6780-01	22/06/2016	6780 Street Cut WA	Asphalt saw cutting Yeates & Butcher Str	\$349.80
3302.6784-01	22/06/2016	6784 Holding Educational	Big book collection development	\$26.39
3302.684-01	22/06/2016	684 Hart Sport	Hart Easy Foam Vault 1 Piece Top (code 1	\$1,292.30
3302.6860-01	22/06/2016	6860 Advance Scanning Services	HP Gas Supervision Casserley Way Orelia	\$5,745.25
3302.6872-01	22/06/2016	6872 Schindler Lifts Australia Pty Ltd	Wellard Comm Cnt- Lift Service Fee-April	\$589.94
3302.69-01	22/06/2016	69 Alinta Gas	Usage to 020616 21U Village Office	\$27.75
3302.694-01	22/06/2016	694 Heatley Sales Pty Ltd	Safety Boots Depot	\$8,553.94
3302.6972-01	22/06/2016	6972 Go Doors Pty Ltd	Recquatic - Main entry door staying open	\$1,306.53
3302.7042-01	22/06/2016	7042 Quantum Building Services	Fiona harris , Replace 4 vandalised stai	\$2,696.93
3302.7092-01	22/06/2016	7092 Bag It	Darius Wells Facilitator Fees After Scho	\$195.00
3302.7128-01	22/06/2016	7128 Pro Crack Seal	Crack sealing - Crab Tree Way Medina	\$2,178.00
3302.7151-01	22/06/2016	7151 AMNS Designs	Facilitation of Bertram Programs-13/5/20	\$923.00
3302.7272-01	22/06/2016	7272 Handmade By Sam	1 x LyriK Program tenth anniversary cake	\$260.00
3302.7290-01	22/06/2016	7290 Daniel Wei Hoong Chan	Darius Wells - facilitation of film maki	\$315.00
3302.7366-01	22/06/2016	7366 REDiMED Pty Ltd	Pre employment medical assessment L Tro	\$319.00
3302.7368-01	22/06/2016	7368 Eosh Consulting Pty Ltd	Bright Futures Family Day Care Centre -	\$627.00
3302.738-01	22/06/2016	738 OCLC (UK) Ltd	Syndetics Solutions Subscription	\$2,268.41
3302.7384-01	22/06/2016	7384 S J Rural Supplies	6 wool packs @ \$17.30 ea inc gst	\$283.86
3302.7386-01	22/06/2016	7386 Planning Solutions (Aust) Pty Ltd	Professional service - Indian Ocean Gate	\$3,174.60
3302.7388-01	22/06/2016	7388 Morris Jacobs	Darius wells - facilitation of art progr	\$830.00
3302.7405-01	22/06/2016	7405 All Civils WA Pty Ltd	Inglis Court - box out for kerb base and	\$46,912.18
3302.7415-01	22/06/2016	7415 Hames Sharley Pty Ltd	Review of Town Centre Master Plan	\$10,573.75
3302.7436-01	22/06/2016	7436 Action Glass Pty Ltd	Bright Futures Family Day Care - Toilet	\$2,407.63
3302.7445-01	22/06/2016	7445 Mustang Welding & Fabrication	Repair Jockey wheel handle - Depot	\$693.00
3302.7492-01	22/06/2016	7492 Xpresso Delight Perth	May 16 Monthly coffee supply and service	\$644.93
3302.7502-01	22/06/2016	7502 Redox Pty Ltd	1x pallet of DE Powder inclusive of frei	\$954.80
3302.7551-01	22/06/2016	7551 Vanessa Liebenberg	Skottowe Park Upgrade: 50% Artist servic	\$17,000.00
3302.7576-01	22/06/2016	7576 Rochelle O'Reilly	Performances at Wellard Train Station 13	\$500.00
3302.7605-01	22/06/2016	7605 Flying Canape	Function date-31 May 2016-Catering-Ken J	\$1,665.50
3302.7613-01	22/06/2016	7613 Exceed Consulting (WA) Pty Ltd	Visual and ultrasonic inspection of 13 l	\$1,320.00
3302.762-01	22/06/2016	762 Blackwood & Sons Ltd	Cigweld welding helmet x1	\$414.19
3302.7621-01	22/06/2016	7621 Espresso Essential WA Pty Ltd	Espresso Essential Invoice. 24 May 2016	\$318.70
3302.7625-01	22/06/2016	7625 Flex Industries Pty Ltd	Repairs to KWN1555	\$701.25
3302.7642-01	22/06/2016	7642 Pelican Big Books	Big books for collection development	\$150.12
3302.7691-01	22/06/2016	7691 Hardy Nutrition Dietary Consulting	2 x Workshops: Healthy snacks & Healthy	\$205.33
3302.7693-01	22/06/2016	7693 All Type Auto Electrical	20/05/2016 PL253, KWN1915 Repairs	\$1,066.45
3302.770-01	22/06/2016	770 Jason Signmakers	Supply and installation of JSE Bus Shelt	\$12,153.90
3302.7731-01	22/06/2016	7731 Herring Storer Acoustics	Noise Survey for City of Kwinana - Works	\$3,762.00
3302.7780-01	22/06/2016	7780 Moore Stephens (WA) Pty Ltd	2015/16 West Australian LG Rates Compa	\$4,334.00
3302.7783-01	22/06/2016	7783 Leederville Camera House	RODVMG Rode VideoMic GO Microphone	\$166.95
3302.7798-01	22/06/2016	7798 All Earth Group	Contract No. 596KWN15 - Moombaki Aven	\$207,100.41
3302.7808-01	22/06/2016	7808 EEO Specialists	EEO Workshop 7 June 2016	\$5,500.00
3302.7809-01	22/06/2016	7809 Frontline Fire and Rescue Equipment	Standpipe Single Head STP11.02, 30m Bla	\$1,233.54
3302.7815-01	22/06/2016	7815 Healey Engineering Pty Ltd	3 X Level 2 Energy Audit as per proposal	\$10,395.00
3302.7858-01	22/06/2016	7858 Datacom systems (WA) Pty Ltd	Saas fee for Sphere website solution - M	\$29,480.00
3302.7885-01	22/06/2016	7885 Miha Mitchell	Performance for social group term 30/5/1	\$500.00
3302.7917-01	22/06/2016	7917 Rick Wolters	Reimbursement of fuel - 1EJC929	\$60.13
3302.7937-01	22/06/2016	7937 Kerb Direct Kerbing Pty Ltd	Contract 586KWN15 - Supply & Lay Kerb C	\$7,526.97
3302.7938-01	22/06/2016	7938 Franca Sala Tenna	Workplace investigation	\$7,600.00
3302.7939-01	22/06/2016	7939 Mackay Urban Design	Professional service-Residential Streets	\$1,375.00
3302.7960-01	22/06/2016	7960 Kerb 2 Kerb Concreting	Ewens Pass Wandi 12 metres kerb, Honey	\$2,062.50
3302.7963-01	22/06/2016	7963 The Cake Gallery	Cake decorating tools and materials for	\$431.05
3302.797-01	22/06/2016	797 Kanga & Associates Pty Ltd	Perform Pavement Testing at Lee Road as	\$1,221.00
3302.7995-01	22/06/2016	7995 Crowd Manager Pty Ltd	Crowd Science and Risk Analysis Worksho	\$1,650.00
3302.7999-01	22/06/2016	7999 R&D Knowledge Services Pty Ltd	Intranet implementation fees	\$13,860.00
3302.8022-01	22/06/2016	8022 The Travelling Videographer	50% deposit to secure filming services f	\$375.00
3302.8027-01	22/06/2016	8027 Fiona Susan Bettesworth	Materials for speed networking-Comm Gro	\$21.00
3302.806-01	22/06/2016	806 Kearns Garden & Hardware Supplies	Hardwae items - Depot	\$1,255.77
3302.8065-01	22/06/2016	8065 West Coast Plan	INV#391 - Lot 670 Bertram Road, Bertram	\$610.50
3302.8089-01	22/06/2016	8089 Beazley Underwriting Pty Ltd Beazle	Return Overpaid Event Insurance 6880/15	\$272.72
3302.8093-01	22/06/2016	8093 Kenrick Helmbright	Refund of cancelled membership	\$29.80
3302.8094-01	22/06/2016	8094 Shrey Shrestha	Lyrik Awards-Round 21 1/6/2016	\$50.00
3302.8095-01	22/06/2016	8095 Shaquille Lamar Walker	Lyrik awards - Round 21 1/6/2016	\$50.00



## Creditors

Cheque No.	Chq Date	Creditor Payee	Description	Amount
3302.8096-01	22/06/2016	8096 Nick Xenaphon Team	WA Nick Xenaphon Team Director's table c	\$175.00
3302.8097-01	22/06/2016	8097 Kwinana Wellbeing and Fitness	Refund bond-Hall hire 27/12/15	\$52.80
3302.8098-01	22/06/2016	8098 Slavica Andjelic	Refund bond-Hall hire4/6/16	\$2,000.00
3302.822-01	22/06/2016	822 Kone Elevators Pty Ltd	Darius Wells Cnt-Service fee-lift-Jul-Se	\$1,935.65
3302.853-01	22/06/2016	853 Kwinana South Bush Fire Brigade	DFES ESL Recoup to 31st May 2016	\$1,075.63
3302.860-01	22/06/2016	860 Kwinana Volunteer Fire & Rescue Ser	Donation towards 60th Anniversay Celebra	\$200.00
3302.867-01	22/06/2016	867 Lamp Replacements	Administration - Phillips Fluotone 10 Wa	\$587.07
3302.905-01	22/06/2016	905 Local Government Managers Australia	e-Connect Subscription 2015-2016	\$1,155.00
3302.959-01	22/06/2016	959 McLeods Barristers & Solicitors	Legal fees - Matter #38623	\$28,017.89
3302.96-01	22/06/2016	96 Apace Aid (Inc)	Plants for Chalk Hill Revegetation	\$6,608.55
3302.971-01	22/06/2016	971 Men Of The Trees Nursery	Plants for proAlliace Coastcare Project	\$16,137.00
3302.978-01	22/06/2016	978 Microcom Pty Ltd trading as MetroCo	Metro Count Certification Training 27 Ma	\$892.10
3302.985-01	22/06/2016	985 Squire Patton Boggs Au	Proceedings commenced by LBSF -27 Apr-	\$677.27
3302.992-01	22/06/2016	992 Momar Australia Ltd	HURRICANE CLEAN	\$981.20
3303.565-01	22/06/2016	565 Bright Futures Family Day Care - Pa	FDC Payroll 06/06/16-19/06/16	\$85,861.30
3303.568-01	22/06/2016	568 Bright Futures In Home Care - Payro	IHC payroll 06/06/16-19/06/16	\$67,955.36
3304.2853-01	23/06/2016	2853 Maxxia Pty Ltd	Being employee net for ITC	\$7,158.35
3304.3376-01	23/06/2016	3376 Health Insurance Fund of WA (HIF)	Payroll Deduction	\$1,940.40
3304.3719-01	23/06/2016	3719 Town of Kwinana - Xmas fund	Payroll Deduction	\$6,930.00
3305.1621-01	23/06/2016	1621 Western Australian Treasury Corpora	Loan #101 due 24/6/2016-Town Ctre Rede	\$58,090.41
3306.270-01	24/06/2016	270 Caltex Australia Petroleum Pty Ltd	Caltex Fuel Card - May 2016	\$4,250.45
3307.985-01	28/06/2016	985 Squire Patton Boggs Au	LBSF Federation-Settlement Amount	\$142,299.60
3308.153-01	28/06/2016	153 Australian Taxation Office	Taxation	\$177,661.00
3309.11-01	29/06/2016	11 ABA Automatic Gates	Supply & install replacement boom arm to	\$889.15
3309.1205-01	29/06/2016	1205 Ridleys Towing & Transport	Driver - Youth Services - Dome to Hockey	\$50.00
3309.1277-01	29/06/2016	1277 Savage Garden Services	Town Centre Litter Collection - June16	\$4,776.00
3309.130-01	29/06/2016	130 Australasian Performing Rights	Licencing Fees-1/4/16 to 30/6/16 Communi	\$1,268.74
3309.1423-01	29/06/2016	1423 Telstra	Usage to 9/6/2016- BP Club	\$103.40
3309.1528-01	29/06/2016	1528 Twights Plumbing Pty Ltd	Oven repair - U57 APU	\$104.50
3309.1585-01	29/06/2016	1585 Wandi Progress Association Inc.	Catering for community planting-WANDI :	\$89.92
3309.1589-01	29/06/2016	1589 Waste Stream Management Pty Ltd	Waster from Inglis Court - Bobcat Screen	\$418.00
3309.1652-01	29/06/2016	1652 Woolworths Ltd	Morning Tea supplies, tea/ coffee/milk e	\$964.58
3309.1832-01	29/06/2016	1832 Southern Districts BMX Raceway	Kidsport voucher x 2	\$400.00
3309.1937-01	29/06/2016	1937 Coles Myer Ltd - Gift Card Accounti	Purchase of Gift Vouchers x 20 @ #30 eac	\$614.85
3309.2024-01	29/06/2016	2024 Institute of Public Works Engineeri	Parks Asset Management Workshop - 13 J	\$715.00
3309.2048-01	29/06/2016	2048 Palm Lakes Gardens & Landscape Serv	Weatfield cottage-pavers repair, tree lo	\$12,650.00
3309.2125-01	29/06/2016	2125 Synergy	Usage to 220616 0U Entry Lighting Gensto	\$7,924.40
3309.2224-01	29/06/2016	2224 Prestige Catering & Event Hire	Catering - 20/6/2016	\$378.40
3309.264-01	29/06/2016	264 Cabcharge Australia Ltd	Cab charge -23/5/16 to 19/6/16	\$6.00
3309.3084-01	29/06/2016	3084 Outsource Business Support Solution	Authority support - 22/06/2016	\$1,232.00
3309.3212-01	29/06/2016	3212 Marketforce Pty Ltd	Public Notices - Extractive Industries	\$2,232.41
3309.339-01	29/06/2016	339 Civica Pty Ltd	Online Apps Implementation-Payment 1	\$11,616.00
3309.3607-01	29/06/2016	3607 Hays Specialist Recruitment Pty Ltd	Temp staff w/e 12/6/2016 - Ryan Dickson	\$3,710.82
3309.3768-01	29/06/2016	3768 Rockingham & Districts Netball	Kidsport voucher x 4	\$420.00
3309.3977-01	29/06/2016	3977 MRP Osborne Park-General Pest/Termi	General Pest/Termite Division 4307	\$834.19
3309.413-01	29/06/2016	413 Cova Parts Pty Ltd	Fan Wall Mounted	\$199.50
3309.4245-01	29/06/2016	4245 ED Property Services	BP - villa 46, investigate blockage repo	\$2,997.50
3309.4453-01	29/06/2016	4453 Carringtons WA	Traffic management 21-22/4/16-Gilmore Av	\$8,985.43
3309.4664-01	29/06/2016	4664 AMPAC Debt Recovery (WA) Pty Ltd	Legal costs for June 2016	\$2,222.24
3309.4719-01	29/06/2016	4719 Complete Office Supplies Pty Ltd	Stationary - FDC	\$178.06
3309.5071-01	29/06/2016	5071 JB HiFi Commercial Division	Soniq E43V15C-AU television, Freight	\$348.00
3309.5247-01	29/06/2016	5247 Abraham Pattiselanno	Reimb of items for Lyrik events	\$229.66
3309.5365-01	29/06/2016	5365 Bicycle Network Incorporated	Supe Tuesday Bike Count 2016	\$5,783.80
3309.5410-01	29/06/2016	5410 St Vincents Netball Club	Kidsport voucher x 2	\$400.00
3309.5750-01	29/06/2016	5750 Kev's Wheelie Kleen	Admin Building - Rubbish Bin Cleans June	\$210.00
3309.583-01	29/06/2016	583 Flexi Staff Pty Ltd	Temp staff w/e 18/6/2016 - Simon Chant	\$3,065.64
3309.5841-01	29/06/2016	5841 Barbagallo Volkswagen	VW Amarok - KWN2061	\$36,573.80
3309.5872-01	29/06/2016	5872 Kwinana Junior Knights Football clu	Kidsport voucher x 20	\$3,690.00
3309.5982-01	29/06/2016	5982 Mahomad Arif Satar	Reimb-items for Community meeting & mat	\$259.95
3309.6106-01	29/06/2016	6106 Rebecca Reddick	Facilitator for Pin It Made It Term 2, 1	\$180.00
3309.6227-01	29/06/2016	6227 Ana Behrendt	Office Supplies not available through St	\$110.61
3309.6395-01	29/06/2016	6395 Web for Small Business	Darius Wells - Workshops	\$297.00
3309.640-01	29/06/2016	640 Gilden Tree Farm	Planting of 100Lt Agonis flexuosa- Kwina	\$2,750.00
3309.6576-01	29/06/2016	6576 Kylie Ilana Jesus	Facilitae/prepare fter School Club-16/6/	\$135.00
3309.6688-01	29/06/2016	6688 Rockingham Basketball and Recreatio	Kidsport - Dylan Barwise	\$200.00
3309.6689-01	29/06/2016	6689 Fremantle City Dockers	Kidsport voucher x 2	\$600.00
3309.6703-01	29/06/2016	6703 Lucor Pty Ltd	Catering - KIA Presentation 15 June 2016	\$652.50
3309.6707-01	29/06/2016	6707 Labourforce Impex Personnel Pty Ltd	Temp staff w/e 19/6/2016 - Glenn Snook	\$1,237.10
3309.6767-01	29/06/2016	6767 Success Strikers Netball Club Inc	Kidsport voucher - Sophie Stollery	\$200.00

Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Creditor Payee</i>	<i>Description</i>	<i>Amount</i>
3309.6826-01	29/06/2016	6826 Beeliar Spirit Soccer Club	Kidsport voucher - Ayvah Rioli	\$150.00
3309.6861-01	29/06/2016	6861 South Fremantle Womens Football Clu	Kidsport voucher - Shanaya Dorizzi	\$200.00
3309.69-01	29/06/2016	69 Alinta Gas	Usage to 100616 373U Leda Hall	\$82.85
3309.6972-01	29/06/2016	6972 Go Doors Pty Ltd	Roller doors and Fire Stations supplied	\$15,584.80
3309.7034-01	29/06/2016	7034 Notice Board Systems Pty Ltd	Advertising-Bertram SUPA IGA-Apr 16 to S	\$587.40
3309.7200-01	29/06/2016	7200 Allyce Rosamond Paulsen	Program assistant-Bertram Comm Ctre-15/	\$67.50
3309.7371-01	29/06/2016	7371 Manaia Netball Club	Kidsport vouchers x 2	\$400.00
3309.7419-01	29/06/2016	7419 Saints Basketball Club	Kidsport voucher - Jordan Rooney	\$100.00
3309.7576-01	29/06/2016	7576 Rochelle O'Reilly	Performance at Wellard Train Station-27/	\$500.00
3309.762-01	29/06/2016	762 Blackwood & Sons Ltd	Sealant Sikaflex	\$156.21
3309.7682-01	29/06/2016	7682 Adam James Prestage	Reimb of Study Fees - Project Quality Ma	\$2,675.00
3309.7744-01	29/06/2016	7744 Allsortz Netball Club	Kidsport voucher - Apikaira Paraone	\$200.00
3309.7811-01	29/06/2016	7811 Lindsay Miles	6 enrolments X \$20 early bird discount f	\$120.00
3309.7851-01	29/06/2016	7851 Rockingham City Football Club	Kidsport voucher - Andres Arevalo	\$200.00
3309.7854-01	29/06/2016	7854 Shana James Visual Artist	Provision of artist services-Wellard Ac	\$450.00
3309.8027-01	29/06/2016	8027 Fiona Susan Bettesworth	Frames for NAIDOC awards	\$18.00
3309.8031-01	29/06/2016	8031 TJ's Gymsports	Kidsport voucher x 2	\$400.00
3309.8032-01	29/06/2016	8032 MG Tennis Academy	Kidsport voucher - Maria-Jose Arevalo	\$200.00
3309.8064-01	29/06/2016	8064 Hannah - Rose Winter	Darius Wells - assist im running Chisham	\$175.00
3309.8105-01	29/06/2016	8105 Sydney Fricker	Financial Assistance - National Hockey c	\$175.00
3309.8109-01	29/06/2016	8109 Jessika Kokot-Cook	Lyrik Awards-Round 19-Award Incentive Pa	\$150.00
3309.8110-01	29/06/2016	8110 Joanna Gwynn	Refund for cancelled course - Interioir	\$80.00
3309.8113-01	29/06/2016	8113 Alicia Kelly	Financial Assistance Ice Hockey Champion	\$175.00
3309.8115-01	29/06/2016	8115 360 Health & Community	Lyrik Awards-Rnd 21- Teece Ninyette to H	\$50.00
3309.8116-01	29/06/2016	8116 Accendo Australia - Att. Kirsten	Refund bond-Hall hire 30/05/2016	\$300.00
3309.8117-01	29/06/2016	8117 Joao Francisco Carvalheira Soares	Refund bond-Hall hire 25/6/2016	\$2,000.00
3309.828-01	29/06/2016	828 Koorliny Arts Centre	Theatre hire - Lyrik Award Ceremony - Ro	\$1,214.00
3309.853-01	29/06/2016	853 Kwinana South Bush Fire Brigade	Mitigation burn-L9500 Sicklemore Rd 19-2	\$1,561.74
3309.854-01	29/06/2016	854 Kwinana Swimming Club	Kidsport voucher - Alexandra Newman	\$200.00
3309.855-01	29/06/2016	855 Kwinana Tigers Junior Hockey Club	Kidsport vouchers x 9	\$405.00
3309.859-01	29/06/2016	859 Kwinana United Junior Soccer	Kidsport voucher x 3	\$600.00
3309.860-01	29/06/2016	860 Kwinana Volunteer Fire & Rescue Ser	Mitigation burn-L9500 Sicklemore Rd 19-2	\$241.68
3309.903-01	29/06/2016	903 Lo-Go Appointments	Temp staff w/e 18/6/16 - Wanda Valles	\$3,044.34
3309.934-01	29/06/2016	934 Mandogalup Volunteer Fire Brigade	Mitigation burn-L9500 Sicklmore Rd 19-20	\$490.80
3309.959-01	29/06/2016	959 McLeods Barristers & Solicitors	Legal fees - matter No.37596	\$1,205.54
3309.971-01	29/06/2016	971 Men Of The Trees Nursery	Plants for Homestead Ridge 2016	\$1,095.00
7	22/06/2016	7690 Wright Express Australia Pty Ltd	Fleet fuel 29/04/16-27/05/16	\$4,798.93
78212373	14/06/2016	727 li Net Technologies Pty Ltd	Monthly Internet Senior Citizens 14/6-14/7/	\$39.95
78319732	01/06/2016	727 li Net Technologies Pty Ltd	Internet Bertram Community Centre 1/6-1/7	\$59.95
78612643	13/06/2016	727 li Net Technologies Pty Ltd	Monthly Internet Zone Training 12/6-12/7/11	\$59.95
78612686	12/06/2016	727 li Net Technologies Pty Ltd	Monthly Internet Darius Training 12/6-12/7/	\$59.95
78860441	20/06/2016	727 li Net Technologies Pty Ltd	Monthly Internet Kwinana Village 20/6-20/7,	\$39.95
79043084	27/06/2016	727 li Net Technologies Pty Ltd	Internet Wellard Community Centre 25/6-25	\$59.95
9340567	22/06/2016	229 BP Australia Pty Ltd	Fleet fuel 01/05/16-31/05/16	\$15,453.79

Total: Creditors 665 \$6,391,395.76

Non-Creditors

<i>Cheque No.</i>	<i>Chq Date</i>	<i>Payee</i>	<i>Description</i>	<i>Amount</i>
00018456	01/06/2016	Catherine Jane McDonald	Rates Refund	\$268.18
00018457	01/06/2016	VCC of WA - Peel Branch	Donation to VCC of WA for Our Heritage E	\$250.00
00018458	01/06/2016	Gordana Douglas	Refund bond-animal trap 18/12/2015	\$103.00
00018459	01/06/2016	Ben Trager Homes Pty Ltd	Refund sec dep-L922 Barakee Road	\$1,456.00
00018460	01/06/2016	Moonspark Investments No 5 Pty Ltd	Rates Refund	\$2,081.21
00018461	01/06/2016	Lesley Topperwien	Snrs Security Subsidy Scheme-Application	\$100.00
00018473	08/06/2016	David Lewis William Smith	Rates Refund	\$334.28
00018474	08/06/2016	Phil Rebe	Phil & Bob Entertainers-William Bertram Cc	\$95.00
00018475	08/06/2016	Richmond Wellbeing	Refund bond-Hall hire 25/5/16	\$300.00
00018476	08/06/2016	Tin Lids (WA) Pty Ltd	Refund sec dep-L113 Lambeth Circle	\$1,456.00
00018477	08/06/2016	Cavalier Holdings Pty Ltd	Refund sec dep-L90 Miller Road	\$1,456.00
00018478	08/06/2016	Steadman Building Group T/As Lauren	Refund sec dep-L387 Sapphire Chase	\$1,456.00
00018479	08/06/2016	GISSA International	Refund bond-Hall hire 30-31/5/16	\$300.00
00018480	08/06/2016	Armana Holdings Pty Ltd	Rates Refund	\$1,074.00
00018483	15/06/2016	Centre on 13th June 2016 WA Disable	Cancellation Multipurpose room hire at Rec	\$30.00
00018484	15/06/2016	Gavin Robert Evans	Refund bond-amount held in trust	\$26.14
00018485	15/06/2016	Paula Simpson	Refund of dog sterilisation x 2	\$60.00
00018498	22/06/2016	Marilee Burt	Rates Refund	\$655.17
00018499	22/06/2016	Annette Raison	Performance Flashback show-Jukebox	\$175.00
00018500	22/06/2016	Barratt Construction & Development	Refund sec dep-L860 Mimosa Avenue	\$1,456.00
00018501	22/06/2016	Disability Services Commission Att:	Refund bond-Hall hire 8/3/16	\$300.00
00018509	29/06/2016	William Singleton	Snrs Security Subsidy Scheme-20150129	\$100.00
00018510	29/06/2016	Anthony Woolley	Snrs Security Subsidy Scheme-20150131	\$100.00
00018511	29/06/2016	Gweneth Warren	Snrs Security Subsidy Scheme-20150130	\$100.00
00018512	29/06/2016	Dianne Warr	Refund for death of dog	\$80.00

Total: Non-Creditors 25 \$13,811.98

Grand Total: 690 \$6,405,207.74

Additional page 12 to include payroll payments.

<a href="#">277650688</a>	22/06/2016 City of Kwinana	Payroll f/e 22/06/2016	\$570,011.77
<a href="#">275723724</a>	8/06/2016 City of Kwinana	Payroll f/e 08/06/2016	\$570,543.13
Total: Payroll		2	\$1,140,554.90
Total: Creditors, Non Creditors, Cancelled Cheques		690	\$ 6,405,207.74
<b><u>Grand Total:</u></b>		<b><u>692</u></b>	<b><u>\$7,545,762.64</u></b>

## **16.2 Plan for the Future “Kwinana 2030” – Corporate Business Plan 2016-2021 and the Workforce Plan 2016/2021**

### **SUMMARY:**

The “Plan for the Future” referred to under section 5.56 of the Local Government Act 1995 is made up of the 10-year “Strategic Community Plan” (SCP) and a 5-year “Corporate Business Plan”(CBP), both of which were adopted by an absolute majority of Council on 12 June 2013. As part of the reporting process associated with these documents, the CBP must be reviewed annually.

The SCP is derived from extensive consultation which included the outcomes of the Kwinana 2030 survey, Kwinana 2030 Feedback Survey, the Community Spirit Survey which were mailed out to every household in Kwinana, City of Kwinana staff and elected members feedback. The CBP outlines the actions required to implement the City’s priorities as identified in the SCP.

The Workforce Plan is derived from extensive consultation with management, CBP actions, Community Infrastructure Plan and workshops with Councillors in relation to the Long Term Financial Plan.

The “Plan for the Future” is integrated with other plans and strategies such as the Workforce Plan, Asset Management Plan, Local Planning Strategy, Community Infrastructure Plan and Long Term Financial Plan.

### **OFFICER RECOMMENDATION:**

That Council adopt:

1. The Corporate Business Plan 2016-2021 as detailed in Attachment A.
2. The Workforce Plan 2016-2021 as detailed in Attachment B for the purposes of informing the Long Term Financial Plan.

**NOTE: AN ABSOLUTE MAJORITY OF COUNCIL REQUIRED**

### **DISCUSSION:**

Local governments are required to have in place two key documents in order to comply with the requirement for a “Plan for the Future” referred to under Section 5.56 of the Local Government Act 1995. The first is the Strategic Community Plan (SCP). As its name implies, it is strategic in nature and does not go into operational detail. The second key document is the Corporate Business Plan (CBP) and must undergo a desktop review every year.

**16.2 PLAN FOR THE FUTURE “KWINANA 2030” – CORPORATE BUSINESS PLAN 2016-2021 AND THE WORKFORCE PLAN 2016/2021**

The following information has been considered by the relevant business units and has been used to develop the CBP:

- The Kwinana 2030 Survey (2012), the Kwinana 2030 Feedback Survey (2015) and the Kwinana Community Spirit Survey (2015) which were mailed out to every household in Kwinana and were also available to be completed online.
- The Catalyse Community Perceptions Survey which was undertaken in 2014 and early 2016 to review the community’s perception on City services. The survey questions were specifically related to the priorities the community had outlined in the Strategic Community Plan. The results of the survey identified prioritising areas for improvement and measured the organisation’s success against the community’s vision. The score of each survey result have been used as a baseline and the questions are Key Performance Indicators (KPIs) that will help measure current and future performance for the Corporate Business Plan 2016-2021.

City Officers believe that there has not been a significant modification to the Corporate Business Plan and therefore does not require any disclosures in the 2015/2016 annual report, in accordance with Regulation 19CA(3) of the Local Government (Administration) Regulations 1996. A significant modification would be a deletion or addition to a corporate aspiration. There have been changes to some actions in each corporate aspiration however the intent of the objectives and strategies for each corporate aspiration have not changed. The Corporate Business Plan will be available for inspection on the City’s website and in hard copy at the Main Administration Building and Darius Wells Library and Resource Centre. The Corporate Business Plan, once adopted, will be improved graphically to improve its visual appearance to the community.

The Workforce Plan consultation commenced in August 2015 with managers providing input into the future resourcing requirements of their business units, taking into consideration:

1. The Community Infrastructure Plan which outlines when facilities will be constructed and the resourcing requirements to maintain the new facilities.
2. Catalyse survey results where the community have prioritised focus areas for the City to address for the future.
3. Long Term Financial Plan workshops with Councillors that have resulted in positions being deferred or actions from the Corporate Business Plan being deferred that had a resourcing implication that affected the Workforce Plan.
4. Any legislative changes that require additional resourcing.

**LEGAL/POLICY IMPLICATIONS:**

The Local Government (Administration) Regulations 1996

*19CA Information about modifications to certain plans to be included (Act s. 5.53(2)(i))*

- (3) *If a significant modification is made during a financial year to a local government’s corporate business plan, the annual report of the local government for the financial year is to contain information about that significant modification.*

**16.2 PLAN FOR THE FUTURE “KWINANA 2030” – CORPORATE BUSINESS PLAN 2016-2021 AND THE WORKFORCE PLAN 2016/2021****19DA Corporate business plans, requirements for (Act s. 5.56)**

- (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
- (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.
- (3) A corporate business plan for a district is to —
  - (a) set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government’s priorities for dealing with the objectives and aspirations of the community in the district; and
  - (b) govern a local government’s internal business planning by expressing a local government’s priorities by reference to operations that are within the capacity of the local government’s resources; and
  - (c) develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government’s strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.  
*\*Absolute majority required.*
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

**FINANCIAL/BUDGET IMPLICATIONS:**

The Corporate Business Plan and the Workforce Plan have been considered in the City’s Long Term Financial Plan for the next 5 years, ensuring that major community aspirations are taken into account.

**ASSET MANAGEMENT IMPLICATIONS:**

Broad asset management implications are identified as a result of this report. However no specific asset management implications exist as a result of this recommendation that have not already been identified.

**ENVIRONMENTAL IMPLICATIONS:**

Broad environmental implications are identified as a result of this Corporate Business Plan. However no specific environmental implications exist as a result of this recommendation that hasn’t otherwise been identified.

*16.2 PLAN FOR THE FUTURE "KWINANA 2030" – CORPORATE BUSINESS PLAN 2016-2021 AND THE WORKFORCE PLAN 2016/2021*

**STRATEGIC/SOCIAL IMPLICATIONS:**

The CBP is a key component of the Plan for the Future – Kwinana 2030, which provides direction for the entire organisation. The Workforce Plan is an informing strategy for the Plan for the Future.

**RISK IMPLICATIONS:**

There are no risk implications associated with this report.

**COUNCIL DECISION**

276

**MOVED CR S LEE**

**SECONDED CR B THOMPSON**

**That Council adopt:**

- 1. The Corporate Business Plan 2016-2021 as detailed in Attachment A.**
- 2. The Workforce Plan 2016-2021 as detailed in Attachment B for the purposes of informing the Long Term Financial Plan.**

**CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL**

**8/0**



# Corporate Business Plan 2016-2021

## Giving Life to the Strategic Community Plan 2015-2025

Kwinana's Strategic Community Plan 2015-2025 provides a strong foundation for the City to develop the Corporate Business Plan 2016-2021. Along with the other supporting plans and strategies, the Corporate Business Plan gives life to the Strategic Community Plan. The Strategic Community Plan is essentially "what" we want to achieve over the next 10 years, while the Corporate Business Plan details "how" we will realistically go about achieving that in the next five years, having considered our financial capacity, workforce and assets.

The Corporate Business Plan is a more detailed document than the Strategic Community Plan as it contains information about the specific actions that will be undertaken to achieve the community's aspirations whilst still providing essential services. To include every specific action that each service team will undertake is not the intent of the Corporate Business Plan as it would make for a very lengthy and unworkable document. Instead this Plan generally includes only those actions that are beyond "business as usual", those actions that are seeking to improve the services we deliver or provide new services to better meet the aspirations of our community. Where a business as usual (BAU) action has been included it is because it is directly addressing a strategic community plan priority. The extensive detail of how each service team operates and all the functions they undertake as part of their day-to-day services will be contained in their integrated business plans. All service teams then have a responsibility to deliver their integrated business plans and to stretch themselves to achieve the new key actions identified in the Corporate Business Plan.

## Mission

In order to deliver on the community's vision for Kwinana 2030, it is essential that councillors and staff have a mission of how they will focus the City's resources on achieving this.

The City's mission is captured in the following statement:

**Strengthen community spirit, lead exciting growth, respect the environment – create great places to live.**

We will do this by:

- providing strong leadership in the community;
- promoting an innovative and integrated approach;
- being accountable and transparent in our actions;
- being efficient and effective with our resources;
- using industry leading methods and technology wherever possible;
- making informed decisions, after considering all available information; and
- providing the best possible customer service.

## Mayor and Councillors

The City has eight Councillors as follows:

Cr Carol Adams (*Mayor - 2005*)  
Cr Peter Feasey (*Deputy Mayor - 2013*)  
Cr Wendy Cooper  
Cr Bob Thompson  
Cr Ruth Alexander  
Cr Sandra Lee  
Cr Dennis Wood  
Cr Sheila Mills

The Council of the City of Kwinana will deliver the community aspirations outlined in the Strategic Community Plan 2015-2025 by providing effective leadership focussed on the strategic needs of the City and making sustainable decisions based on quality data and information. In order to prioritise the actions that will be funded from the City's limited resources, it is essential that the Council consider the impacts of decisions on its financial sustainability, its ability to provide the human resources to

# Corporate Business Plan 2016-2021

deliver on those actions as well as how those assets will be managed. There are some aspirations and priorities which will likely sit outside of the City's capacity or the Plan's timeline. This may be due to limitations on our existing funds, shortfalls in budget timeframes or limitations to Council's jurisdiction, however we will work towards overcoming these limitations and shortfalls in priority areas by pursuing additional funding sources, strengthening partnerships and reassessing each priority when the Corporate Plan is reviewed.

## Values

We will demonstrate and be defined by our core values, which are:

### • **Lead from where you stand**

*Leadership is within us all*

What does this look like?

Lead by example

Strive to inspire

Take the initiative

### • **Act with compassion**

*Show that you care*

What does this look like?

Hear what people are saying

Treat others as you would like  
to be treated

Build relationships

### • **Make it fun**

*Seize the opportunity to have fun*

What does this look like?

Choose a positive attitude

Make someone's day

Laugh 'til it hurts

### • **Stand strong, stand true**

*Have the courage to do what's right*

What does this look like?

Believe in yourself

Learn from your mistakes

Be resilient

### • **Trust and be trusted**

*Value the message, value the messenger*

What does this look like?

Have faith in others

Take a leap of faith

Have each others backs

### • **Why not yes?**

*Ideas can grow with a yes!*

What does this look like?

Push the boundaries

Drive change

Nurture innovation

## **Financing the Plan for the Future**

The City of Kwinana has a detailed 20 year Long Term Financial Plan that takes into account internal and external planning, staff input, population forecasts, workforce planning, operational requirements, asset management, rates, development, capital works, and numerous other pieces of data. Some financial data has been included in the Corporate Business Plan in order to drive the Annual Budget and ensure that key Strategic Community Plan deliverables are included in each budget. It is important to note however that the Corporate Business Plan is unable to provide the full list of projects and costings due the complexity of the data and that the Long Term Financial Plan must be seen as the key financial document to deliver the Plan for the Future.

## **Integrated Planning KPIs**

A Catalyse Community Perceptions Survey was undertaken in early 2016 to review the community's perception of Council services, with the questions asked being specifically related to Objectives the community had outlined in the formulation of the Strategic Community Plan. The results of this survey were used as guidance in prioritising areas for improvement and measuring the organisation's success against the community's vision.



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Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget		
		1.4 Implement the Age Friendly Community Strategy in order to ensure both the City and its service providers meet the needs of older persons.		1.4.4.1 Create an Active Ageing Strategy that reflects the needs of older people in the community, which then leads to the implementation of an Active Ageing working group	Healthy Lifestyles	Action	1/07/2016	30/06/2017	\$1,500					Internal - Existing	Operating		
				1.4.4.2 Implement the Active Ageing Strategy	Healthy Lifestyles	BAU	1/07/2017	30/06/2018		\$5,000	\$5,000	\$5,000	\$5,000	Materials	Operating		
				1.4.5.1 Implement the City of Kwinana's Healthy Lifestyle Plan	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Refer to 1.4.3.4	Refer to 1.4.3.4	Refer to 1.4.3.4	Refer to 1.4.3.4	Refer to 1.4.3.4	Materials	Operating		
				1.4.5.2 Facilitate sustainable and accessible community health programs at the Recquatic with the assistance of various supporting agencies	Recquatic	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				1.4.5.3 Implement a structured Corporate Health package	Recquatic	Action	1/07/2015	30/06/2017	Staff time only					Internal - Existing	Operating		
				1.4.5.4 Finalise the Public Open Space Policy	Strategic Planning	Action	1/07/2015	30/10/2017	Staff time only					Internal - Existing	Operating		
				1.4.5.5 Implement the Public Open Space Policy	Strategic Planning	BAU	1/07/2017	30/07/2018		Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		1.4.5.6 Implement and annually review the City's Public Health Plan	Environmental Health	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
		1.5 Actively work with the community to build local capacity		1.5.1 Develop community capacity, encourage self-management of shared use facilities and enable access to funding opportunities in order to assist the sustainability of community and sporting groups, activities and events as well as support community networks and partnerships deliver projects and services.		1.5.1.1 Deliver the Community Development Fund in two funding rounds per annum	Community Development	Action	1/07/2016	30/06/2017	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	Donations	Operating
						1.5.1.2 Implement the Club Development Plan	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	\$59,376	\$59,376	\$59,376	\$59,376	\$59,376	Internal - Existing	Operating
						1.5.1.3 Encourage shared use arrangements with Clubs	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
						1.5.1.4 Continue to facilitate forums which connect individuals and groups and build community networks	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
						1.5.1.5 Continue to support emerging community groups with information, resources and development opportunities	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
		1.6 Increase the prevalence of volunteering in Kwinana		1.6.1 Encourage the attraction and retention of volunteers in the community through the provision of information and support, linking volunteers with community groups and agencies, as well as promotion of the benefits and opportunities to participate.		1.6.1.1 Provide support initiatives and programs to volunteers through the Volunteer Centre	Community Development	BAU	1/07/2016	30/06/2017	\$11,950	\$11,950	\$11,950	\$11,950	\$11,950	Materials	Operating
						1.6.1.2 Recognise and support volunteer and community groups through awards and functions	Community Development	BAU	1/07/2016	30/06/2017	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000	Materials	Operating
		1.7 Develop and celebrate arts and culture in Kwinana		1.7.1 Implement the City of Kwinana's Cultural Plan in order to build the capacity of local artists, encourage awards and exhibitions, facilitate the installation of public art, as well as provide opportunities for the community to engage with the arts.		1.7.1.1 Develop, run and support arts programs, activities and exhibitions in Kwinana	Community Development	BAU	1/07/2016	30/06/2017	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Materials	Operating
						1.7.1.2 Present a Local Planning Policy for public art contributions to be mandatory	Strategic Planning	Action	1/07/2015	30/06/2017	Staff time only					Internal - Existing	Operating
						1.7.1.3 If feasibility study is viable, implement process of Public Art to be statutory	Strategic Planning	Action	1/07/2017	30/06/2018		Staff time only				Internal - Existing	Operating
						1.7.1.4 Construct and install public art in the City	City Living	BAU	1/07/2018	30/06/2019			Staff time only	Staff time only	Staff time only	Materials	Operating
						1.7.2 Ensure the City of Kwinana's Cultural Plan incorporates the support and provision of a range of cultural development initiatives that enhance Kwinana's cultural identity and diversity.	Community Development	Action	1/07/2015	30/06/2017	Staff time only					Staff time only	Internal - Existing
		1.8 Respect and promote Kwinana's unique heritage		1.8.1 Ensure that Kwinana's cultural heritage is suitably respected, interpreted and shared with the community in a variety of formats.		1.8.1.1 In partnership with the Kwinana Heritage Group provide historical, curatorial and educational activities through the Smirk Cottage and Sloan Cottage heritage sites	Community Development	BAU	1/07/2016	30/06/2017	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	Materials	Operating
						1.8.1.2 Review and implement the City's Municipal Heritage Inventory	Strategic Planning	Action	1/07/2020	30/06/2021					\$10,000	External - Consultant	Operating
						1.8.1.3 Further develop the Local History Collection at the Darius Wells Library and Resource Centre, including an Aboriginal Resource Section	Library	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating
		1.9 Improve levels of disability access and inclusion throughout the community		1.9.1 Implement Disability Access initiatives in order to ensure best practice standards of all new and existing facilities and services.		1.9.1.1 Review the Disability Access and Inclusion Plan	Healthy Lifestyles	Action	1/07/2016	30/06/2017	Staff time only		Staff time only		Staff time only	Internal - Existing	Operating
						1.9.1.2 Implement the Disability Access and Inclusion Plan	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	\$1,000	\$1,000	\$5,000	\$5,000	\$5,000	Internal - Existing	Operating
						1.9.1.3 Ensure Disability Access and Inclusion Plan compliance with respect to City projects	Engineering	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
		2.1 Residents have access to a large and varied range of job opportunities that are available locally.		2.1.1 Through use of strategic partnerships, identify and attract investment in key employment generating initiatives in order to create shifts in job markets to meet future needs.		2.1.1.1 Implement the Economic Development Strategy	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
						2.1.1.2 Identify opportunities for building the economy, through land use planning, employment generators and business incubators (including entertainment and restaurant businesses)	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
2.2 The community has a choice of quality public and private facilities to meet their education and training needs throughout their life time		2.2.1 Lobby the State Government to improve the standard of existing schools and ensure the timely construction of new schools as well as work with private schools, university, TAFE and apprentice training bodies to encourage the provision of new facilities and expand the range of courses available locally.		2.2.1.1 Coordinate the Kwinana Action Group	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				2.2.1.2 Work with employment, education and training providers to ensure Kwinana residents have access to learning opportunities that result in them becoming competitive in the employment market	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
2.3 The City Centre is home to a thriving range of specialty shops, restaurant and family entertainment venues and an active night-life while neighbourhood centres are revitalised.		2.3.1 Actively promote opportunities for retail and commercial investment in the City Centre in accordance with the adopted City Centre Master Plan, Town Planning Scheme No 3 and associated infrastructure strategies.		2.3.1.1 Identify and promote commercial opportunities for development projects in the City Centre	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				2.3.1.2 Review the City Centre Master Plan in TPS No. 3 to promote opportunities for further retail/commercial/residential and other mixed use opportunities	Statutory Planning	Action	1/07/2020	30/06/2021						Refer to 2.3.2.1	External - Consultant	Operating	
				2.3.1.3 Review the City Centre Master Plan	Strategic Planning	Action	1/07/2020	30/06/2021						\$50,000	External - Consultant	Operating	
				2.3.2 Continue to implement improvements to the City Centre through utilisation of Council assets in the City Centre to act as a catalyst for further development and community activity.	Statutory Planning	BAU	1/07/2017	30/06/2018		Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				2.3.2.1 Lobby for the provision of the NBN fibre to the premises in City of Kwinana	Economic Development	Action	1/07/2015	30/06/2016		Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				2.3.3 Implement and regularly review the Local Commercial & Activity Centres Strategy.	Strategic Planning	Action	1/07/2020	30/06/2021						\$50,000	External - Consultant	Operating	

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Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget				
2. Alive with Opportunities		2.3 Revitalize and develop neighbourhood centres so they are economically viable and the best design outcomes for the community are achieved.		2.3.3.3 Implement the Local Commercial and Activity Centres Strategy	Strategic Planning	BAU	1/07/2017	30/06/2018		Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
				2.3.4.1 Finalise the Land Asset Retention and Disposal Strategy	Economic Development	Action	1/07/2016	30/06/2017	Staff time only					Internal - Existing	Operating				
				2.3.4.2 Complete the Medina Town Centre Revitalisation Project	Economic Development	Action	1/07/2015	30/06/2017	\$50,000					Internal - Existing	Operating/Capital Grant Funded				
				2.3.4.4 Implement Place Plans for City areas	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
		2.4 The Western Trade Coast Industrial Precinct is developed in a timely and coordinated manner with maximum leverage being gained from investments in new infrastructure.		2.4.1 Actively work with partners to facilitate the coordinated development and improvement of the Kwinana Industrial Area and the prompt development of Latitude 32.		2.4.1.1 Work with Landcorp and the Western Australian Planning Commission to provide assistance and facilitate timely and effective decision making for the prompt development of Latitude 32 and the KIA	Strategic Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
						2.4.1.2 Examine opportunities for coordinated progress of the Western Trade Coast Area including proceeding with the Indian Ocean Gateway	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
						2.4.1.3 Work with Landcorp, State Government Departments and Industry to prepare district structure plan for Latitude 32 and Postans	Strategic Planning	Action	1/07/2016	30/06/2017		Staff time only				External - Consultant	Operating		
						2.4.2.1 Complete an Integrated Transport Strategy that considers rail, intermodal, industry and local road networks	Strategic Planning	Action	1/07/2016	30/06/2017		Staff time only				External - Consultant	Operating		
						2.4.2.2 Complete business case for Council to lobby for the feasibility and detailed design of the Fremantle to Rockingham controlled access highway	Strategic Planning	Action	1/07/2016	30/06/2018	\$30,000	Staff time only				External - Consultant	Operating		
						2.4.2.3 Complete business case for Council to lobby for the feasibility and detailed design of the Bertram Train Station	Strategic Planning	Action	1/07/2018	30/06/2019				Staff time only		Internal - Existing	Operating		
						2.4.2.4 Secure funding for the design of Gilmore Avenue to extend to connect with Abercrombie Road	Engineering	Action	1/07/2016	30/06/2017	Staff time only					External - Consultant	Operating		
						2.4.3 Promote the development of new port and intermodal facilities to stimulate further industrial and bulk goods investment, business activity and employment opportunities.	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		2.5 Stimulate economic development and encourage diversification				2.5.1.1 Implement the Economic Development Strategy	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
						2.5.1.2 Assess and review the current Industrial Development Strategy and Policies for the Kwinana Industrial Area against the current economic profile and situation	Strategic Planning	Action	1/07/2015	30/06/2017	Staff time only					Internal - Existing	Operating		
		2.6 Provide a best practice development approval system that attracts and retains business investment in the area.		2.6.1 Pursue an approval system that is integrated across the City of Kwinana to ensure planning, building and environmental health applications are processed in a timely manner to reduce costs to the applicant and provide them with certainty of outcome.		2.6.1.1 Encourage registration of home occupation business and offer assistance to businesses with growth and development	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
						2.6.1.2 Facilitate the implementation of Online Applications	Statutory Planning	Action	1/07/2015	30/06/2017	Staff time only					Internal - Existing	Operating		
						2.6.1.3 Assess planning and approval processes for Development Applications and revise system to encourage and retain business investment in the City	Statutory Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating		
		Strategic Community Plan		3.1 Improve conservation of biodiversity and protection of native vegetation.		3.1.1.1 Include the City's Local Biodiversity Plan in Planning Guidelines for Biodiversity Conservation	Strategic Planning	Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating		
						3.1.1.2 Work towards Lake Magenup Rehabilitation	Environment	BAU	1/07/2016	30/06/2017	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	Materials	Operating		
						3.1.2 Investigate long term strategies for protection of the Kwinana Industrial Buffer.	Environment & Strategic Planning	Action	1/07/2016	30/06/2017	Staff time only					Internal - Existing	Operating		
						3.1.3.1 Implement the Natural Areas Management Plan for the City of Kwinana managed natural areas (e.g. bushland, wetlands)	Environment	BAU	1/07/2016	30/06/2017	\$130,000	\$130,000	\$130,000	\$130,000	\$130,000	Materials	Operating		
						3.1.3.2 Continue to secure the South Metropolitan Coastcare Program	Environment	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Contribution	Grant Funded		
						3.1.4.1 Develop and encourage volunteer participation in Coastal and Bushland Reserves care programs	Environment	BAU	1/07/2016	30/06/2017	\$80,000	\$80,000	\$80,000	\$80,000	\$80,000	Materials	Operating		
				3.2 Ensure high levels of environmental protection are achieved in new developments.		3.2.1 Ensure that development approvals result in best practice environmental outcomes.		3.2.1.1 Advocate for, and improve environmental standards for the wellbeing of the community by developing good working relationships with stakeholders	Environment	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
								3.2.1.2 Increase Aboriginal consultation before clearing land	Statutory Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
								3.2.2.1 Engage with universities to improve research (targeted monitoring programs, vulnerability study to identify trigger points) and knowledge	Environment	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
				3.3 Educate and promote improved environmental land management.		3.3.2 Review and amend the City of Kwinana's Town Planning Scheme and land use planning policies to provide the statutory power to ensure that applicants address biodiversity conservation, climate change, water management, air quality, environmental noise and soil protection.		3.2.2.2 Incorporate the Biodiversity Strategy into the Town Planning Scheme and Local Planning Strategy	Strategic Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
3.2.2.3 Ensure that dust management plans are provided by applicants where necessary and that waste minimisation and energy use are encouraged to be addressed within development applications	Statutory Planning							BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
3.2.3.1 Ensure retention, where practicable, of remnant vegetation and encourage the retention of trees and other flora within new residential subdivisions above the 10% minimum required	Environment							BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
3.2.3.2 Implement Preservation strategies (e.g. collecting seeds) as part of the Natural Areas Management Plan	Environment							BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
3.2.3.3 Prepare a Planning Policy which focuses on the retention of trees	Strategic Planning							Action	1/07/2016	30/06/2017	Staff time only					Internal - Existing	Operating		
3.3.1 Liaise with Government agencies to improve management of Crown lands and reserves in the City of Kwinana, particularly with regard to fire prevention and mitigation activities.	Emergency Services							BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
3.4 Promote the use of renewable energy within the City of Kwinana and reduce energy use where possible.				3.4.1 Continue retrofitting energy inefficient City of Kwinana assets through the City's Revolving Energy Fund and ensure new buildings are designed to be energy efficient.		3.3.1.1 Implement the Emergency Services Business Plan	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
						3.3.2.1 Coordinate a Bushcare Schools Program as part of the Natural Areas Management Plan	Environment	BAU	1/07/2016	30/06/2017	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Materials	Operating		
						3.3.2.2 Coordinate a Guided Bushwalk/Nightstalk program as part of the Natural Areas Management Plan	Environment	BAU	1/07/2016	30/06/2017	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Refer to 3.1.4.1	Materials	Operating		
3.5.1 Implement the Depot Team actions within the Sustainable Water Management Plan						3.3.2.3 Provide free street tree mulch to residents	Environment	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		3.4.1.1 Retrofit City buildings with updated codes and actively engage in the design process of new council buildings to ensure energy efficiency is maximised	Environment			BAU	1/07/2016	30/06/2017	\$191,300	\$191,300	\$191,300	\$191,300	\$191,300	Materials	Operating & Capital				
		3.5.1.2 Implement the actions set out in the Groundwater Operating Strategy	Depot			BAU	1/05/2016	1/10/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				

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Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget								
3.5 Encourage and exercise best practice water management			3.5.1 Implement the City of Kwinana Water Conservation Plan, the Peel and Cockburn Catchment Regional Water Program and adopt Water Sensitive Urban Design Technical Guidelines in order to maximise water quality, recovery and reuse.	3.5.1.3 Develop and implement an educating program for the cleaning of side entry pits, GPTs and bubble up pits	Depot	BAU	1/01/2016	30/06/2017	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	Materials	Operating								
				3.5.1.4 Implement the schedule/program for the inspection and maintenance of sumps and compensating basins	Depot	BAU	1/01/2016	30/06/2017	\$38,000	\$38,000	\$38,000	\$38,000	\$38,000	Materials	Operating								
				3.5.1.5 Ensure the City complies with IPEWA subdivision guidelines for stormwater retention	Engineering	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating								
				3.5.1.6 Implement the Water Conservation Plan	Environment	BAU	1/07/2016	30/06/2017	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Materials	Operating								
				3.5.1.7 Ensure that mosquito management plans are provided where necessary as part of drainage and water management planning	Environmental Health	BAU	1/07/2016	30/06/2017	\$52,170	\$52,170	\$52,170	\$52,170	\$52,170	Materials	Operating								
				3.6 Understand the impacts of climate change and take a risk management approach to addressing these effects in future planning.			3.6.1 Implement, where practicable, the recommendations of the Southern Metropolitan Regional Council "Climate Change Risk Assessment Report (2009)" and encourage further regional research to address the effects of climate change on emergency, asset and coastal management as well as biodiversity and the economy.	3.6.1.1 Ensure the future bushland reserves that are acquired are of sufficient size and quality to be resilient to bushfires	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
								3.6.1.2 Ensure that strategic land use planning incorporates emergency risk management.	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
								3.6.1.3 Develop, implement and periodically update Urban Bushfire Fire Plans for all High Priority City of Kwinana Bushland Reserves	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
								3.6.1.4 Conduct a study to address Sea Level Rise and Development and implement the actions resulting from that study	Strategic Planning	Action	1/07/2017	30/06/2018		\$10,000				External - Consultant	Operating				
								3.6.1.5 Implement the Strategic Waste Management Plan	Environmental Health	BAU	1/07/2016	30/06/2017	\$57,500	\$57,500	\$57,500	\$57,500	\$57,500	Materials	Operating				
								3.6.1.6 Implement the Climate Change Adaptation and Mitigation Strategy	Environment	BAU	1/07/2016	30/06/2017	\$35,000	\$35,000	\$35,000	\$35,000	\$35,000	Materials	Operating				
								3.6.2 Adopt and implement, where required, any State and Federal government policies related to climate change.	Statutory Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating				
								4.1 Residents are provided with a range of multifunctional community places and accessible recreation facilities.			4.1.1 Implement the City of Kwinana's Community Infrastructure Plan that identifies the location, nature and anticipated construction date of new community and recreation facilities.	4.1.1.1 Annually review the Community Infrastructure Plan to ensure it remains relevant and responsive to new communities and where appropriate involves consultation with all sectors of the community	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
												4.1.1.2 Ensure Developer Contribution Schemes are aligned with the Community Infrastructure Plan	Strategic Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
												4.1.1.3 Incorporate the Capital Expenditure Plan into the City's Long Term Financial and Infrastructure and investment decisions	Finance	Action	1/07/2017	29/02/2018		Staff time only		Staff time only		Internal - Existing	Operating
												4.1.1.4 Work collaboratively with other South Western Metro Local Governments to plan for regional level sporting and recreation infrastructure	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
												4.1.1.5 Reach a formal agreement with public and private education providers for shared use of facilities in accordance with the Community Infrastructure Plan	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
				4.1.1.6 Conduct a feasibility study to include future dog parks in the Community Infrastructure Plan	Community Development	Action	1/07/2015					30/06/2016	Staff time only					Internal - Existing	Operating				
4.1.1.7 Conduct a feasibility study for the construction of a Community Garden	Healthy Lifestyles	Action	1/07/2015	30/06/2017	Staff time only									Internal - Existing	Operating								
4.1.1.8 Conduct a feasibility study for the upgrade of Wells Beach Foreshore	Engineering	Action	1/07/2016	30/06/2018	\$466,526	\$300,000								Internal - Existing	Capital								
4.1.1.11 Design and construct a Local Community Centre in Wandí	Engineering	Action	1/07/2020	30/06/2023									\$167,300	Internal - Existing	Operating and Capital								
4.1.1.12 Design and construct a Local Sporting Ground with a Community Sports Building in Anketell North	Engineering	Action	1/07/2020	30/06/2023									\$36,700	Internal - Existing	Operating and Capital								
4.1.1.13 Design and construct a Local Sporting ground with a Pavilion in Wandí	Engineering	Action	1/07/2020	30/06/2023									\$107,500	Internal - Existing	Operating and Capital								
4.1.1.14 Design and construct a Local Sporting Ground with a Community Sports Building in Wandí	Engineering	Action	1/07/2020	30/06/2023									\$43,850	Internal - Existing	Operating and Capital								
4.1.1.24 Design and construct a Local Community Centre in Wellard East	Engineering	Action	1/07/2021	30/06/2023									\$176,579	Internal - Existing	Operating and Capital								
4.1.1.26 Design and construct a Local Sporting Ground with a Community Sports Building in Bertram	Engineering	Action	1/07/2016	30/06/2018	\$385,350	\$348,650								Internal - Existing	Operating and Capital								
4.1.1.29 Design and construct a Local Sporting Ground with Pavilion Extension for Wellard / Leda	Engineering	Action	1/07/2016	30/07/2018	\$141,750	\$128,250								Internal - Existing	Operating and Capital								
4.1.1.30 Design and construct a Local Sporting Ground with a Community Sports Building in Wellard / Leda	Engineering	Action	1/07/2016	30/07/2018	\$385,350	\$348,650								Internal - Existing	Operating and Capital								
4.1.1.32 Design and construct the Arts and Cultural Centre Upgrade	Engineering	Action	1/07/2019	30/06/2022								\$100,000	\$950,000	Internal - Existing	Operating and Capital								
4.1.1.33 Design and construct a new Depot Operations Centre	Community Development	Action	1/07/2018	30/06/2021			\$400,000					\$3,800,000	\$3,800,000	Internal - Existing	Operating and Capital								
4.1.1.34 Design and construct Stage 1 of the Civic Administration Building Upgrade	Building Assets	Action	1/07/2017	30/06/2019		\$1,000,000	\$1,000,000			Internal - Existing	Operating and Capital												
4.1.2 Continue to improve the standard, and maximise the utility, of existing community and recreation infrastructure through implementation of maintenance and refurbishment programs that enable expansion of the services and activities offered.				4.1.2.1 Encourage the refurbishment of existing Council buildings to address energy, water and waste minimisation.	Environment	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating								
				4.1.2.2 Upgrade the Thomas Oval netball courts	Community Development	Action	1/07/2016	30/06/2017	\$100,000					Internal - Existing	Operating								
				4.1.2.3 Maintain, implement and review refurbishment programs to improve sporting facilities in Kwinana	Building Assets	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating								

Corporate Business Plan 2016-2021

Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget			
4.2		The community has easy access to well-equipped, quality parks and public open spaces	4.2.1 In accordance with regulatory standards and the Community Infrastructure Plan, provide active recreation opportunities and develop public open space and infrastructure in new developments.	4.2.1.1 Implement the City's public open space development standards to ensure best practice standards are implemented and ongoing maintenance costs are minimised	Engineering	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
				4.2.1.2 Construct the City of Kwinana Adventure Playground	Engineering	Action	1/07/2015	30/12/2016	\$420,000						External - Contractor	Capital and Grant Funded		
				4.2.1.3 Activate The Adventure Playground	Community Development	BAU	1/07/2016	30/06/2017	\$40,000	\$10,000	\$10,000	\$10,000	\$10,000		Internal - Existing	Operating		
				4.2.1.4 Construct the Skate Park	Engineering	Action	1/07/2016	30/06/2017	\$770,505						External - Contractor	Capital		
				4.2.1.5 Activate the Skate Park	Community Development	BAU	1/07/2016	30/06/2017	\$40,000	\$5,000	\$5,000	\$5,000	\$5,000		Internal - Existing	Operating		
				4.2.1.6 Implement the City's Parks for People Plan	Engineering	BAU	1/07/2016	30/06/2017	\$150,000	\$150,000	\$150,000	\$150,000	\$150,000		Materials	Operating		
				4.2.1.7 Continue to plan for walk trail connection and promotion	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only		Internal - Existing	Operating		
				4.2.1.8 Conduct a feasibility study for the provision of a Camping area in parkland	Environment	Action	1/07/2015	30/06/2017	Staff time only						Internal - Existing	Operating		
			4.3		Ensure the Kwinana community is well serviced by government and non-government services.	4.3.1 In accordance with regulatory standards and the Community Infrastructure Plan, provide active recreation opportunities and develop public open space and infrastructure in new developments.	4.2.2.1 Implement the various Parks and Streetscapes maintenance schedules as set out in the Depot Works Program to ensure a proactive approach to maintenance	Depot	BAU	1/07/2016	30/06/2017	\$3,497,085	\$3,497,085	\$3,497,085	\$3,497,085	\$3,497,085	Materials	Operating
							4.2.2.2 Implement the Parks Inspection and Continuous Improvement System	Depot	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.2.2.3 Ensure parks have adequate facilities to meet community needs	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
			4.3	4. It's All Here	Ensure the Kwinana community is well serviced by government and non-government services.	4.3.2 Continue to activate Kwinana Beach	4.2.2.4 Continue to activate Kwinana Beach	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.3.1 Lobby for the provision of Federal and State government services to Kwinana, including an increased police presence and improvements to the frequency and routes for public transport.	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.3.1.2 Ensure that local issues like improvements to public transport, police services and other government services are highlighted to the State Government whenever practical	Elected Members	BAU	1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating
							4.3.2.1 Explore Active Transport initiatives	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.3.2 Liasé with health service providers to identify community needs and ensure that planning for the City takes account of the need for the provision of government and non-governmental health services.	Environmental Health	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.3.2.2 Implement and annually review the City's Public Health Plan	Environmental Health	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.3.2.3 Lobby for increased local health services in the City	Elected Members	BAU	1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating
							4.3.3 Support partnerships with service providers and the community to provide health and lifestyle education.	Healthy Lifestyles	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
4.3.3.1 Meet regularly as a partner for various health projects linked to the local Aboriginal community	Healthy Lifestyles	BAU					1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
4.3.3.2 Continue to facilitate the Kwinana Health Action Group	Healthy Lifestyles	BAU					1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
4.3.4 Advocate for improvements to the provision of underground power, broadband and mobile coverage across the community.	Elected Members	BAU					1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating			
4.3.4.1 Continue to lobby providers for improved telecommunication services and facilities in Kwinana, keep abreast of opportunities to influence planning and enter into partnerships for delivery of projects and improvements	Elected Members	BAU					1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating			
4.3.4.2 Lobby for the enhancement of power services to underground power	Elected Members	BAU	1/07/2016	30/06/2017	EM time only					Internal - Existing	Operating							
4.4		Create diverse places and spaces where people can enjoy a variety of lifestyles with high levels of amenity.	4.4.1 Undertake a review of the City's Local Planning Strategy, Town Planning Scheme and sub-strategies to ensure that all development is sustainable and that appropriate interfaces are provided to residential zones.	4.4.1.1 Review the Local Planning Strategy	Strategic Planning	Action	1/07/2016	30/06/2017	\$60,000					External - Consultant	Operating			
				4.4.1.2 Adopt a new Town Planning Scheme as a result of the revised Local Planning Strategy	Strategic Planning	Action	1/07/2017	30/06/2018		\$30,000					External - Consultant	Operating		
			4.4.2 Encourage and promote the design of places of activity and enjoyment.	4.4.2.1 Review the Liveable Neighbourhood Framework.	Statutory Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
			4.4.3 Develop and implement a Parking Strategy for the City that specifically addresses the City Centre and train station precincts.	4.4.3.1 Prepare a Parking Strategy that considers parking needs and provision at key activity centres with the City Centre as a key priority	Strategic Planning	Action	1/07/2016	30/06/2017	\$10,000					External - Consultant	Operating			
			4.4.4 Seek to provide a variety of housing choices in the City as part of the development of the Local Planning Strategy and which includes a responsible level and careful mix of affordable and government housing.	4.4.4.1 Implement the Local Housing Strategy	Strategic Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
				4.4.4.2 Review the Local Housing Strategy	Strategic Planning	Action	1/07/2015	30/06/2016		\$30,000				Internal - Existing	Operating			
				4.4.4.3 Encourage Department of Housing/Landcorp to develop vacant government owned land	Economic Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
			4.4.4.4 Manage and maintain City of Kwinana Aged Persons Accommodation	Community Development	BAU	1/07/2016	30/06/2017	\$316,592	\$316,592	\$316,592	\$316,592	\$316,592	Materials	Operating				
			4.4.5 Ensure that land use planning strategies consider the concept of 'affordable living' and aim to facilitate local employment, improved public transport and reduce the cost of living.	4.4.5.1 Complete the Postans Precinct Study	Strategic Planning	Action	1/07/2017	30/06/2018		\$20,000				External - Consultant	Operating			
			4.4.6 Ensure that an appropriate density of development is achieved that accommodates projected population growth and is balanced against community expectations.	4.4.6.1 Conduct consultation as part of the preparation of the Local Planning Strategy to review the community views regarding appropriate densities of development	Strategic Planning	Action	1/07/2016	30/06/2017	Staff time only			\$20,000		Internal - Existing	Operating			
			4.4.7 Take a proactive and strategic approach to planning for significant infrastructure needed for the future such as major road networks, waste disposal/recycling facilities and ensure that project timeframes are matched to population growth.	4.4.7.1 Prepare a feasibility report for the relocation of the City's depot site	Infrastructure - Transformation Team	Action	1/07/2017	30/06/2018		Staff time only				Internal - Existing	Operating			
				4.4.7.2 Develop a strategy for the upgrade of roads and drainage in the City	Engineering	BAU	1/07/2018	30/06/2019			\$50,000			Internal - Existing	Operating			
				4.4.7.3 Implement the State Waste Plan and develop a strategic direction for the future of waste services in the City of Kwinana	Environmental Health	BAU	1/07/2016	30/06/2017	Refer to 3.6.1.5	Refer to 3.6.1.5	Refer to 3.6.1.5	Refer to 3.6.1.5	Refer to 3.6.1.5	Materials	Operating			
			4.4.8 Ensure that the City has significant input on planning and strategic growth decisions at the Regional and State level.	4.4.8.1 Provide advice and comments on Regional and Strategic issue papers in relation to the social impacts of a changing community such as FIFO work and multicultural immigration	Community Development	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
				4.4.8.2 Make detailed submissions to State Government Planning Strategies and engage with the Department of Planning or other Government Authorities to promote the City's interests	Strategic Planning	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
				4.4.9 Engage with developers on infrastructure and sustainability issues.	4.4.9.1 Regularly engage with developers to communicate the City's priorities as part of new development	Strategic Planning	BAU	1/07/2016	1/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
			4.5		Actively improve the appearance of public areas and streetscapes throughout the City.	4.5.1 Promote a clean City by ensuring that public areas and streetscapes are developed and maintained to a high standard.	4.5.1.1 Remove rubbish from the City as part of the parks and reserves maintenance programs-	Depot	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
							4.5.2.1 Review every two years the existing landscape maintenance agreements held with Main Roads Western Australia	Depot	Action	1/07/2016	30/06/2017	Staff time only		Staff time only		Staff time only	Internal - Existing	Operating
4.5.2 Develop and implement a Landscape and Streetscape Strategy.	4.5.2.2 Develop a business case and proposal for a street tree database describing the species, size, age, location (GIS).	Depot				Action	1/07/2015	30/06/2017	Staff time only					Internal - Existing	Operating			
	4.5.2.3 Implement the actions of the Landscaping Strategy for the City of Kwinana	Engineering				BAU	1/07/2016	30/06/2017	\$215,000	\$215,000	\$215,000	\$215,000	\$215,000	Materials	Operating			
4.5.3 Implement the strategies outlined in the City of Kwinana's Graffiti Management Plan.	4.5.3.1 Monitor and administer the Mobile Graffiti Reporting System	Depot				BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
4.5.4 Encourage the maintenance of verges and enforce the upkeep of private properties to reflect a high level of community pride in the area.	4.5.4.1 Actively apply the City's local laws related to the maintenance and upkeep of private properties to prevent nuisance	Environmental Health				BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
4.5.5 Develop and implement urban design guidelines to achieve a good standard of built form in the City.	4.5.5.2 Complete the Residential Development Policy and Guidelines	Statutory Planning				Action	1/07/2020	30/06/2021	Staff time only				\$20,000	External - Consultant	Operating			
4.6		Implement an inspection of rural road verges for encroaching vegetation and update annual pruning program	4.6.1.1 Implement an inspection of rural road verges for encroaching vegetation and update annual pruning program	Depot	BAU	1/07/2016	30/06/2017	\$44,500	\$44,500	\$44,500	\$44,500	\$44,500	Materials	Operating				



# Corporate Business Plan 2016-2021

Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget		
4.6	4.6 To provide a safe and efficient integrated network of roads, footpaths and cycle routes supported by a good public transport system	4.6.1 Construct and maintain a safe system of roads that will account for future traffic volumes with an emphasis on improved design of intersections and traffic calming.	4.6.1.2 Develop and implement a Road Shouldering Program	4.6.1.2.1 Develop and implement a Road Shouldering Program	Depot	BAU	1/07/2016	30/06/2017	\$193,000	\$193,000	\$193,000	\$193,000	\$193,000	Materials	Operating		
				4.6.1.3 Implement an annual inspection of high priority roads and identify any maintenance tasks	Depot	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				4.6.1.4 Implement the Depot Annual Maintenance Works Program	Depot	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
				4.6.1.5 Implement the 10 year road resurfacing and road rehabilitation programs	Engineering	BAU	1/07/2016	30/06/2017	\$749,422	\$750,000	\$750,000	\$800,000	\$800,000	External - Consultant	Operating		
				4.6.1.6 Implement a routine traffic survey program to identify locations throughout the City where routine traffic surveys will be carried out on a scheduled basis	Engineering	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		4.6.2 Construct and maintain a network of footpaths and cycle routes that enable residents to get where they need to go safely and easily.	4.6.2.1 Coordinate the repairs of high priority defects identified from the 2015 footpath audit	Depot	BAU	1/07/2016	30/06/2017	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	Materials	Operating			
			4.6.2.2 Implement the footpath, trails and cycleways forward works program	Engineering	BAU	1/07/2016	30/06/2017	\$300,000	\$300,000	\$300,000	\$300,000	\$300,000	External - Contractor	Capital & Grants Funded			
		4.6.3 Advocate for continuous improvement of the State's public transport networks with increased frequency of bus services throughout the City and increased parking capacity at the train station.	4.6.3.1 Carry out annual inspection of Bus Shelters and identify any maintenance tasks	Depot	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating			
			4.6.3.2 Coordinate installation of Bus shelters/Facilities in conjunction with Public Transport Authority	Engineering	BAU	1/07/2016	30/06/2017	\$50,000	\$51,500	\$53,045	\$54,636	\$54,636	Materials	Operating			
			4.6.3.3 Lobby for the continual improvement of public transport in the City	Elected Members	BAU	1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating			
		4.6.4 Liaise with Main Roads for better management of the road network, including heavy haulage routes.	4.6.4.1 Ensure any upgrade of Thomas Road includes cycleways	Engineering	Action	1/07/2017	30/06/2019		Staff time only	Staff time only			Internal - Existing	Operating			
		5.1	5.1 An active and engaged Local Government, focussed on achieving the community's vision.	5.1.1 Ensure that the City's strategic direction, policies, plans, services and programs are aligned with the community's vision.	5.1.1.1 Undertake biennial review of the City's Strategic Community Plan	5.1.1.1.1 Undertake biennial review of the City's Strategic Community Plan	Corporate Strategic Planning	Action	1/07/2016	1/01/2017	\$10,000		\$10,000		\$10,000	Materials	Operating
5.1.1.2 Undertake a full review of the City's Corporate Plan	Corporate Strategic Planning					Action	1/07/2016	1/01/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
5.1.1.3 Ensure the Corporate Plan and Strategic Community Plan are integrated into the Long Term Financial Plan, Workforce Plan and Asset Management Plan	Corporate Strategic Planning					BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
5.1.1.4 Demonstrate achievements against the City's Plan for the Future in the Annual Report	Corporate Strategic Planning					Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
5.1.1.5 Conduct a biennial Community Perception Survey and utilise the results to inform the regular review of the Corporate Plan	Corporate Strategic Planning					Action	1/07/2016	30/06/2017	\$30,000		\$30,000		\$32,000	External - Consultant	Operating		
5.1.1.6 Complete the Strategy Integration Project	Corporate Strategic Planning					Action	1/07/2016	30/06/2017	Staff time only					Internal - Existing	Operating		
5.1.2 Councillors enthusiastically represent the community, participate in activities and events, advocate the community's vision, encourage stakeholder involvement, as well as promote the opportunities and attributes the area offers.	5.1.2.1 Host key stakeholder functions throughout the year			Governance and Civic Services	BAU	1/07/2016	30/06/2017	Refer to 1.1.1.2	Refer to 1.1.1.2	Refer to 1.1.1.2	Refer to 1.1.1.2	Refer to 1.1.1.2	Materials	Operating			
				5.1.2.2 Develop relationships and work with both sides of Government, minority parties and relevant government agencies	Elected Members	BAU	1/07/2016	30/06/2017	EM time only	EM time only	EM time only	EM time only	EM time only	Internal - Existing	Operating		
				5.1.2.3 Facilitate Council Meetings in alternate locations to encourage community attendance	Governance and Civic Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
5.1.3 Develop, implement and review communication and marketing strategies to aid the achievement of objectives, ensure the community are informed and engaged, stakeholders embrace the community's vision and promotional opportunities are maximised.	5.1.3.1 Establish a Community Communications Plan and review biennially			Marketing and Communications	Action	1/07/2020	30/06/2021					\$30,000	External - Consultant	Operating			
				5.1.4 Pursue continual improvement in Council facilities and services.	5.1.4.1 Implement the findings of the Depot operations review	Service Delivery - Transformation Team	Action	1/07/2016	30/06/2018	Staff time only	Staff time only			Internal - Existing	Operating		
5.1.5 Actively participate in regional planning, partnerships and projects in order to deliver better outcomes for the Kwinana community.	5.1.5.1 Continue to support the South West Group and the National Growth Areas Alliance			Governance and Civic Services	Action	1/07/2015	30/06/2018	\$5,000	\$5,000				Advertising	Operating			
				5.1.5.2 Review ISO 9001 accreditation and consider the Business Excellence Framework	Management System XFT	Action	1/07/2016	30/06/2017	\$90,500	\$90,500	\$90,500	\$90,500	\$90,500	Materials	Operating		
5.1.6 Retain Quality Accreditation and participate in relevant benchmarking opportunities.	5.1.6.2 Complete a compliance audit return each year			Governance and Civic Services	Action	1/07/2016	30/06/2017	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	External - Consultant	Operating			
				5.1.7 Lead the City through the organisation wide Transformation Program.	5.1.7.1 Implement the Transformation Program	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
5.2 Engage in meaningful consultation to understand and prioritise community needs	5.2.1 Undertake community visioning processes to ensure that the Strategic Community Plan is aligned to community aspirations.			5.2.1.1 Undertake community visioning processes to formulate the new strategic community plan	Corporate Strategic Planning	Action	1/07/2016	30/06/2017	Refer to 5.1.1.1	Refer to 5.1.1.1	Refer to 5.1.1.1	Refer to 5.1.1.1	Refer to 5.1.1.1	Materials	Operating		
					5.2.2 Undertake community consultation before significant new services are implemented	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating	
					5.2.3 Conduct an annual review of the City's Corporate Plan	Corporate Strategic Planning	BAU	1/07/2016	30/06/2017	Refer to 5.1.1.2	Refer to 5.1.1.2	Refer to 5.1.1.2	Refer to 5.1.1.2	Refer to 5.1.1.2	Internal - Existing	Operating	
5.3 Maintain and improve risk management	5.3.1 Ensure Business Continuity and Disaster Recovery Plans remain current.			5.3.1.1 Review the Risk Management and Business Continuity Plans / Procedures	Executive	Action	1/07/2017	30/06/2018		\$20,000		\$22,000		Materials	Operating		
					6.1.1.1 Review the Long Term Financial Plan	Finance	Action	1/07/2017	31/01/2018		Staff time only		Staff time only		External - Consultant	Operating	
6.1	6.1 Ensure the financial sustainability of the City of Kwinana into the future			6.1.1 Develop, implement and continuously review the City's Long Term Financial Plan.	6.1.1.2 Integrate the Financial Management System and the Corporate Planning Software with the goal of automating the Corporate Business Plan reporting	Finance	Action	1/07/2017	30/06/2018		Staff time only				Materials	Operating	
						6.1.1.3 Prepare the Annual Budget for adoption	Finance	Action	1/12/2016	31/08/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
						6.1.1.4 Ensure that the City of Kwinana articulates its debt strategy within the Long Term Financial Plan	Finance	Action	1/07/2016	30/09/2016	Staff time only	Staff time only		Staff time only		Internal - Existing	Operating
		6.1.2.1 Continue to ensure Fair Value Accounting in liaison with the Department of Local Government and in AASB13.	Finance			BAU	1/07/2016	30/11/2016	\$18,540	\$18,540	\$18,540	\$18,540	\$18,540	External - Consultant	Operating		
		6.1.2 Implement sound revenue and expenditure policies, seek additional revenue sources and optimise financial management systems.	6.1.2.2 Review the viability of whether Council should proceed with the Centre of Excellence concept	Executive	Action	1/07/2017	31/12/2017		Staff time only				Internal - Existing	Operating			
				6.1.2.3 Undertake Financial Management Review of the appropriateness and effectiveness of the financial management systems and procedures in accordance with Local Government (Financial Management) Regulations 1996.	Finance	Action	1/07/2016	30/06/2017	\$7,500				\$9,000	External - Consultant	Operating		
		6.1.3 Ensure value for money in purchasing and tendering.	6.1.3.1 Create a Procurement Strategy	Contracts and Procurement	Action	1/10/2016	30/12/2016	Staff time only					Internal - Existing	Operating			
				6.1.4.1 Implement new software to automate the fortnightly and weekly direct debit payment options	Finance	Action	1/07/2016	30/06/2017	Staff time only					External - Consultant	Operating		
		6.1.4 Monitor the City's rating system to ensure it is responsive to the cost of living and provides flexibility and fairness for all.	6.1.4.2 Review the process to change the method of rating for residential land use properties within current rating of UV to GRV	Finance	Action	1/11/2015	1/05/2017	\$130,000			\$140,000		Internal - Existing	Operating			
				6.1.4.3 Commence investigation of properties with a commercial or industrial land use within current rating of UV	Finance	Action	1/02/2016	30/06/2017	Staff time only					Internal - Existing	Operating		
		6.1.4.4 Conduct a land use audit for the City of Kwinana	6.1.4.4.1 Conduct a land use audit for the City of Kwinana	Finance	Action	1/07/2016	30/06/2018	Staff time only	Staff time only				Internal - Existing	Operating			
				6.1.5 Maximise external funding of infrastructure projects.	6.1.5.1 Make applications to funding bodies to maximise external funding for the City's projects	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
		6.2 Increase the level of Federal, State and Corporate funding	6.2.1 Lobby to increase the level of State, Federal and Corporate funds for projects of local and regional significance to assist with sustainable infrastructure and program development in projects	6.2.1.1 Continue to develop State and Federal Governments partnerships to facilitate local services and projects	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
					6.3.1.1 Finalise the Land Asset Retention and Disposal Strategy	Economic Development	Action	1/07/2015	30/06/2016	Staff time only					Internal - Existing	Operating	
		6.3 Maximise the value of the City's property assets	6.3.1 Develop the City's Land Asset Management Plan and acquire, manage and dispose of Council land assets on the basis of the adopted recommendations.	6.3.1.2 Implement the Land Asset Retention and Disposal Strategy	Economic Development	BAU	1/07/2016	30/06/2017	Refer to 2.3.4.1	Refer to 2.3.4.1	Refer to 2.3.4.1	Refer to 2.3.4.1	Refer to 2.3.4.1	Materials	Operating		
					6.3.2 Review lease systems and property management processes.	6.3.2.1 Annually review the lease management Policy and procedures	Governance and Civic Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
		6.4	6.4.1 Continue to manage and develop good working relationships with stakeholders to achieve improved and beneficial outcomes for the community.	6.4.1.1 Continue to pursue mutually beneficial corporate sponsorship opportunities and grant funding opportunities	Executive	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		



# Corporate Business Plan 2016-2021

Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget		
9. Community Services	9.3 Emergency Services	Objective 9.3.1 Provide Emergency Services in line with stakeholder expectations to ensure a safer community	9.3.1.2 Investigate the necessity and legislative requirements of the Community Services and Emergency Relief Reserve	Emergency Services	Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Discretionary		
			9.3.1.3 Map and rate bushfire hazards	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			9.3.1.4 Update and maintain the City's firebreak plans in conjunction with Fire Management Plans	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			9.3.1.5 Identify, develop and review suitable programs for the Kwinana community addressing such areas as AWARE, Bushfire Ready Action Groups, smoke alarms, programmed fuel reduction burning, fire permit and fire break requirements	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating & Grant Funding
			9.3.1.6 Assist in the preparation of plans and procedures for managing hazards on unallocated Crown Land/unmanaged Reserves	Emergency Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating
	9.4 Library	Objective 9.4.1 Use the latest technology and partner with other agencies to provide quality services, collections and programmes that meet the needs of the community.	9.4.1.1 Further develop and implement the Library Local History Plan	Library	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			9.4.1.2 Further develop and implement the Library Youth Services Strategic Plan and the provision of literacy and youth programs	Library	BAU	1/07/2016	30/06/2017	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	Materials	Operating	
			9.4.1.3 Further develop and implement the Library E-Services Strategic Plan	Library	BAU	1/07/2016	30/06/2017	\$43,500	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	\$32,000	Materials	Operating	
			9.4.1.4 Review and implement the Library Collection Development Guidelines	Library	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			9.4.1.5 Further develop and implement the Library Adult Services Plan and the provision of literacy and lifelong learning programs and potential grant funding	Library	BAU	1/07/2016	30/06/2017	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	Materials	Operating	
	9.5 Customer Service	Objective 9.5.1 Champion a positive work culture that leads, values and supports its people and to develop a strong team culture within the organisation to provide dynamic, effective, customer-focussed services, systems and processes	9.5.1.1 Review the Customer Service Charter	Customer Services	Action	1/07/2016	30/06/2017	Staff time only			Staff time only			Staff time only	Internal - Existing	Operating	
			9.5.1.2 Review the Customer Service Standards	Customer Services	Action	1/07/2017	30/06/2018			Staff time only			Staff time only			Internal - Existing	Operating
			9.5.1.3 Review the CRM system to ensure better reporting	Customer Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			9.5.1.4 Advance the use of new technology such as online lodgement of planning and building applications (eServices)	Customer Services	Action	1/07/2016	30/06/2017	Refer to 2.6.1.2	Refer to 2.6.1.2						Materials	Operating	
			9.5.1.5 Enable eServices for dog and cat registrations.	Customer Services	Action	1/07/2016	30/06/2017	Staff time only								Internal - Existing	Operating
			9.5.1.6 Create a Knowledge Base to enable City Officers to provide a higher level of customer service to the community	Customer Services	Action	1/07/2016	30/06/2017	Staff time only								Internal - Existing	Operating
			9.5.1.7 Implement Call Centre Technology to improve customer service within the City	Customer Services	Action	1/07/2017	30/06/2018			\$20,000						Materials	Operating
	9.6 Family Day Care	Objective 9.6.1 Engage, support, resource and inspire educators to work collaboratively with families to ensure each child reaches their full potential.	9.6.1.1 Achieve a National Quality Framework (NQF) compliance for Family Day Care	Family Day Care	Action	1/07/2016	30/06/2017	\$1,000							Internal - Existing	Operating (Self Funded)	
			9.6.1.2 Maintain the highest qualification in the National Quality Framework (NQF)	Family Day Care	BAU	1/07/2017	30/06/2018			Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating (Self Funded)	
			9.6.1.3 Provide services to support access to FDC for Aboriginal parents	Family Day Care	BAU	1/07/2016	30/06/2017	\$28,770	\$28,770	\$28,770	\$28,770	\$28,770	\$28,770	\$28,770	Materials	Grant Funded & Self Funded	
			9.6.1.4 Monitor the new funding model for the FDC Service and examine the most cost effective provision of corporate services	Family Day Care	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating (Self Funded)	
			9.6.1.5 Review service policies with input from educators, staff and families	Family Day Care	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating (Self Funded)	
			9.6.1.6 Review all the systems and processes used to provide in-home care	Family Day Care	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating (Self Funded)	
	10.1 Regulatory Services	10.1 Planning	Objective 10.1.1 To implement the long term strategic land use planning for the social, economic and environmental wellbeing of the City.	10.1.1.1 Review the Local Planning Policy (LPP) for administration of Developer Contributions	Strategic Planning	Action	1/07/2017	30/06/2018		Staff time only			Staff time only		Internal - Existing	Operating	
				10.1.1.2 Review infrastructure costs for DCA's	Strategic Planning	Action	1/07/2016	30/12/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
				10.1.1.3 Undertake regular reviews of the City's Developer Contribution Schemes in accordance with State Planning Policy 3.6 and the City's Scheme	Strategic Planning	Action	1/07/2016	30/06/2017	Staff time only			Staff time only			Staff time only	Internal - Existing	Operating
				10.1.1.4 Complete the review of the Local Planning Strategy	Strategic Planning	Action	1/07/2015	30/06/2016	Refer to 4.4.1.1							External - Consultant	Operating
				10.1.1.5 Finalise the City's new Town Planning Scheme	Strategic Planning	Action	1/07/2017	30/06/2018		Refer to 4.4.1.2						External - Consultant	Operating
10.1.1.6 Review the Residential Development Guidelines				Statutory Planning	Action	1/07/2020	30/06/2021	Refer to 4.5.5.2						Refer to 4.5.5.2	Internal - Existing	Operating	
10.1.1.7 Complete the Land Data Project				Statutory Planning	Action	1/02/2016	31/08/2016	Staff time only							Internal - Existing	Operating	
10.2 Building Services		Objective 10.2.1 Deliver high quality services to internal and external customers in the assessment of applications and inspection of buildings.	10.2.1.1 Ensure Building Compliance across the City	Building Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			10.2.1.2 Review and ensure efficient Building processes	Building Services	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			10.2.1.3 Complete a desktop review of City Buildings for function and use	Building Services	Action	1/07/2016	30/06/2017	Staff time only							Internal - Existing	Operating	
10.3 Environmental Health		Objective 10.3.1 Provide services and advice to the community and all stakeholders to comply with statutory obligations to achieve a healthy community and environment.	10.3.1.1 Review processes in place to guarantee health compliance at all events annually	Environmental Health	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
			10.3.1.2 Carry out all scheduled inspections	Environmental Health	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
	10.3.1.3 Review the City of Kwinana health policies and procedures as a result of the introduction of the Public Health Plan and any associated delegations or authorisations		Environmental Health	Action	1/07/2015	30/06/2017	Staff time only							Internal - Existing	Operating		
	10.3.1.4 Prepare a Risk and Hazard Management Plan that considers the City's asbestos risk program, known contaminated sites, exclusion zones, rapid response and safety		Environmental Health	Action	1/07/2015	30/06/2018	Staff time only	Staff time only							Internal - Existing	Operating	
11.1 Contracts and Procurement	Objective 11.1.1 Lead the management of the City's contractual arrangements and embed a compliant approach to procurement.	11.1.1.1 Implement a software system for Local Suppliers	Contracts and Procurement	Action	1/07/2016	30/12/2017	Staff time only	\$12,125	\$12,125	\$12,125	\$12,125	\$12,125	Internal - Existing	Operating			
		11.1.1.2 Implement the centralised procurement function	Contracts and Procurement	Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		11.1.1.3 Implement and monitor a service level agreement to ensure a timely tender process	Contracts and Procurement	Action	1/07/2015	30/06/2017	Staff time only							Internal - Existing	Operating		
		11.1.1.4 Provide training and workshops to increase the level of active contract management by staff	Contracts and Procurement	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
		11.2.1.1 Create a Procurement Strategy	Contracts and Procurement	Action	1/10/2016	30/12/2016	Staff time only							Internal - Existing	Operating		
		11.2.1.2 Provide training and continuously develop the Online Requisition enhancement throughout the whole organisation	Contracts and Procurement	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
		11.3.1.1 Review ICT customer service and conduct a customer survey annually	ICT	Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	

# Corporate Business Plan 2016-2021

Plan	Aspiration	Objective	Strategy	Action Name	Business Unit	BAU or Action?	Date of Commencement	Date of Completion	2016/17	2017/18	2018/19	2019/20	2020/21	Resources	Budget	
	11. Essential Services	11.3 Information and Communication Technology	Objective 11.3.1 Working in close partnership with suppliers, enable better utilisation of computer technology and systems to optimise operational efficiency and business value.	11.3.1.2 Increase business value from the 'Authority' system by maintaining staff knowledge of the system and enhancements	ICT	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating	
11.3.1.3 Improve the Geographical Information System (GIS)				ICT	BAU	1/07/2016	30/06/2017	\$39,000	\$39,000	\$39,000	\$39,000	\$39,000	External - Consultant	Operating		
11.3.1.4 Utilise ICT equipment to improve Mobile Computing and Work from Home options				ICT	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating		
11.3.1.5 Investigate opportunities for improved internal and external customer service arising from advances in technology, social media, mobility and cloud computing				ICT	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		
11.3.1.6 Complete a 3 year IT Strategy that will facilitate achievement of the Transformation Program and an IT Disaster Recovery Plan for inclusion in the Long Term Financial Plan				ICT	Action	1/07/2016	30/06/2017	\$15,000					External - Consultant	Operating		
11.3.1.7 Develop the new helpdesk system				ICT	Action	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating		
					11.3.1.8 Complete the Authority Renewal project.	ICT	Action	1/09/2015	23/12/2016	\$100,000					Internal - Existing	Operating
		11.4 Records	Objective 11.4.1 To provide a modern, compliant, secure and accessible records management service and facilitate staff training in records systems, processes and responsibilities.	11.4.1.1 Develop the TRIM document management system, promote its use throughout the organisation and integrate it with the City's other systems	Records	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Materials	Operating	
11.4.1.2 Review the Recordkeeping Plan.				Records	Action	1/07/2016	30/06/2017	Staff time only					Internal - Existing	Operating		
11.4.1.3 Upgrade scanning hardware and software to increase record processing speed				Records	Action	1/07/2018	30/06/2019			Staff time only			Materials	Operating		
11.4.1.4 Ensure Business Continuity and Disaster Recovery Plans / Procedures remain current to comply with relevant legislation				Records	BAU	1/07/2016	30/06/2017	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only	Internal - Existing	Operating		

Note: In some instances the Action codes in this plan are not sequential. This is due to some Actions occurring beyond the 5 year duration of this plan.

# City of Kwinana

## Workforce Plan 2016-2021

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## Message from the CEO

As a local government organisation, the City of Kwinana is a major service provider to our local community, both residential and business, as well as an array of different stakeholders.

Juggling the needs and expectations of our growing community is an ongoing challenge for the City of Kwinana. In the last few years we set our goals very high and achieved phenomenal infrastructure improvements, service upgrades and have added over \$50m worth of new community facilities, which have positively impacted our economic development.

The City places emphasis on the development of long-term plans, particularly in regard to financial management and staffing. It's imperative that we allocate time and resources to look forward to ensure that we can afford to provide the services our community needs, appropriately manage the infrastructure we have built and develop further in the future while maintaining a strong workforce.

Our staffing is the key to delivering quality and efficient services that meet the needs of our growing community. Employees are the backbone of the City and work tirelessly to serve our community.

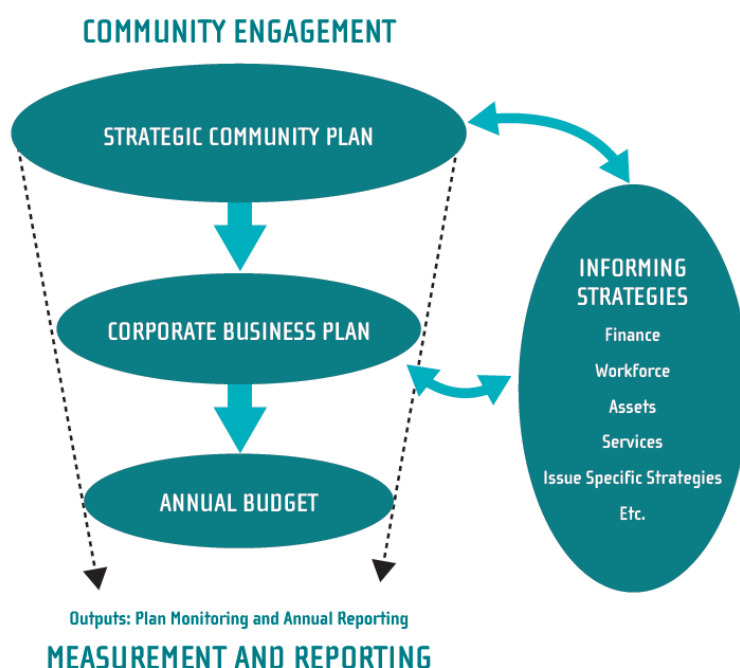
Our Workforce Plan details the actions and strategies we intend to take to attract and retain good workers in roles within the City so we confidently continue to serve our residents' needs now and well into the future.

Rest assured, our staff are invested in generating positive outcomes for the City as much as our community. With this dedicated team, I'm confident the City of Kwinana will move forward to meet its Strategic Community Plan.

**Joanne Abbiss**  
**Chief Executive Officer**

## Introduction

Since 2010 the Minister for Local Government introduced regulations that required all local governments in Western Australia to develop and implement a Plan for the Future. Under these regulations, all local governments were required to develop and adopt two key documents: a Strategic Community Plan and a Corporate Business Plan – both of which must be supported and informed by resourcing and delivery strategies. These plans drive the development of each local government’s Annual Budget and ultimately help local governments plan for the future of their communities.



One of the key components included in the Integrated Planning and Reporting Framework is the Workforce Plan; an informing strategy and is described as the following:

*Ideally, the local government’s Workforce Plan would take into account the community aspirations, priorities and objectives identified in its Strategic Community Plan as it sets out the longer term vision for the local government and will highlight workforce needs. The Workforce Plan which would involve council, stakeholders and all of its employees is an important part of every manager’s role in the organisation and realistically would also become an essential component of the Corporate Business Plan of the organisation. The Workforce Plan sets out the workforce requirements and strategies for current and future operations.*

The City of Kwinana’s Plan for the Future is required to be reviewed every four years and a desktop review performed every two years. The review is to identify changes to the Plan, including the supporting documentation and informing and delivery strategies, to ensure accuracy and provide continued direction to the City in order to meet the expectations of the



community. This document is the desktop review and the updated document is called the City's 2016 – 2021 Workforce Plan ("Workforce Plan").

## Key Objectives

Key objectives of this Workforce Plan are to:-

- Strengthen the organisation's capacity to achieve the outcomes of the Strategic Community Plan and Corporate Business Plan;
- Continue to understand the organisation's workforce profile so that existing workforce capacity can be maximised and future requirements identified including;
  - Areas of skills shortage (current and future)
  - Gaps between current and future workforce capability
  - Areas of workforce growth, development and diminishment
  - Potential issues relating to age &/or demographic of the workforce
- Review, assess and update the established strategies to address the gaps and mitigate risk;
- Assess costs that directly link to the workforce expenditure; and
- Identify a succession plan for critical positions.

Workforce planning is centred on the aspirations, objectives and strategies that the community has identified in the Strategic Community Plan as well as the statutory obligations the City is responsible to administer and deliver which have been identified in the Corporate Business Plan. The Workforce Plan is required to be flexible and forward thinking whilst acknowledging the current trends in the workforce that will affect the demands and influences of employers and employees. During this ongoing process, the projected financial constraints that the organisation may face will need to be reviewed and assessed as this will possibly affect the continued delivery of the workforce plan and ultimately the services provided to the community.

## Methodology

According to the Department of Local Government (Integrated Planning), 4 key steps should be evident in a workforce plan. They include:



The City of Kwinana adopted a similar process to the four recommended steps for workforce planning and utilised the following steps in the development and review of its workforce analysis and plan:

- Data profiling and analysis of current workforce profile through means of the City's Authority and CIVICA systems, past employee and community surveys, compilation of data into graphs, charts, tables;
- Conducted individual consultation sessions with the City's Transformation Team (that comprises senior management) to review and identify any amendments or changes (potential considerations/gaps) on comparison with the previous Workforce Plan and the current requirements of each department. Further consultation with the Strategic area and Executive to further enhance and reinforce the conceptualisation, designing, development, reviewing, assessing and monitoring of strategies and actions;
- External environment scan including collection of data from Australian Bureau of Statistics (ABS), population forecast through Id.Profile, Department of Employment and Department of Local Government (Integrated Planning); and
- Consideration of the findings of the Community Consultation survey – "Kwinana 2030". The analysis of the data from the survey has provided the framework for the Community Strategic Plan and provided strategic direction for the Workforce Plan.

- The findings of the “Kwinana 2030” survey and subsequent framework have been compared with the recently conducted Community Perceptions 2016 survey (Catalyse survey) to ensure accuracy and relevance to the direction of the Workforce Plan.
- Integration of the findings of the Workforce Plan into the Long Term Financial Plan and the Corporate Business Plan.

## **Analysis of External Environment**

The City of Kwinana is situated in the south west of the Perth Metropolitan Region, approximately 30km from the Perth CBD. It is a unique community, set among extensive native bushland and public open space. The City is currently undergoing rapid growth with population, investment, further development of industry, and significant economic development opportunities. Western Australia’s premier industrial area, the Kwinana Industrial Area, whilst still generating substantial income for the State’s economy, has recently experienced a decrease in revenue due to the downturn in the mining sector. The City of Kwinana local government area is bounded by the Indian Ocean to the west, the City of Cockburn to the north, the Shire of Serpentine-Jarrahdale to the east and the City of Rockingham to the south. The City of Kwinana local government area boasts many natural features such as coastline, native bushland and wetlands as well as its namesake heavy industry base.

### **Suburbs and localities:**

Anketell; Bertram (inc Belgravia Central); Calista; Casuarina; Hope Valley; Kwinana City Centre; Kwinana Beach; Leda; Mandogalup; Medina; Naval Base; Orelia; Parmelia; Postans; the Spectacles; Wandi (inc Honeywood); Wellard (inc Homestead Ridge, Village at Wellard, Emerald Park, Sunrise).

### **Population:**

Kwinana is known as a hyper-growth region and is part of the National Growth Areas Alliance, which represents the fastest growing communities in Australia.

Official population as at 30 June 2016: 39,941

Forecasted population 2017: 42,088

Forecasted population 2022: 53,720

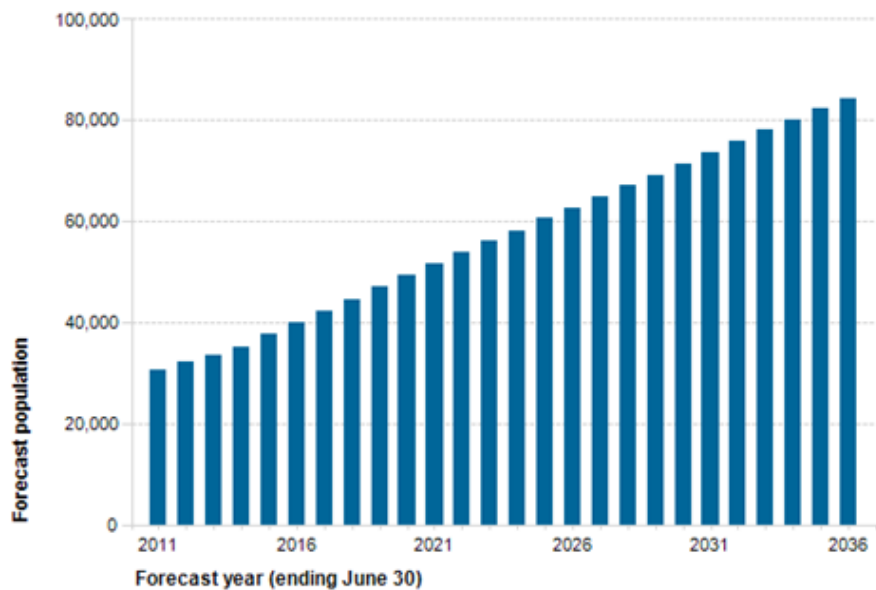
Forecasted population 2027: 64,915

Forecasted population 2032: 75,902

In 2011 Kwinana recorded the fourth fastest growth in WA.

## Forecast population

City of Kwinana



Population and household forecasts, 2011 to 2036, prepared by .id, May 2015.

**.id** the population experts

### Population and Age Structure

“As determined by forecast.id, “In 2016, the dominant age structure for persons in the City of Kwinana was ages 25 to 29, which accounted for 9.3% of the total persons.

The largest increase in persons between 2016 and 2026 is forecast to be ages 0 to 4, which is expected increase by 2,236 and account for 9.5% of the total persons.

The largest 5 year age group in 2026 is 25 to 29 years, with a total of 5,950 persons.”

### A multicultural community

Kwinana’s current population statistics (as recorded on id.forecast and taken from the 2011 ABS Census) show that 27.7% of its residents were born overseas. The most common countries of birth were England 11.2%, New Zealand 4.7%, Philippines 1.5%, and South Africa 1.2%. This overall figure is likely to increase by 2030, with Kwinana currently being a popular choice for migrants due to the affordable housing options and the development of residential estates lots adjacent to the Kwinana Freeway.

### Housing (as per the 2011 ABS Census)

- Number of private dwellings 10,646

“(At June 2015, the City of Kwinana had a median house valuation of \$398,081, \$136,074 lower than the median house valuation for W.A.)”

- Average people per household 2.64

“(Analysis of household/family types in the City of Kwinana in 2011 compared to Greater Perth shows that there was a similar portion of couple families with child(ren) as well as a higher portion of one parent families. Overall 31.7% of total families were couples families with child(ren) and 13.3% were one parent families. The portion of lone person household was 20.7%.)”

- Median weekly household income \$1,253
- Households with a mortgage 47%

“(Analysis of the monthly housing loan payments of households of the City of Kwinana compared to Greater Perth shows that there was a small portion of households paying high mortgage repayments (\$2,600 per month or more – 16.9%), and a large portion of households with low mortgage repayments (less than \$1,000-per month – 16.6%)”

- Households renting 27% with a median weekly rent \$260
- Average motor vehicles per dwelling 1.9
- 2015 December quarter unemployment 11.04%

## **Local Government**

The Kwinana Council had its beginnings with the passing of the Kwinana Road Districts Act of 1953. Overtime it became a Shire, then a Town and was granted its current City designation on 17 September 2012.

The City of Kwinana has eight Councillors with the Mayor and Deputy Mayor being voted from within as opposed to being popularly elected by the community.

The City does not presently operate a Ward system.

There was a large focus on Local Government Reform in the first half of the 2014/15 financial year with the City of Kwinana set to amalgamate with the City of Cockburn. Following an extensive community campaign more than 50% of voters eligible to vote in the district voted (52.93%) and of those, 87.98% voted against the merger effectively stopping the amalgamation from progressing..

Whilst the amalgamation was stopped, significant consultation and comparison of both operations (i.e. Cities of Cockburn and Kwinana) had been undertaken in the event that the amalgamation proceeded. From the information obtained by the City through this consultation process and the expression of faith by the community voters, the City embarked on a transformation program to ensure best practice in the delivery of the highest priority outcomes identified through the Strategic Community Plan consultation process. The City has adopted a project management approach to the program. This approach has positively impacted on the workforce planning for the City, in so far as, existing and future staff resourcing is now undergoing intense analysis (more than in the past) of the requirements for each department and the organisation. The analysis includes assessing current capability

and capacity of both individuals and departments, alignment with the community priorities and the City's growing needs, benchmarking against other Local Governments and comprehensive financial scrutiny. In order for the change in assessment to be successfully implemented, the City has facilitated a change management strategy beginning with a "revised" set of staff values (developed with input from all staff) and the beginning of a transforming culture with an emphasis on meeting the community's expectations.

## **Employment and Education**

The unemployment rate in the City of Kwinana has remained consistently above average. Recorded in the December quarter 2015, Kwinana's unemployment rate (11.04%) nearly doubled the unemployment rate for Western Australia (6.4% - December 2015).

As per the 2011 ABS Census the educational attainment for people aged 25-34 was significantly lower in Kwinana than the average for Western Australia and Australia. Only 45% had completed Year 12 or equivalent, compared with 64% and 69% for Western Australia and Australia respectively.

Employment and education levels are of concern to the City of Kwinana, both as a local government and a major local employer. Much work has been undertaken in the past to address these levels and the City continuously advocates and lobbies State and Federal Governments to assist with improving our statistics.

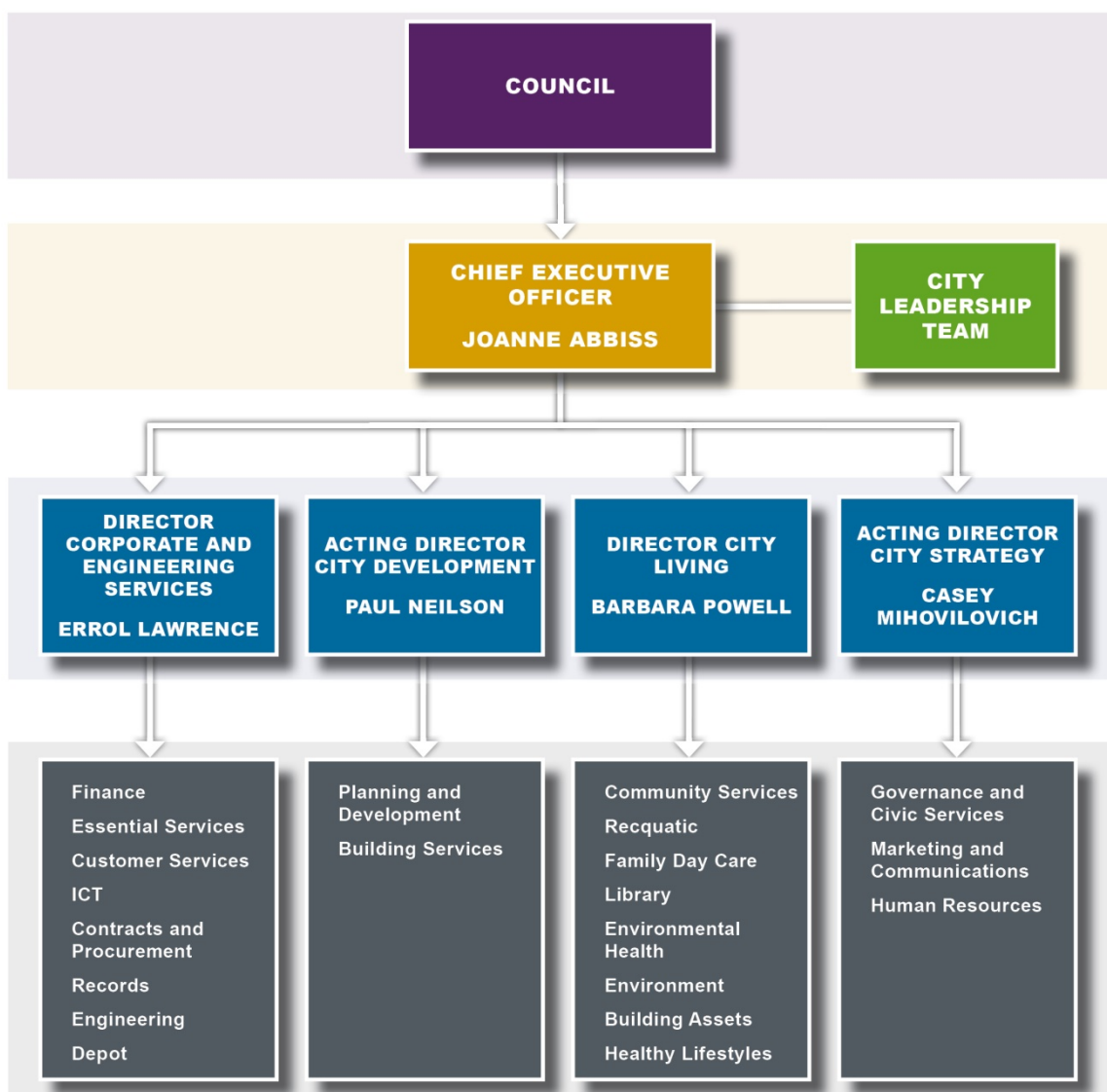
In October 2011, Council adopted a new Policy (Promotion of Local Employment Opportunities) to encourage the City of Kwinana to commit to promoting employment opportunities locally in order to encourage the maximum number of applicants from within the local government area. The City continues to promote employment opportunities for the local community, including attendance at local career fairs organized specifically for this end.

# Analysis of Internal Environment

## Current Structure

As one of the 571 local governments in Australia, the City of Kwinana plays a crucial role in the development and maintenance of its local community infrastructure and services. Although it largely operates as an autonomous entity, Council is accountable to its local community and works in collaboration with other levels of government particularly in relation to the planning and development demands.

The services and support rendered by the City of Kwinana to its community is done through four directorates all of which fall under the Chief Executive Officer's control. The structure and activities undertaken by the four directorates are as shown:



Since the last workforce plan review, the City has undergone a restructure that has resulted in four directorates and the formation of a small support team for the Office of the Chief Executive Office (City Leadership).

**City Living Directorate :** The City Living directorate has the responsibility for delivering important services to residents including Community Centre management, library services; recreation, leisure, fitness and aquatic programs; family day care services; independent living units for seniors; youth development programs including an outreach youth service and management of the Zone Youth Space; cultural programs; community events and a volunteer resource centre. As a result of the restructure, the activities undertaken by the Asset Management, Environment and Environmental Health departments are now directed and coordinated through this directorate.

**Corporate & Engineering Services:** Services delivered through this directorate provide vital administrative and financial support functions to the entire City operations. Internal support services consist of Finance, ICT, Records Management, Contracts and Procurement. External support encompasses services provided by the Ranger, Security (newly created City Assist team) and Emergency services and Customer Service. Both the Engineering department and the Works Depot are within this directorate.

**City Strategy:** This Directorate focuses on the legislative and communication needs and strategies for both external and internal stakeholders. It includes governance and Council administration; marketing and communications; civic functions and citizenship; integrated strategic planning; Human Resources; quality and risk management and occupational safety and health. New to this directorate is the City Enterprises area which has a focus on identifying and attracting new business opportunities for the City.

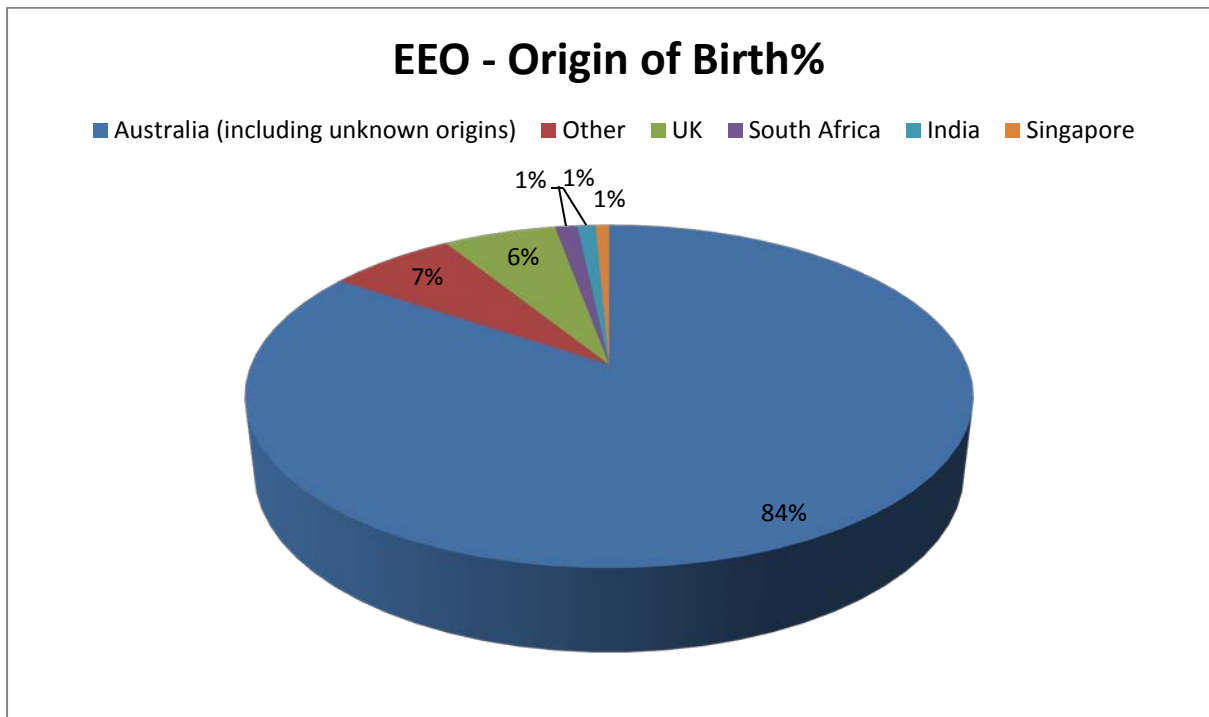
**City Development:** This Directorate is responsible for the activities undertaken by the Planning and Building departments.



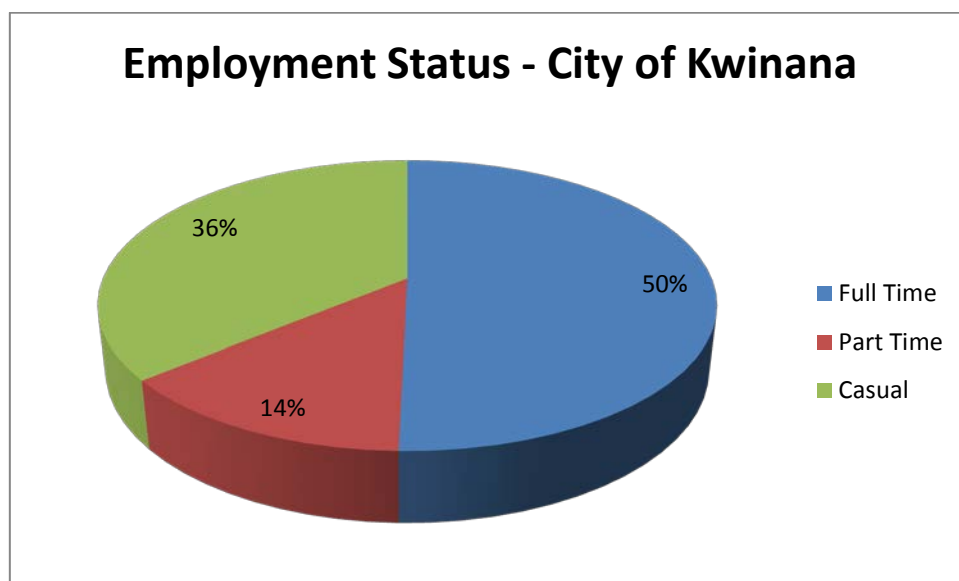
## Workforce Profile

### Workforce Cultural Diversity

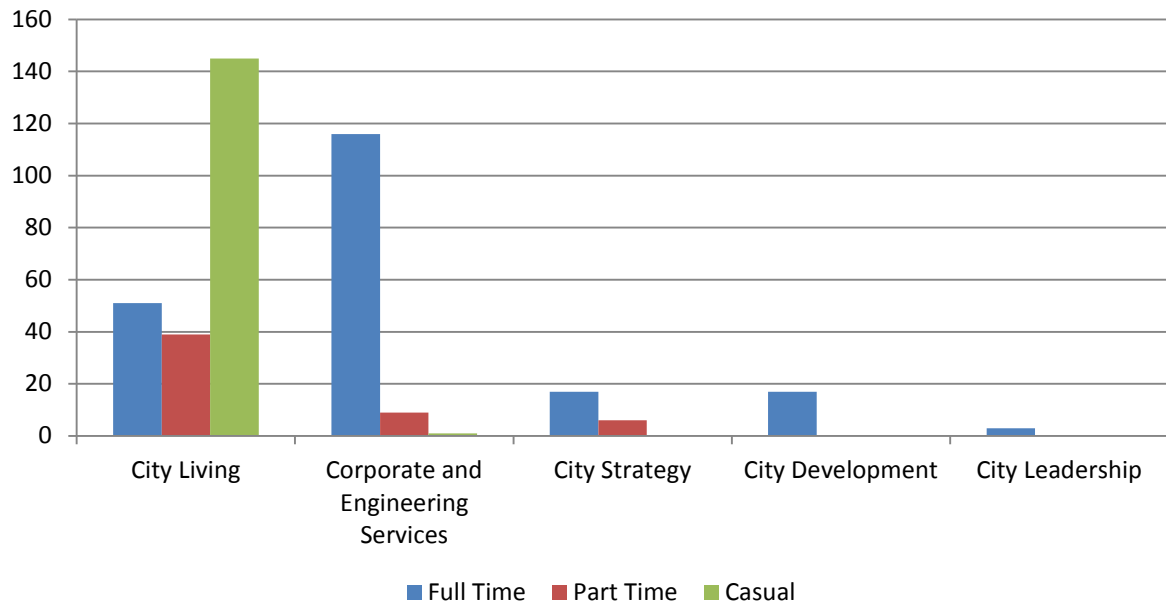
The City's workforce is predominantly Australian born (84%) – it should be noted that employees who have not identified their origin of birth have been recorded in this category. Of the 16% of employees born overseas, they include those from the United Kingdom, India and South Africa. This is inline with the diversity of the Kwinana community.



### Employment Status

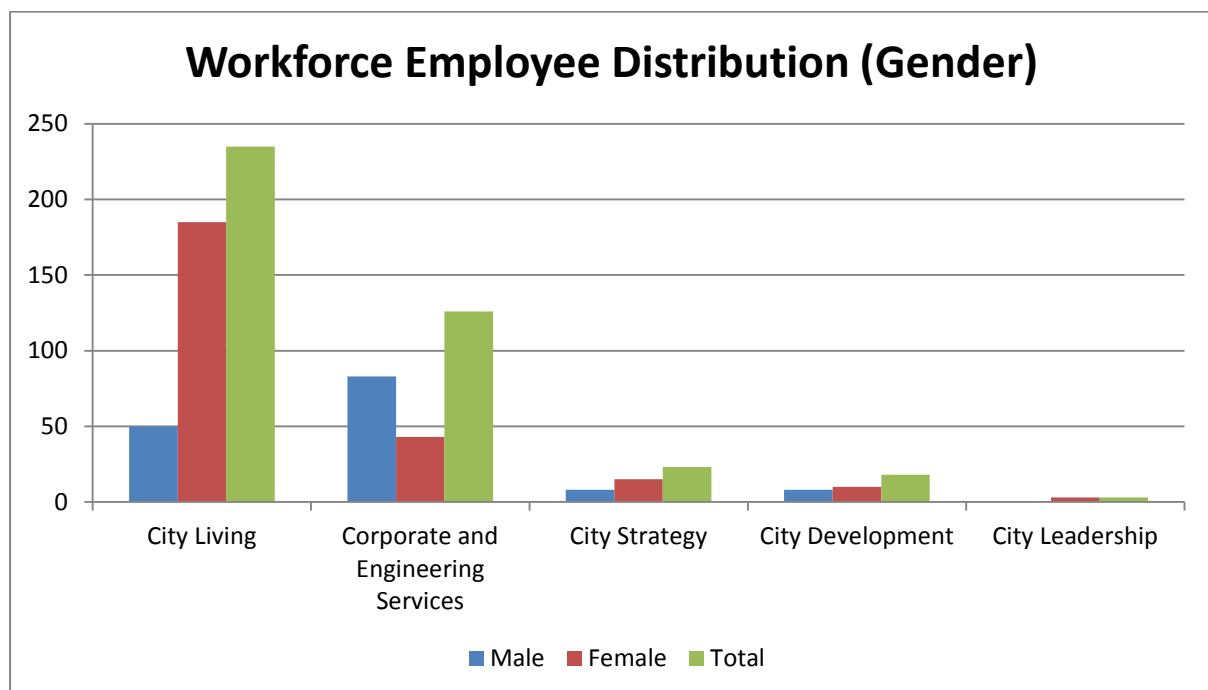


## Workforce Employee Distribution (Employment Status)



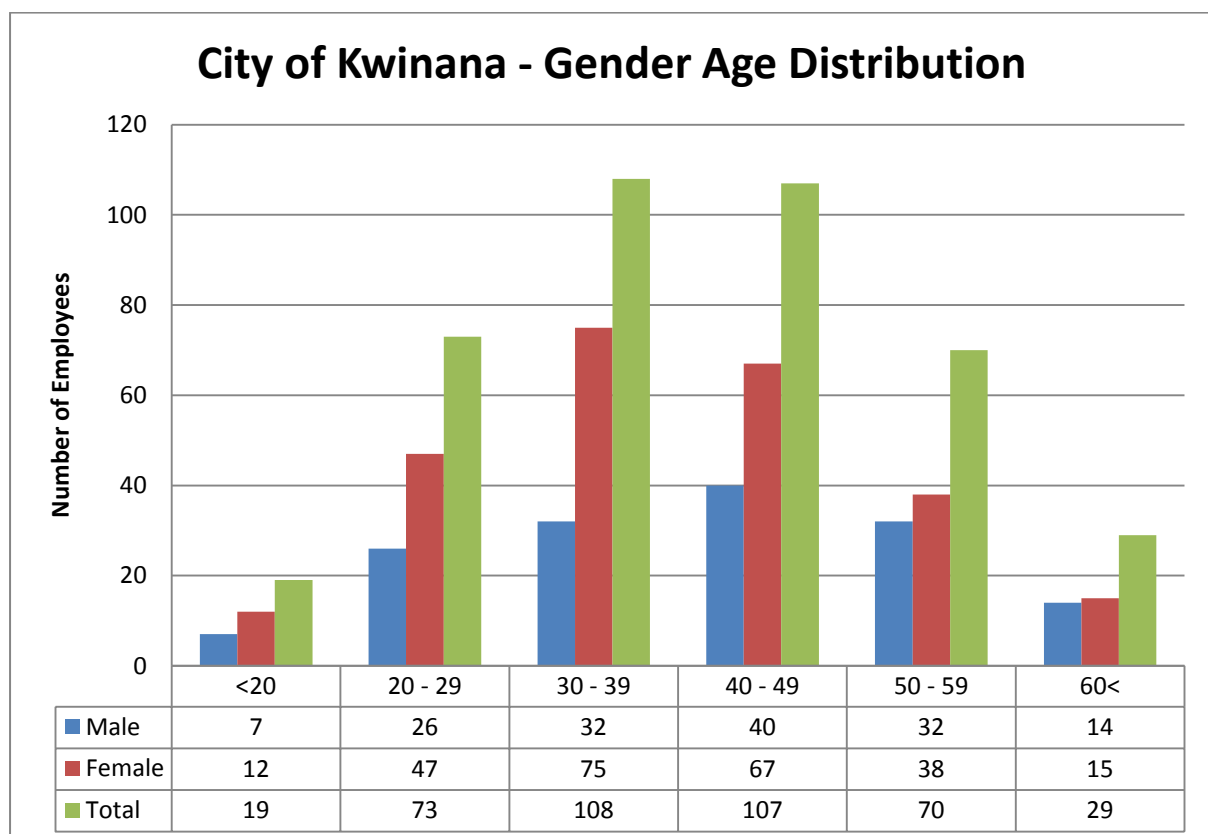
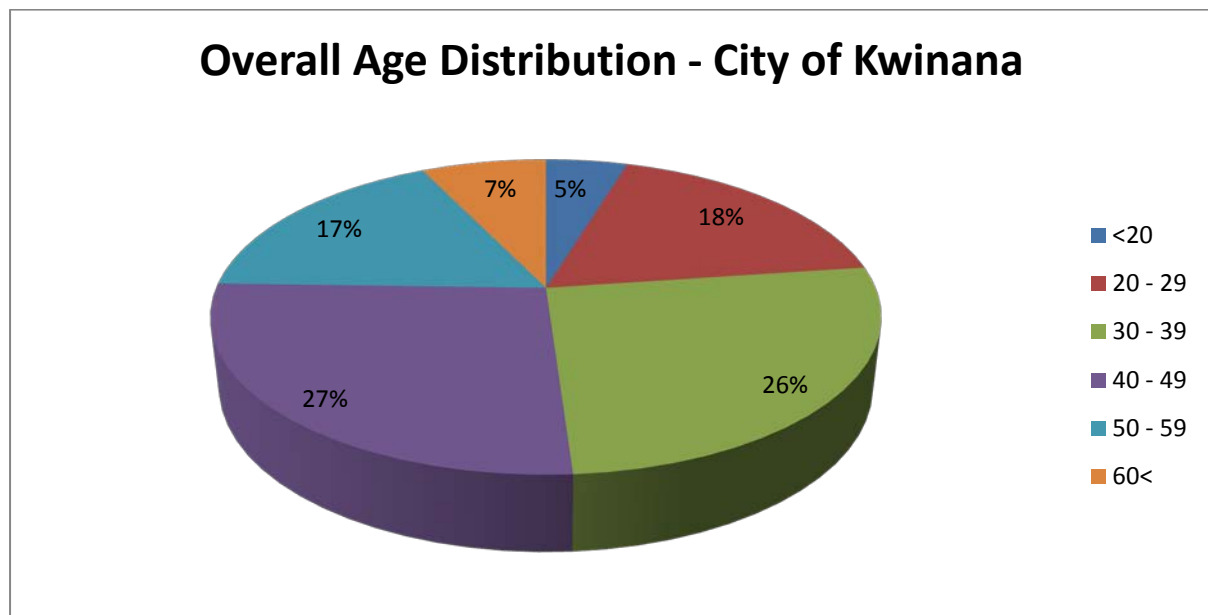
Of the 405 employees being hired by the City, employees are distributed between four directorates (and a Leadership Team) with Corporate & Engineering Services having the highest amount of Full Time employees 116; City Living having the highest amount of Part Time 39 and Casual 145 employees. These splits can be attributed to the nature of services currently offered by the departments and are unlikely to change.

## Gender Distribution

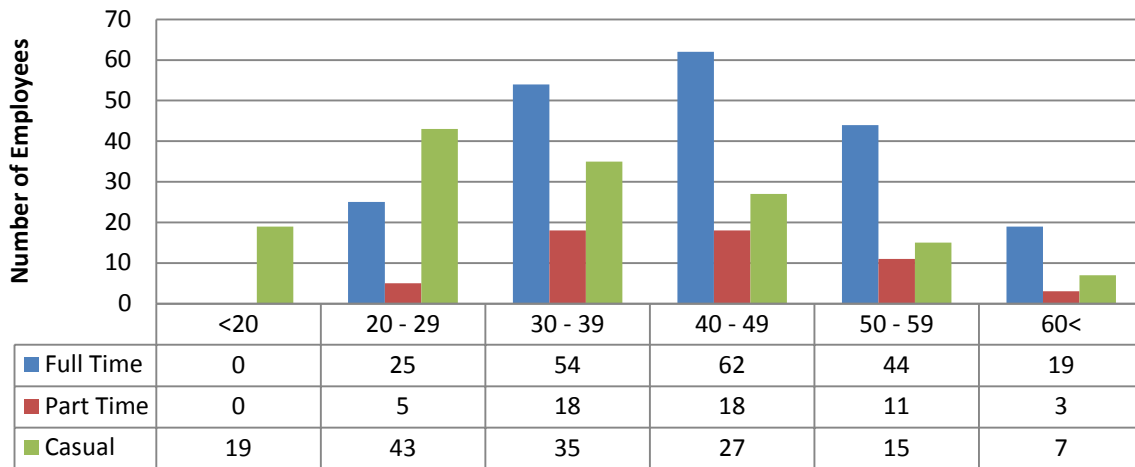


City Living has the highest amount of female staff (235) whilst Corporate and Engineering Services has the highest amount of male employees (83). This can be attributed to the nature of service and gender inclined work carried out by these two directorates; City Living – Family Day Care, Community Services; Corporate & Commercial Services – Depot, Engineering.

### Age Distribution



## City of Kwinana - Workforce Distribution (Employment Status Across Age)



Gender distribution is 62.7% female and 37.3% male. It is also noted that female employment peaks between 30-39 years of age, whilst male employment peaks at between 40 to 49 years. There is a trend towards middle aged staff. This is to be noted as it demonstrates the need in the coming years for further implementation of strategies to deal with an ageing workforce. Full Time employment is highest within the 30-39 and 40-49 age groups and declines rapidly after 60 years. The relatively large amount of staff in full time employment during the age of 50-59 can be attributed to the rising costs of living and the rising retirement age. This age trend for the casual employment group indicates that there is a slow decline after the age bracket of 20-29. Part time employment on the other hand is highest at 30-39 and 40-49 years which decreases during 50-59 years before minimal staff in the <60 category.

### Gender distribution in Senior Management roles

The City has achieved a good balance in gender equality in senior management roles.

CEO – 1 Female

Directors – 2 male, 2 female

Senior Management Team – 16 male, 12 female. A total of 28 senior employees sit on the Transformation Team along with the members of the Executive Team.

The City of Kwinana Council currently has 5 female and 3 male elected members.

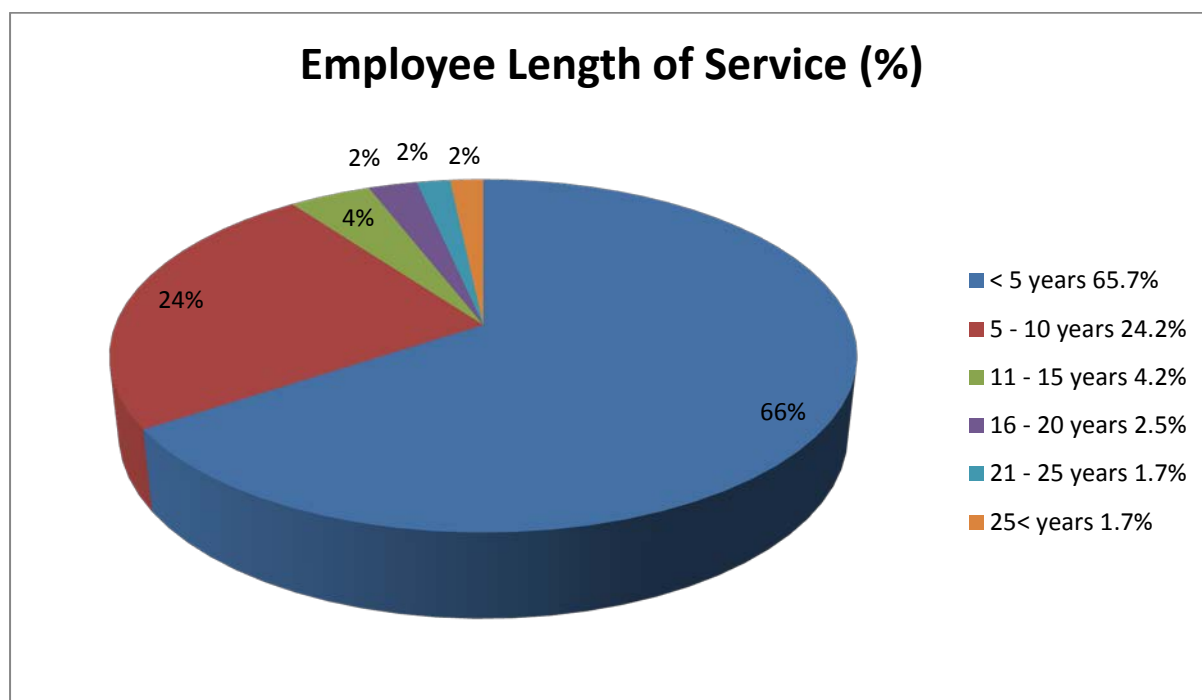
### Gaps Identified (Age and Gender)

The most significant impacts of an ageing workforce will be borne predominately by those areas with higher gender concentrations. It is found that whilst the male gender fill 91% (M:43, F:4) of positions in the Depot department, the female gender occupy positions in several other areas in the City including; Family Day Care (M:0, F:9 - Percentage of Females: 100%) and Library & Community Centres (M:4, F:17, Percentage of Females: 85%). The provision of access to flexible work arrangements particularly in female populated

departments will become increasingly important in securing long term retention from this gender group.

### Tenure

The majority of employees at the City of Kwinana have been employed for a period of less than 5 years (65.7%). Using the data gained from exit interviews it is clear that employee tenure is impacted upon by many external factors such as higher salaries, better career opportunities and more interesting work. The internal factors are due to the high number of casual staff that by their nature have high turn over rates and where employees culture/values do not align to those of the workplace.

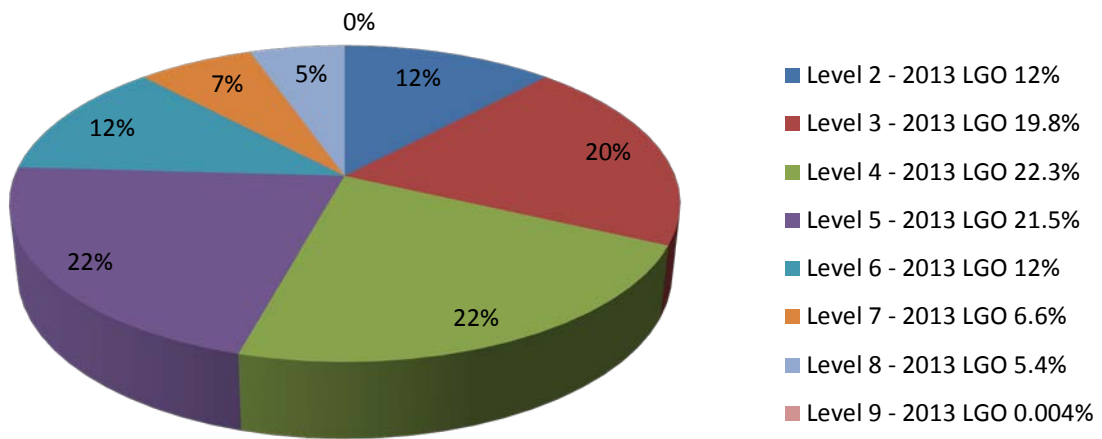


### Employees' Classifications

59% (242) of employees who receive salary and position levels are classified as Local Government Officers (LGO) under the City's current Collective Agreement. Of these, 19.8% (48 Employees) are in the level 3 category, 22.3% (54 Employees) within the level 4 category and, 21.5% (52 Employees) in level 5.

The Local Government Act 1995 requires the Local Government to provide the number of employees who are entitled to an annual salary of \$100,000 or more and to break those employees into salary bands of \$10,000. For the period reported in the 2014/15 Annual Report, the City of Kwinana had nineteen (19) employees whose salary exceeded \$100,000. Of these employees three (3) had a salary between \$100,000 and \$110,000, nine (9) had a salary between \$110,000 and \$120,000, one (1) had salary between \$120,000 and \$130,000, one (1) had a salary between \$150,000 and \$160,000, four (4) had a salary between \$190,000 and \$200,000 and one had a salary between \$250,000 and \$260,000.

## LGO Classifications (%) of employees



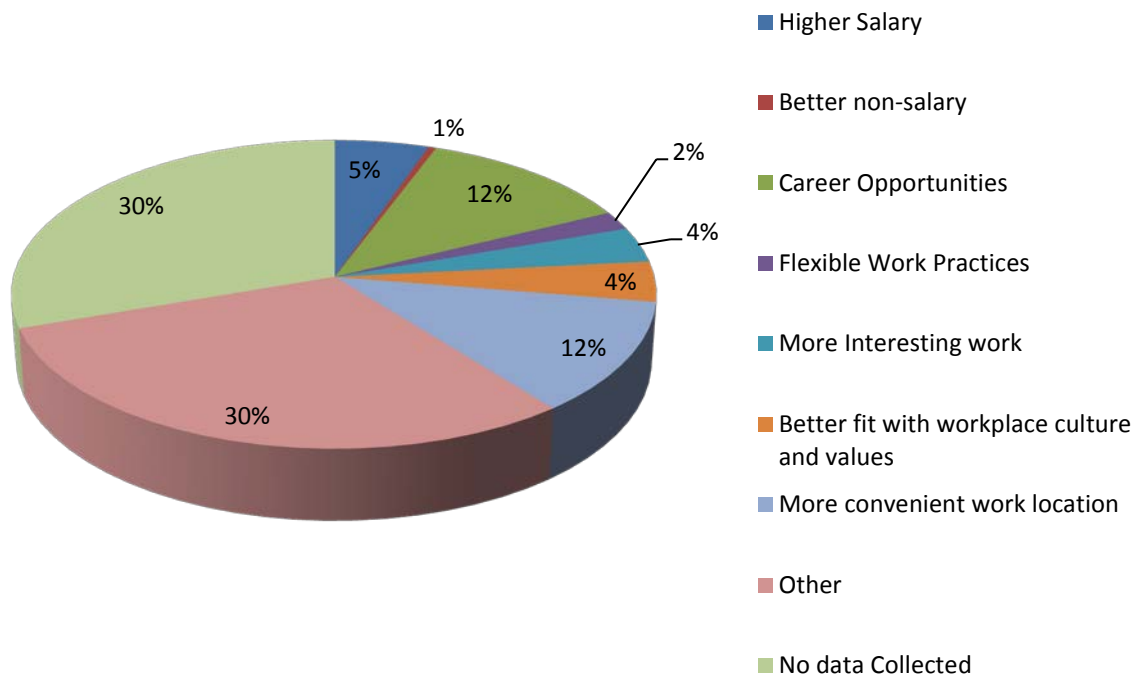
### Retention and Turnover Rates

	2008	2009	2010	2011	2012	2013	2014	2015
<b>Retention Rate (nearest %)</b>	89%	89%	83%	83%	73%	83%	85%	86%
<b>Turnover Rate (nearest %)</b>	11%	11%	17%	17%	27%	17%	15%	14%

### Employee Reasons for Leaving

In 2012 the City commenced an analysis process (which has continued), in an attempt to understand our workforce movements. This information is captured by the analysis of exit interview data and where possible is undertaken for all permanent employees who leave. (For the calendar year of 2015, 30% of departing permanent employees either did not wish to undergo an exit interview or it was not possible to conduct the interview). It was found that despite the current flexible work arrangements provided by the City, including a 9-day fortnight for all permanent staff where agreed, a number of issues and factors were identified by departing employees as reasons for their departure. While this representation can be argued as too simplistic, there is sufficient information from these responses to show of the potential intentions and trends of future departing staff.

## Reasons for Leaving



The categories that ranked among the highest were 'more convenient work location', and 'career opportunities', however it should be noted that for the 30% of the staff that left the City there was no data available (this could be due to their casual employment status and the nature of the work). The other category that rated 30% was 'other' and typically the staff who left within this category recorded reasons such as moving to another location (often interstate) and deciding to pursue a different career path.

## Financial Viability and Planning

The City took a significant stride in forward planning, releasing its draft Local Planning Strategy for community comment. Set to guide land use and development for the next 10 years and beyond, this strategy sets a vision for the future. Taking into account future population growth and demographics as well as state government planning strategies, the draft strategy integrates a wide range of factors such as environmental sustainability, the need for lively and successful activity and commercial centres (such as the Kwinana City Centre), its housing strategies, industrial, recreational and civic, rural and coastal strategies. All of these strategies have contributed to the compilation of the City's Workforce Plan, and its future staff resourcing requirements.

The City continues to satisfy the Local Government Act 1995, the Local Government (Financial Management) Regulations 1996 and applicable Accounting Standards as evident from the unqualified audit report received. The budget preparations were guided by the City's 20 year financial model, which details a financial strategy through an intense period of growth and development and proves the sustainability of the City. The 20 year financial model continues to be reassessed and highlights a bright future for the Kwinana community.

However, as detailed earlier in this report, the City of Kwinana is a hyper-growth local government and in the beginning of a significant growth phase. This presents the City with numerous financial challenges as we try to balance the needs of our existing community with the expectations of the many thousands of new residents moving into the area.

The City spent \$32.8m on capital initiatives during the 2014/15 financial year. This expenditure was funded by \$17.5m from Government grants and contributions, \$10.3m from reserves, \$3.3m from use of loan borrowings, \$0.7m in proceeds from the sale of assets and \$4.8m was allocated to the 'Carried Forward Projects Reserve' for incomplete works at 30 June 2015 and \$0.4m was allocated to Infrastructure Reserve.

Reserves increased by \$7.1m from \$34.8m to \$41.9m during the 2014/15 year. Of reserve funds, \$13m was used during the year primarily as follows:-

- New capital works projects - \$3.2m;
- Local government reform expenses - \$0.7m;
- Reimbursement to the City from Developer Contributions for completed projects and administration expenses of \$1.2m funds; and
- For incomplete capital and operating works from the previous financial year, which totalled \$7.9m.



# Occupational Safety and Health and Risk Management

## Risk Management

The City of Kwinana is committed to managing risk and minimises losses and maximises opportunities to deliver the vision for the community. The City aims to achieve best practice (aligned to the AS/NZ ISO 31000:2009 Standard for Risk Management as the minimum standard), in the management of all risks that may affect the City, its customers, people, assets, functions, objectives, operations or members of the public. This is in conjunction with its policies on Quality Assurance, Corporate Governance and Occupational Safety and Health.

Risk Management will form part of the Strategic, Operational, Project and Business Unit management responsibilities and where possible, be incorporated within the City's Integrated Planning Framework.

During the 2015/16 period, the City engaged an external consultant to assess the City's Risk Management Framework and to review the Business Continuity Plan. This review resulted in the development of an up to date Risk Management Framework and associated training for applicable parties.

## Occupational Safety and Health

The City of Kwinana is committed to meeting its obligations and responsibilities according to the Occupational Safety and Health Act, 1984, and the Occupational Safety and Health Regulations 1996. This commitment ensures that, as far as is practicable, the highest standard of occupational safety and health is established and maintained. This will be achieved by ensuring that appropriate resources are effectively utilised in the areas of accident and injury prevention.

The Chief Executive Officer regards safety and health as vital for all aspects of the organisation and will not accept any work practice that could compromise the safety of staff, elected members, volunteers or the members of the public.

Every Team Member is empowered to demonstrate leadership through both personal and team decisions to enhance safety and health performance within their own working environment.

In 2015, the City partook in a pilot program (3 Steps to Safety Program) conducted by the City's Insurers and audited against the WorkSafe Plan. The City achieved an overall rating of 75% and is currently addressing the gaps identified within the audit report. The identified actions from the report and a continued program to raise awareness of health and safety in the workplace with the aim of facilitating a cultural change has been endorsed by the Executive.

## Integrated Planning and Workforce Implications

All local governments are required by Section 5.56 of the *Local Government Act 1995* (the Act) to create a Plan for the future of their district. This requires every local government to have developed and adopted two key documents – a Strategic Community Plan and a Corporate Business Plan. These two plans combine, in the City’s case, to form the ‘Plan for the Future – Kwinana 2030’.

Since the initial development and implementation of the ‘Plan for the Future – Kwinana 2030’, and a requirement to remain compliant with the Act, a review of the key documents has been undertaken. As part of this review, the City engaged an external consultant to survey the community to evaluate community priorities and measure the City’s performance against key indicators in the Strategic Community Plan.

From this consultation process with the community, the results were overwhelming that the community was concerned about safety and security. Other community priorities included enhancing playgrounds, park and reserves, improving streetscapes, access to public transport, addressing traffic management, access to goods and services and economic development. With these community priorities identified, this gives a clear direction for the workforce plan priorities and subsequent staff resourcing of the appropriate departments that will address the identified community needs.

### City of Kwinana’s Vision

The Kwinana 2030 vision statement succinctly represents the community’s aspirations for the future and was derived directly from the community visioning process. It is about where the Kwinana community want to be in the year 2030 and captures the essence of what it will be like to live here.

***Rich in spirit, alive with opportunities, surrounded by nature - it’s all here!***

This vision reflects the community’s desire for a place of great community spirit and events, with beautiful bushland and parks and a city centre that is bustling with specialty shops and restaurants. A place that is well planned and achieves a balance of semi-rural, urban, coastal and industrial developments, with abundant employment and education options and great public transport.

## Future Challenges for the Workforce

In developing strategies to address the needs of the Community, it was important to recognise that the City will face a number of issues that could potentially and significantly challenge its ability to meet strategic objectives. For this cause, a Workforce Planning Activity (Phase 1) was conducted in December 2015, requiring participation from all Department managers. Analysis of data from Phase 1 of the Workforce Planning indicated that the managers felt that (on average) departments in the City of Kwinana are smaller in size than what they could be, citing an increase in the volume of work (for differing reasons) since the previous Workforce Plan. However, the managers believed that the members of the different teams are considered very effective in their responsibilities and very often achieve the timeline objectives set.

As the City progresses on the transformation program (initiated after the decision not to proceed with Local Government Reform) an initial increase in workload is expected across the organisation. The impact of the initial increased workload is a result of assessing the City's current capability and capacity to deliver services and establishing the most appropriate service delivery methods for the City's future direction. During the consultation process with Department managers and discussions relating to the City meeting the community's highest priority expectations, the future FTE predication was considered. **(Refer to Table: Analysis of workforce teams and expected growth 2016-2021).**

It is anticipated that many of the projects required to successfully implement the transformation program will comprise tasks that are new to many staff. Therefore, team members may lack the necessary skills to perform these tasks and will be on a learning curve. It can then be summarised that for staff to continually fulfil their job roles against the future changing demands of the workforce (which will include use of new technology as part of the projects to effectively and efficiently meet community expectations) a moderate amount of training and development should be provided. This has been identified in the preparation of the annual budget with an increase in the funds allocated to training.

## Nature of Local Government Sector

Local government provides diverse roles and services all under one roof and hence, employs a wide scope of people from different professional backgrounds, experience and skills.

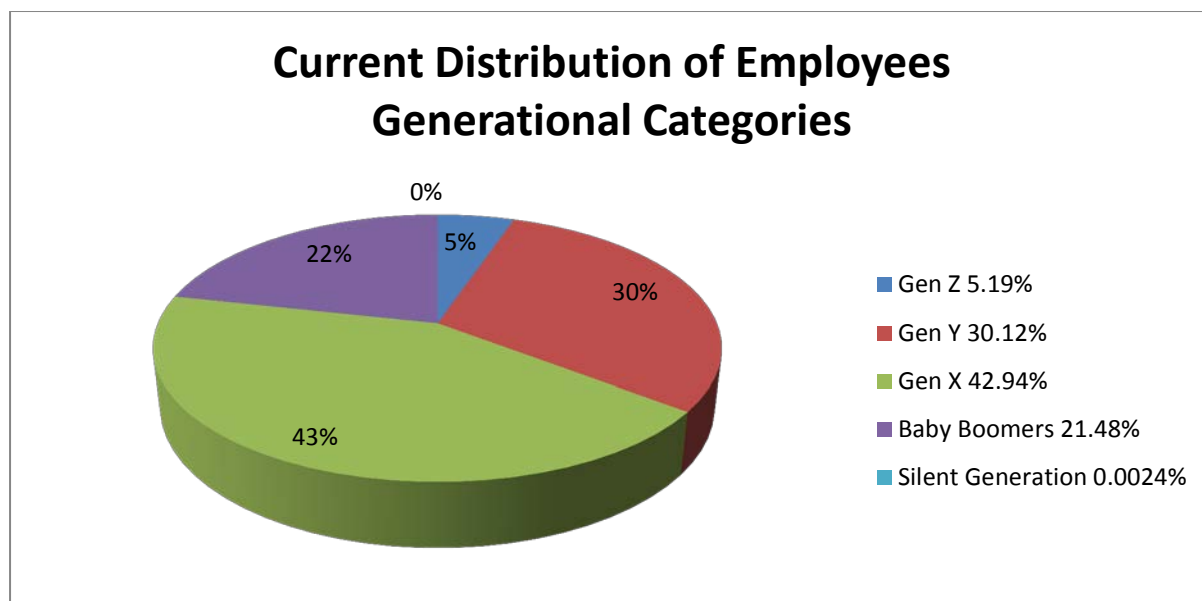
The nature of local government employment is also subject to political shifts. Changes in federal, state and local government policy and legislation may often impact the direction of the organisation. A lack of political stability or an increase in uncertainty may deter individuals from applying for jobs in the local government sector.

Whilst traditionally local government has not been a strong competitor with the private industry, for reasons such as higher salary offering and career progression, the recent downturn in the mining sector has had an impact on the number of potential candidates for some of the vacant roles. For example, some of the operational roles have seen applicants with engineering degrees applying for traditional 'blue collar' labour intensive roles.

## Ageing Workforce – Generation Difference

Although ageing projections do not specifically nor directly infer that older employees will retire at any sooner time, there are known potential risks associated with projected departure of older employees on the organisation's service delivery.

The following chart illustrates the current distribution of employees against generational categories. It is found that 42.97% of City's employees belong to the Gen X (1964 – 1981), 30.12% to the Gen Y (1981 – 1995), followed by the Baby Boomers (1945 -1964) at 21.48%, 5.19% to the Gen Z (1995-2015) and the Silent Generation (Born 1945 and earlier) at .02%.



### GEN Z

There are 21 employees that fall within the Gen Z age bracket, all of which are under Casual employment. Of the 21 employees 14 are female and 7 are male.

### GEN Y

There are 122 employees employed by the City of Kwinana who belong to the Gen Y category. This comprises a total of 50 casuals, 49 full time and 13 part time. Of the 122 employees, 42 are males whilst 80 are females.

Of these, it is noted that organisationally, 32% of Gen Y employees work within the Recreation Centre, 25% in the Community Services, 7% in the Library, with the remaining percent of Gen Y evenly distributed amongst the remaining departments.

### GEN X

There are 174 employees who belong to the Gen X category. This comprises a total of 64 full time, 22 part time and 88 casuals. Of the 174 employees, 60 are males whilst 114 are females.

## BABY BOOMERS

There are 87 employees in the Baby Boomer generation period. This comprises a total of 56 full time, 13 part time and 18 casuals. Of the 87 employees, 42 are males whilst 45 are females.

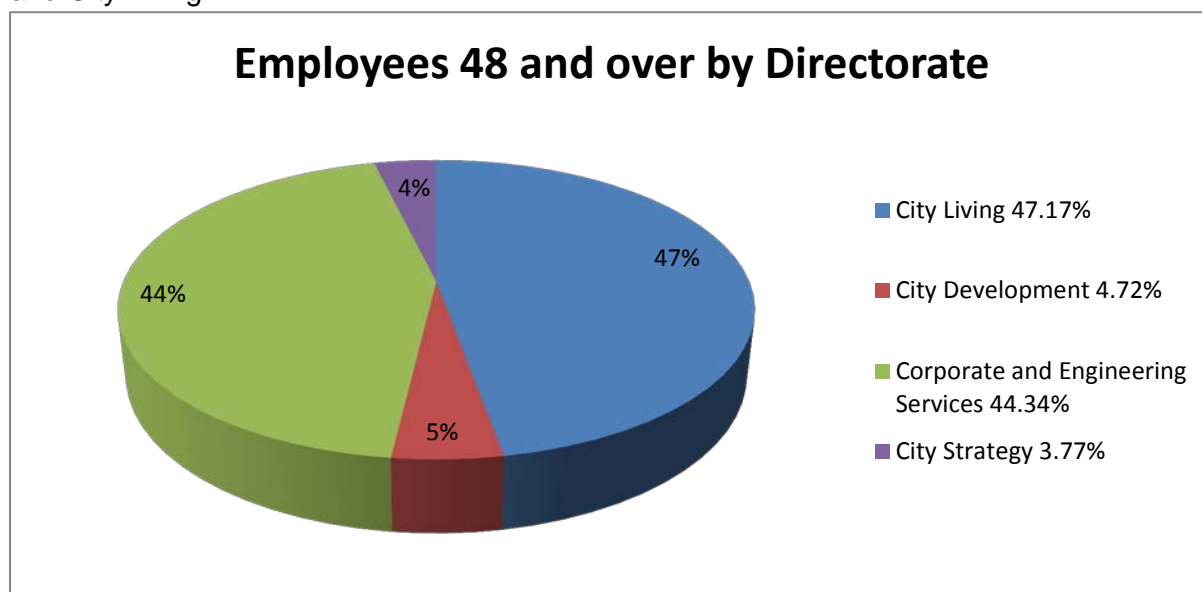
## SILENT GENERATION

There is 1 employee employed by the City that fall into the Silent Generation category. This employee is female and employed on a casual basis.

In summary, it has been reported that the Australian labour market has begun to see an exodus of skilled employees. Of special note is the exit of employees belonging to the baby boomers generation. Therefore, strategies to address the continued exit of qualified employees aged 48 and above must be taken to ensure that the workforce not only adds to it an increase in younger employees, but that it maintains a balance of suitable younger, mid and mature aged personnel.

Currently 26% of the City's workforce is 48 years of age or over. Of this, 56% are of females.

It is envisaged that if the current status quo of employees continue, the impacts of workforce ageing will be most significant within the directorates of Corporate & Engineering Services and City Living.



## Skills Shortages

In the past, one of the major yet genuine issues confronting the whole of Australia's workforce was the nature of:-

- skills shortage; and
- Demand for specific skilled workers by many industries across the nation.

These issues have impacted on the recruitment activities for the City, and for some vacant positions it was difficult to find a suitable candidate. However since the recent downturn in the mining sector, there has been a notable increase in the number of applicants for particular vacant roles. Of note, is many of the applicants' qualification levels exceed the essential criteria of the position being advertised. Whilst there has been an obvious increase in the number of applicants for certain positions, there are still positions that the City has difficulty finding a suitable candidate.

According to data collected and analyzed by the Department of Employment in December 2015, the following jobs face statewide shortages and are hardest to recruit:

- Surveyors
- Motor Mechanics (particularly in regional areas)
- Health professions (particularly in regional areas)

On a local level, the following job roles were the hardest to fill within the City of Kwinana's organisation during 2015:

- Environmental Health Officers
- Building Surveyors

Innovative ways are therefore needed in order for gaps in attracting, selecting and retaining staff to be closed. These include sourcing different avenues for advertising, being creative with the attraction campaign and changing the way it has been traditionally done.

## Technological Advancements

The local government sector is continuing to experience a shift in its use of better technology. In recent times, an increase and introduction of alternate methods to service delivery include greater use of information communications and technology such as the email, internet and new software systems. Implementation of such technology has created a more efficient work environment. Research continues to suggest that the use of technology in the workplace will increase and better enhance innovative work practice as it plays an integrating part in the evolving workforce.

Additionally, the City is exploring the use of social media, in particular through the recruitment process. Use of diverse advertising mediums is designed to capture the employment market that in the past may not have been reached, therefore increasing the potential number of applicants.

## Analysis of workforce teams and expected growth 2016-2021 (Initial data collection commenced 2015)

Team	Growth details	Current staffing level - FTE	Indicative Forecast 5 years
<b>City Leadership</b>			
Executive	The CEO and Director positions are forecast to remain as at present. Some growth in administration support is required by the end of this period as the community expectations of service delivery increases.	7	0 FTE
<b>City Development</b>			
Marketing and Communications	Growth is required in this area due to the increase in population and community expectations. The introduction of social media has meant a dramatic increase in the number of online community interactions with the City currently have 6000 people actively using their Facebook site. The need to address the City's reputation externally to the LGA has been outlined in the Community Strategic Plan, requiring additional staffing and resources to be placed in marketing.	5.21	0.6 FTE 2016/2017
Governance and Corporate Planning	This department has experienced growth within the last 2 years due to increased legislation (e.g. Integrated Strategic Planning) and the City's chosen desire to be Quality endorsed. This team also includes Civic functions, catering and Citizenship. The only area identified for possible growth is the requirements of Corporate Strategic Planning. This however is limited and would be difficult to justify against other organisational requirements, however an allowance for growth has been included in 2017/18. Increase of one FTE Risk Management & Governance Officer 2016 -2017	7.8	1 FTE 2016/2017
Human Resources	The Human Resources team has grown significantly in staff numbers in the last 3 years. Having identified limited growth in staff numbers across the organisation in the next 5 years and the implementation of the retention strategies outlined in this report, it is forecast that the department will not need to increase greatly in the next 5 years. With increased OSH legislation being introduced, this plan does allow for a slight increase in 2017/18.	8.81	0.5 FTE 2017/18
Planning	The planning team plays an integral part in the future of Kwinana's community and will need added staff for it to provide current and potential developments within the elected boundaries of Kwinana. The Eastern Residential Intensification Concept area will have particular impact on this team and staff numbers are expected to be 16 FTE in 5 years time. The following future projects will have an impact on staffing. <ul style="list-style-type: none"> <li>Revitalisation of the City. (increase the need for planners)</li> <li>The Indian Ocean Gateway. (increase the need for planners)</li> <li>Increase in technology such as GIS and eServices. (decrease the need for planners)</li> <li>The slowing down of the economy (decrease the need for planners)</li> </ul>	11	1 FTE (2016/17)  1 FTE (2017/18)  1 FTE (2019/2020)

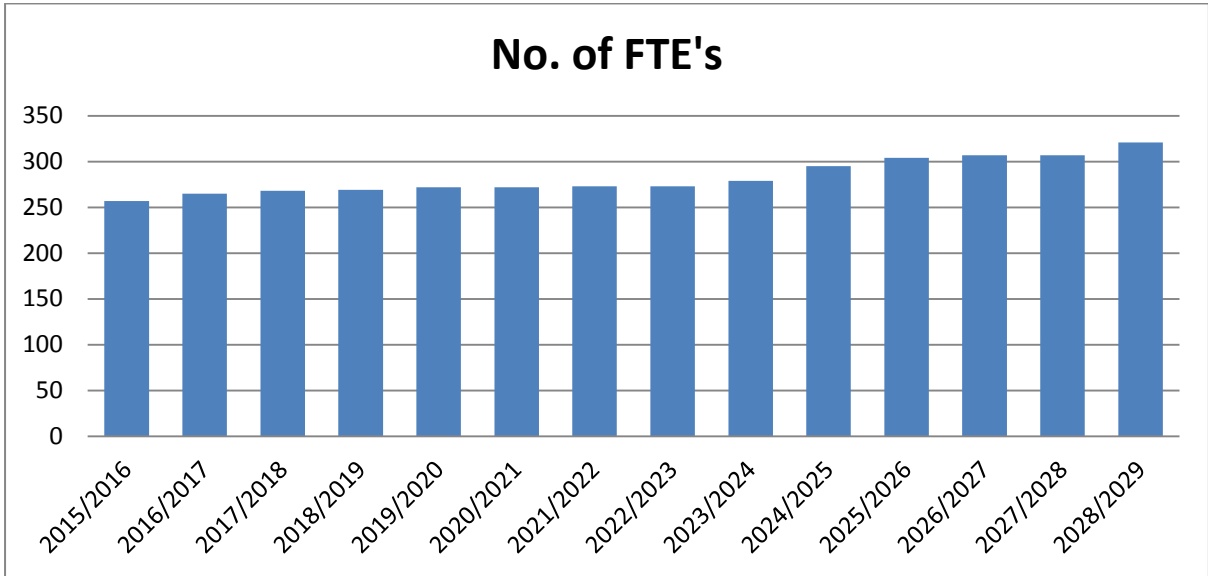
	<ul style="list-style-type: none"> <li>The growth of latitude 32 and industry. (increase the need for planners)</li> </ul> <p>It should also be noted that Planning Officers are often the more difficult to recruit (as outlined earlier in this Plan) and retention strategies will be important to maintain and grow the team.</p>		
Building Services	There has been a 58% increase in building approvals, calculated for the financial year, in two years attributed to development growth. The State Planning push for higher density development has resulted in more complex planning provisions being introduced into Local Development Plans (LDP) that require validation before permit approval e.g. quiet house, noise corridor and BAL construction requirements. The introduction and commencement of verge permits in September has increased the demands on the team who are struggling to cope with the heavy workload. There is no redundancy in the team to pick up additional duties when a team member takes any kind of leave resulting in not meeting the approval time frames.	6.89	3 FTE 2015/2016  1 FTE 2016/2017
<b>Corporate and Engineering Services</b>			
Engineering	As a result of rapid growth across the City in the last 2-3 years, the need for 2 new positions in traffic engineering and development engineering fields were identified and new positions requested/approved as part of 2015/16 annual budget .	16.63	1 FTE (2016/17)  1 FTE (2017/18)
Depot	The work by the Depot team plays an integral part in Kwinana's Strategic Community Plan. The maintaining and upgrading of infrastructure; roads and parks to the required standard will not only need to be maintained but will be required to grow as the new residential areas are added. It is therefore not surprising that FTE figures for this team will continue to be on a steep incline from 48 to 61 FTE in the next 5 years.	46.65	2 FTE 2016/2017  4FTE 2017/2018  3 FTE 2018/19  2 FTE 2019/2020  4 FTE 2020/2021
Finance	This team has remained steady in numbers in the last few years and is not expected to need rapid growth in the next 2 years. After this point however, growth is expected due to the increasing population and organisational capacity.  Growth in position is for Rates – Projected for Land with growth, Long Term Financial Plan and IT Authority Renewal Project	13.05	1.5 FTE (2016/2017)  1 FTE (2018/19)
Contracts & Procurement	With the merging of Contract, Tenders and Purchasing the	4	1 FTE (2016/2017)



	<p>department has undergone some changes. There may be further changes depending on the outcome of Team Projects about the Centralising of Contracts and Tenders.</p> <p>The new forecasted positions are:</p> <p>2016/2017 – 1FTE Officer Specialising in Contracts and Tenders (for Engineering)</p> <p>2017/2018 – 1 FTE Procurement/Contracts Officer</p>		1FTE (2017/2018)
Emergency Services (including City Assist Team)	<p>Project of Integrated Team Rangers/Security Officer, with an increase of 4 additional officers as of January 2016.</p> <p>Formula of 1 Ranger per 10,000 Resident population increases.</p>	14	4 FTE January 2016
Customer Service	<p>The Customer Services Team has recently taken responsibility for the “front end” process of all Building Applications.</p> <p>If the Call Centre project is viable Customer Services may need to expand by 1 FTE in 17/18. Although it may be determined through the business case that the Call Centre may be achieved through FTE neutral means. This involves bringing in administrative staff from across the organisation to operate the Call Centre.</p>	5.56	1 FTE (2016/17)
ICT	<p>The significant changes for the ICT department or shift in priorities have been</p> <ul style="list-style-type: none"> <li>• The addition of a GIS Officer to improve GIS</li> <li>• The creation of the Transformation Program and Business Technology stream.</li> <li>• ICT Strategic Plan 2015-2020 will set the priorities for the next 5 years.</li> <li>• There will be an emphasis on upskilling outstation staff to help cope with the rising demand for IT support.</li> </ul>	5.84	
Records	<p>The Records team has steadily grown over the last few years and is now at a point where the workforce is adequate until major population and staff growth occurs.</p>	7.24	1 FTE (2018/2019)
<b>Community Services and Development</b>			
Community Development	<p>Due to the range of services provided, the Community Development team has been highlighted as a key contributor to the Strategic Community Plan. Significant growth has occurred in recent years due to the addition of new facilities. This team is expected to require major growth in numbers in the coming years due to the increasing population and the addition of new facilities in our new eastern suburbs. Total workforce in this area is predicted to be 34.5 FTE by 2017/18.</p> <p>As above, however, the Community Centres team has now been separated out to be a stand alone team and staff for new facilities will be included in that team.</p> <p>The proposed Place Management model to servicing the communities that make up the City will impact in the community development area, and it is expected that population growth will continue to drive the need for more</p>	21.3	<p>13 FTE (2016/17)</p> <p>1.5 FTE (2017/18)</p> <p>2.7 FTE 2016/2017</p> <p>9.6 FTE 2017/2018</p> <p>2.0 FTE 2018/2019</p>

	community development staff.		1.0 FTE 2019/2020
Recquatic	With the growth in population, refurbishment of the centre and change in standards with regard to pool safety and child care/vacation care, there are increased requirements for staffing hours across all areas of the centre.	10.39	0.9 FTE 2016/17  0.2 FTE 2017/18
Family Day Care	Whilst Family Day Care can currently operate with the level of administration staff and additional staffing is unlikely due to organisational needs, there is some ability to provide additional people via external sourcing.	8.52	0 FTE
Library	The Library has now been operating in the Darius Wells Library and Resource Centre for 2 years. The Library opening hours has been extended to 3.00 pm on Saturdays from 3 October 2015 onwards. It is expected that there will be a need to extend opening hours into the future and to deliver outreach programming and services to the eastern side of the freeway.	9.84	0.5 FTE 2016/17  0.5 FTE 2017/18  0.5 FTE 2017/18  0.5 FTE 2018/19  1.0 FTE 2018/19  0.5 FTE 2019/20
Environment	<p><i>(From 2013 – 2018 Workforce Planning Review) At the moment the team is finding that with the development along Kwinana Freeway and the development of Latitude 32 there is more land becoming the responsibility of the City. In 2010 there was 227 hectares compared to 300 hectares in 2014. It is proposed that this will increase to 600+ hectares by 2024. In order to ensure compliance with legislation and in order to minimize risk to public safety, the team is working above capacity; no additional workload can be added to the department without the diminishment of service delivery in other areas.</i></p> <p><i>Approximately 25% of the area being developed within the new subdivision areas comprises wetlands which have very unique management requirements. These areas will be vested with the City. With bush land, the City is able to control weed infestations using chemical application and burn regimes. With wetland management, the City relies on intense manual labor. Wetland requires staff to manually pick up rubbish; remove weeds and cut back/maintain vegetation etc. The team does not have enough staff numbers to match the amount of manual labor required nor the budget to engage contractors.</i></p>	4.72 + 1  Field off  Field off	4.0 FTE 2015/16  2.0 FTE 2016/17  0.4 FTE 2018/19  0.5 FTE 2019/20
Environmental Health	<ul style="list-style-type: none"> <li>The growth in population has resulted in increased noise and food complaints, placing increased demands on officers' time.</li> <li>Strategic waste management issues have taken</li> </ul>	7	1FTE 2016/2017

	<p>prominence with the need to review the City's direction with regard to short/medium/long term options, impact of the potential sale of the SMRC MRF needs to be assessed, and waste to energy options need to be explored.</p> <ul style="list-style-type: none"> <li>• Day to day contract management of waste issues has received more attention with more research and analysis needed, and more monitoring of compliance having been undertaken eg bin tagging audit. More community education on recycling is required.</li> <li>• Management of contaminated sites is an ongoing issue that will require dedicated resources once direction has been determined.</li> <li>• The introduction of the new Health Act, which is imminent, will place greater demands on staff – a public health plan including local policies for the municipality will need to be developed and a more risk based assessment and mitigation approach will be required.</li> <li>• The growth of the industrial area – Latitude 32, will also create increased demand on officers time.</li> </ul>		1.0 FTE 2020/21
Building Assets	<p>Population growth alone will require some staff increase to be made within the next 5 years. Increase in parks (playgrounds, furniture, and public artworks) plus the Destination Park and skate park will warrant additional resources. Increase in facilities and structures, capital works and asset management will also warrant an increase in staff resources. Most of the increases will be required over the next two years to be able to maximize services to the community.</p>	10.57	3.5 FTE 2016/17  2.0 FTE 2017/18  1.0 FTE 2018/19



## Cost implications for increase in staff

The analysis of expected staff increases has been estimated on base salary of current staffing costs and has taken into account increases such as the national superannation rises. An estimated 2% increase has been calculated based on the current inclusion in the Long Term Financial Plan. The City's current Enterprise Bargaining Agreement is in the process of being renegotiated factoring the 2% inclusion in the Long Term Financial Plan. The collation of data for the Workforce Plan commenced in August 2015 and the table **(Analysis of workforce teams and expected growth 2016-2021)** reflects the original submissions from each team. It should be noted as the Long Term Financial Plan was in the process of finalisation it became apparent that the City could not support the original submission for an increase to FTE and a revised submission was determined. The revised submission has formed the starting point for the future predictions of FTE. (Refer Attachment A). Other informing plans, such as the Community Infrastructure Strategy and the Asset Management Plan were used when determining the revised submission.

Financial Year	2015/2016 (Aligned with Salaries Budget)	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	Total Increase FTE (Over 5 Years)	Total FTE
<b>Estimated Population</b>	<b>37,834</b>	<b>39,941</b>	<b>42,088</b>	<b>44,586</b>	<b>49,247</b>	<b>51,563</b>		
<b>Department</b>								
<i>Building Assets</i>	9.0	0.5					0.5	9.5
<i>Building Services</i>	7.0	0.5			1.0		1.5	8.5
<i>Community Centres (Including Volunteer Centre)</i>	7.6						0.0	7.6
<i>Community Development (Including Healthy Lifestyles)</i>	18.7						0.0	18.7
<i>Contracts and Procurement</i>	4.0						0.0	4.0
<i>Customer Services</i>	5.5						0.0	5.5
<i>Depot (Including Fleet)</i>	53.0	2.0					2.0	55.0
<i>Engineering</i>	17.6	0.5					0.5	18.1
<i>Environment</i>	4.8	4.0	2.0				6.0	10.8
<i>Environment Health</i>	8.0	0.5					0.5	8.5
<i>Governance</i>	8.6			1.0			1.0	9.6
<i>Family Day Care</i>	9.3						0.0	9.3
<i>Finance</i>	12.2			0.5	1.0		1.5	13.7
<i>Human Resources</i>	8.6						0.0	8.6
<i>ICT</i>	7.0						0.0	7.0
<i>Leadership Team</i>	8.0						0.0	8.0
<i>Library</i>	10.8		0.5				0.5	11.3
<i>Marketing</i>	5.2				1.0		1.0	6.2
<i>Planning</i>	15.0						0.0	15.0
<i>Emergency Services (City Assist)</i>	14.5						0.0	14.5
<i>Records</i>	7.3						0.0	7.3
<i>Recquatic/Recreation</i>	13.8						0.0	13.8
<i>Retirement Village</i>	1.7						0.0	1.7
<b>TOTAL Increase in FTE</b>		8.0	2.5	1.5	3.0	0.0	15.0	
<b>TOTAL FULL TIME EQUIVALENT</b>	257.2	265.2	267.7	269.2	272.2	272.2		272.2

## Strategies to Meet Future Workforce Needs

Analysis of the current workforce and the implications of the City's Strategic Community Plan have identified several areas that will have future workforce implications. These implications have been reinforced during information sessions with departmental managers and the Executive "Leadership" team.

The major challenges identified being:-

- The City's Transformation Program
- An ageing workforce
- Staff Retention
- Skills shortage
- Responding and adherence to legislative compliance
- Promotion of a work culture that supports career opportunities and provides interesting/diverse work
- Managing (and where practicable) meeting community expectations with regards to delivery of services and infrastructure (as identified through the Community "Vision 2030" survey and Catalyse Survey 2016.)

All of this to be achieved while maintaining financial sustainability and operating in a legislative and environmentally sustainable framework.

Noteworthy, is the decision by the City to embark on a transformation program to effectively and efficiently meet the highest priorities of the communities' identified expectations. From this decision, the City has executed two major initiatives being; the use of project management methodology and implementation of a new set of staff values to reflect the new direction of the City. Both initiatives have been phased in with the aim of facilitating a cultural change and a more structured approach to achieving the identified priorities. Initial results would indicate a cultural shift with the development of a key strategy and communication plan driving this organisational change.

The most significant workforce issues relate to "dealing with an ageing workforce" (and replacement of these staff with suitably qualified employees) and "providing career opportunities" in order to retain staff. Therefore the key strategies to achieve the desired outcomes include:-

- Attraction, selection and recruitment of suitably qualified staff,
- Retention of existing staff through career/succession planning, training and development opportunities and if necessary assessment and review of current positions to ensure validity and currency of roles (and therefore possible redesign),
- Establishment and further enhancement of a culture that supports continual improvement (through consultation and feedback from staff), and
- Continual review of the City's remuneration, recognition and reward systems.

## Council and HR Policies in place

The City has a myriad of Council and Human Resource policies already developed and being used that would support and enhance the strategies of the workforce plan. For example Council Policies including; Equal Employment Opportunity (EEO), Redeployment, Retraining and Redundancy, Promotion of Local Employment Opportunities and Human Resources policies such as Selection and Recruitment, Celebration and Recognition and Organisational Staff Values. These policies are also supported by informing strategies such as the EEO plan and the Corporate Training Plan.

<b>Council Policies</b>	<b>HR Policies</b>
Code of Conduct	Celebration and Recognition
Councillor Officer Liaison	City Vehicles
Equal Employment Opportunities	Care of Visitors
Health and Safety	Deferred Salary Scheme
Legal Representation	Disciplinary Action
Record Keeping for Employees	Employee Defense Forces Reserves Support
Redevelopment, retraining and Redundancy	Employee Recruitment and Selection
Staff Superannuation Plan	Employee Resignations and Separations
	Employee Performance
Local Employment Solutions	Employee Uniforms
Fringe Benefit Tax	Employer Salary Packaging
	First Aid Officer Appointment
	Grievance Management
	Guidelines – Reclassification
	Higher Duties Allowance
	ICT Acceptable Use
	Learning and Development
	Mobile Phones and Usage
	New Staff Induction
	On-call and Re-call Arrangements
	Entry and Exit of People
	Police Clearance
	Provisions of Legal Advice
	Recquatic School Holiday Programs
	Recreation Facilities Free Use by Non-Casual Employees
	Redeployment – Retraining and Redundancy
	Relief Employees
	Secondary Employment
	Service Pay
	Social Media Guidelines
	Staff Development Reviews
	Study Assistance
	Teams – Functional and Cross Functional
	Volunteer Leave
	Work Flexibility
	Workplace Behaviour



## **An Ageing Workforce and Staff Retention:**

Analysis of data revealed that 29.4% (119 employees) of the City's total workforce is of the age of 48 or above and the future workforce implications will need to be addressed. However, the data that is most notable and of the highest priority is the extensive experience that could be lost within a very short period. Observing that the current average retirement age in the public sector for people who joined before 1 April 2004 is 65 years.

Of note and with implications for the City, is that 12 members of the "senior employees" who form part of the Transformation Team fall within the above listed 29.4%. Of these 12 "senior employees", 3 will reach the retirement age in 5 or less years. These pending retirements would be considered as a loss of critical skills for the City. Not only are these positions considered critical due to experience, level of complexity and strategic application for the organisation but also these staff are highly educated, often university level qualified.

Whilst there is a need to appropriately address the critical loss of skills through the ageing workforce, other relevant information should be considered at the same time that has implications for all age groups. Other influencing factors for ageing employees is a requirement for the organization to provide flexible working arrangements for those employees who might be caring for elderly parent(s). This information, coupled with the ageing workforce projections will be addressed through the City's informing strategies; Attraction, Selection and Recruitment; Retention; and Succession Planning that encompass key actions and projects such as:-

- Phased retirement program/policy;
- Monitor market trends in remuneration and conditions offering packages that are competitive;
- Measure employee satisfaction and incorporate results;
- Continue to improve on exit processes and ensure emerging trends are addressed;
- Continue to identify and improve the implementation of individual staff training programs identified through the Annual Training Needs Analysis; and
- Develop and implement career succession plans.

## **Skills Shortage**

As previously mentioned in this report, the City experienced difficulty in attracting and recruiting in three specific professional areas. These being:-

- Environmental Health Officers
- Building Surveyors
- Engineering professional roles.

Tertiary institutions in Western Australia are not offering Environmental Health courses in the future with the final students graduating at the end of 2013 – there is no intake in the foreseeable future. Candidates would need to be sourced from the Eastern States and an attractive remuneration package would need to be offered to entice relocation.

Recent changes to the Building legislation have resulted in staff exits as local government is unable to compete against the private sector.

The previously mentioned informing strategies being Attraction, Selection and Recruitment; Retention; and Succession Planning may go some way to assist any skills shortage.

Use of contractors is an option that is available for consideration to address skills shortages for some positions.

## **Legislative Requirements**

The nature of Local Government is subject to political shifts and very often this will impact on the direction of the organisation. Additionally, the “Senior Management team” highlighted that there is an increasing amount of compliance legislation being handed down, in particular from the State Government. The introduction of changes to legislation and policies has in the past resulted in changes in procedures that impact on specific departments/roles. (e.g. changes to the Building legislation, Food Health Act and the new Cat legislation). Whilst on the whole sufficient lead in/preparation time has been allowed, the implications for the Workforce cannot be preplanned. However past experience has shown that the City would assess and review job design and the service delivery model to meet the requirements. The Workforce Plan will continue to evolve as it will be reviewed on an annual basis and the additional allowance will be considered at this time.

## **Promotion of a work culture that supports career opportunities**

Based on the data relating to the reasons that employees have left the City, improvement is required in the area of staff development and career succession planning. This is despite there being many examples in the City of staff that have progressed through the organisation. The preparation and implementation of individual career development plans for staff and clear succession plans for individuals within each department is required. This activity will allow for staff to be provided with greater opportunities in training and development and now provide a long term career path.

## **Managing and meeting community expectations**

The City is continually monitoring its workforce to adapt (where possible) to meeting the expectations of the community in the delivery of services and infrastructure whilst adhering to budgetary constraints.

The Strategic Community Plan (developed through the visioning survey) provides direction for decision-making and use of resources for the City; provides long-term focus; and a basis for accountability. As the City continues to progress and evolve the Strategic Community and Corporate plans, it is highly probable that changes and amendments will be required and the implications of these will impact on the workforce. Again, as the annual review of the Workforce Plan is conducted adjustments will be required and included.

## Workforce Plan Strategies and Outcomes

The following Objectives, Strategies and Actions are integrated with the City's Corporate Business Plan in further detail.

Note: the numbering is taken directly from the City's Corporate Business Plan in which Workforce Planning is addressed at Section 7.









Workforce Plan Objective	Workforce Plan Strategy	Primary Area of Responsibility	Key Actions and Projects	2016-17	2017-18	2018-19	2019-20	2020-21
<b>7.1 Attract and retain a high quality, motivated and empowered workforce so as to position the organisation as an "Employer of Choice"</b>	7.1.1 Workforce Planning	Human Resources	7.1.1.1 Review and implement the Workforce Plan on an annual basis ensuring outcomes are included into the Long Term Financial Plan	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
			7.1.1.2 Continue to evolve the new organisational structure that will facilitate the delivery of the 5 and 10 year milestones in the City's Transformation Program Blueprint	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
	7.1.2 Retention of current staff	Human Resources	7.1.2.1 Implement the Retention Strategy	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
			7.1.2.2 Commence the negotiation of the EBA for the City prior to the expiry of any agreement		\$16,391			\$17,911
			7.1.2.3 Explore promoting greater work flexibility for all employees and lead the way for all local businesses to follow	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
	7.1.3 Attraction, selection recruitment of future staff	Human Resources	7.1.3.1 Continue to monitor market trends in remuneration and conditions and offer packages that are competitive for negotiated salary positions	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
	7.1.4 Feedback Systems	Human Resources	7.1.4.1 Measure employee satisfaction through employee surveys and incorporate results into supporting strategies and plans	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
			7.1.4.2 Review and improve employee exit processes to ensure major issues are identified and used to facilitate improvements within the organisation	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
	7.1.5 Safe Work	Human Resources	7.1.5.1 Maintain and improve OSH policies and procedures	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
		Building Asset Management	7.1.5.2 Continue to implement an ongoing monitoring and treatment program for any City assets that may contain asbestos	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000

Workforce Plan Objective	Workforce Plan Strategy	Primary Area of Responsibility	Key Actions and Projects	2016-17	2017-18	2018-19	2019-20	2020-21
<b>7.2 Develop and implement training and development programs/activities that meet current and future skills and competency needs</b>	7.2.1A workforce that meets current and future skills need	Human Resources	7.2.1.1 On an annual basis conduct a Training Needs Analysis (TNA)	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
	7.2.2 Succession Planning	Human Resources	7.2.2.1 Prepare individual career development plans for staff and implement career succession plans	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
<b>7.3 Promote and continually reinforce a culture where all employees understand and support the vision and purpose of the organisation.</b>	7.3.1 Culture Appreciation & Staff Values	Executive	7.3.1.1 Continue to embed the staff values that drive the development of the desired organisational culture needed to implement the Transformation Program	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
<b>7.4 Establish a performance appraisal system that links individual and team behaviour with strategic direction</b>	7.4.1 Integrated Performance Management	Human Resources	7.4.1.1 Review and update staff appraisals to link Strategic and Corporate Actions and KPIs with individual work plans and performance	Staff time only	Staff time only	Staff time only	Staff time only	Staff time only
<b>7.5 Develop programs and processes to encourage and formally recognise good performance</b>	7.5.1 Staff Remuneration, Recognition and Reward System	Human Resources	7.5.1.1 Review and update current staff recognition policy and processes		Staff time only		Staff time only	
	7.5.2 Innovative Management	Human Resources	7.5.2.1 Actively promote programs within the current reward and recognition guidelines	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200
<b>7.6 Ensure well developed systems are in place to manage the capacity of the HR Team to service employees</b>	7.6.1 Systems development	Human Resources	7.6.1.1 Develop the eLearning component of Civica	\$10,000	Staff time only			




## Monitoring and Evaluation of Outcomes

The Workforce Plan is reviewed annually by 30 June. This will include the evaluation of the Strategies outlined in the previous table and the predicted staff costs (forecast versus actual) that are fed into the City's Corporate Business Plan.

Performance indicators will be monitored and reviewed annually as follows:

Monitoring	Frequency	Current	Recommended trend
Staff Turnover	Annually	14%	
Gender Balance Senior Management	Annually	16M/12F	
Number of Innovations received & implemented	Annually		
Lost Time Injuries	Monthly (reported annually in WF Plan)		
Recruitment comparison to data input into Long Term Financial Plan	Annually	Target = 5% either way	
Cost of recruitment	Annually	\$	
Achievement of KPIs outlined in the Workforce Plan Strategies and Outcomes	Annually	To be tracked in the City's Performance Management System Target = 100%	
HR Policies reviewed	Annually	100%	

Key:

-  = Constant
-  = Increasing
-  = Decreasing

Attachment

Financial Year	2015/2016 (Aligned with Salaries Budget)	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	2027/2028	2028/2029	Total Increase in FTE	Total FTE
Estimated Population	37,834	39,941	42,088	44,586	49,247	51,563	53,720	55,966	58,207	60,496	62,695	64,915	66,998	69,209		
<b>Department</b>																
<i>Building Assets</i>	9.0	0.5													0.5	9.5
<i>Building Services</i>	7.0	1.0			1.0										2.0	9.0
<i>Community Centres (Including Volunteer Centre)</i>	7.6								6.0			2.0		6.0	14.0	21.6
<i>Community Development (Including Healthy Lifestyles)</i>	18.7									9.0		1.0		8.0	18.0	36.7
<i>Contracts and Procurement</i>	4.0														0.0	4.0
<i>Customer Services</i>	5.5														0.0	5.5
<i>Depot (Including Fleet)</i>	53.0	2.0													2.0	55.0
<i>Engineering</i>	17.6	0.5													0.5	18.1
<i>Environment</i>	4.8	4.0	2.0												6.0	10.8
<i>Environment Health</i>	8.0	0.5													0.5	8.5
<i>Governance</i>	8.6			1.0											1.0	9.6
<i>Family Day Care</i>	9.3														0.0	9.3
<i>Finance</i>	12.2			0.5	1.0										1.5	13.7
<i>Human Resources</i>	8.6														0.0	8.6
<i>ICT</i>	7.0						1.0								1.0	8.0
<i>Leadership Team</i>	8.0														0.0	8.0
<i>Library</i>	10.8		0.5							7.0					7.5	18.3
<i>Marketing</i>	5.2				1.0										1.0	6.2
<i>Planning</i>	15.0														0.0	15.0
<i>Emergency Services (City Assist)</i>	14.5														0.0	14.5
<i>Records</i>	7.3														0.0	7.3
<i>Recquatic/Recreation</i>	13.8										9.0				9.0	22.8
<i>Retirement Village</i>	1.7														0.0	1.7
<b>TOTAL Increase in FTE</b>		8.5	2.5	1.5	3.0	0.0	1.0	0.00	6.0	16.0	9.0	3.0	0.0	14.0	64.5	
<b>TOTAL FULL TIME EQUIVALENT</b>	257.2	265.7	268.2	269.7	272.7	272.7	273.7	273.7	279.7	295.7	304.7	307.7	307.7	321.7	321.7	321.7



### **16.3 Western Australian Local Government Association (WALGA) 2016 Annual General Meeting**

#### **SUMMARY:**

The Western Australian Local Government Association (WALGA) is holding their Annual General Meeting on Wednesday 3 August 2016 at the Perth Convention Centre, Perth. At the Ordinary Council Meeting held on 25 May 2016, Council resolved that Mayor Carol Adams and Councillor Ruth Alexander be appointed as the City of Kwinana delegates who will vote on the matters raised at the Annual General Meeting on behalf of the City of Kwinana. WALGA have been notified of the names of the delegates appointed.

The Agenda for the WALGA Annual General Meeting has been issued and is detailed in Attachment A. Section four of the agenda outlines the 11 'Considerations of Executive and Member Motions' that the delegates must vote on. Council will need to provide guidance to delegates on whether they support or not support the proposed motions.

#### **OFFICER RECOMMENDATION:**

That Council delegates vote the following way for the items identified in the 'Considerations of Executive and Member Motions' in the 2016 Western Australian Local Government Association Annual General Meeting agenda on 3 August 2016:

- 4.1 Amendments to the WALGA Constitution – support
- 4.2 Natural Disaster Recovery Support Funding –not support and propose an alternative motion that states:  
Request that WALGA State Council lobby to:
  - 1. Improve the Western Australia Natural Disaster and Relief and Recovery Arrangements (WANDRRA) criteria process
  - 2. Improve the timeliness of access to funds
  - 3. Strengthen the relationship between the Natural Disaster Relief and Recovery Arrangements (NDRRA) and WANDRRA.
  - 4. Develop consistent funding eligibility between NDRRA and WANDRRA.
  - 5. Improve communication with Local Government during the claims process.
  - 6. Request that consultation with Local Governments be undertaken throughout the process.
- 4.3 Non Operational Rail Corridors – support
- 4.4 Planning Systems Review – support
- 4.5 Abolitions of DAPs –not support
- 4.6 Introduction of Container Deposit Scheme – support
- 4.7 Declared Pest Plant C3 Review by DAFWA – support
- 4.8 Renewable Energy – support
- 4.9 Reducing Regulatory Burden on Local Government – support
- 4.10 Most Accessible Regional City in Australia Awards – support
- 4.11 Discussion Paper Excessive Force – not support and propose an alternative motion that states:



**16.3 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) 2016 ANNUAL GENERAL MEETING**

That WALGA, recognising that a significant role of local government is to lobby and advocate to higher levels of government on matters of concern to local constituents, advocate to the State Government for a discussion paper to be prepared on the issues associated with use of force by members of the public when such force is effected in the course of defending family and property from intruders.

**DISCUSSION:**

The City of Kwinana has voting rights as a member of the WALGA South Metropolitan Zone. Council's voting delegates are Mayor Carol Adams and Councillor Ruth Alexander. The WALGA Annual General Meeting will be held on 3 August and there are a number of agenda items, as detailed in Attachment A, which Council will need to provide the delegates with an indication of whether they support or not support these items.

City Officers have provided the following comments on the 'Considerations of Executive and Member Motions':

**4.1 Imendments to the WALGA Constitution**

No comment, due to these amendments already being agreed to by a special majority of State Council at the 2 March 2016. Any constitution changes require, in addition to, the motion that has been passed at State Council to be passed by a special majority at the Annual General Meeting.

**4.2 Natural Disaster Recovery Support Funding**

It appears that the reason for the motion is due to previous experiences and dealing with the Western Australia Natural Disaster and Relief and Recovery Arrangements (WANDRRA) and the Natural Disaster Relief and Recovery Arrangements (NDRRA) and in particular the member comment section of the item it states the following:

- i) 'Financial support and response through WANDRRA is not satisfactory'.
- ii) Lack of 'financial support or advice for the Local Governments that are impacted to recover infrastructure and for community rebuilding'.
- iii) 'Gap in responses and a lack of recognition and understanding of the demands on Local Government staff time that has to be diverted to the recovery, the ongoing commitment, plus initial cost demands'.
- iv) 'Response by government is slow and the problem is that the Council must deal with the problem immediately'.
- v) Councils cannot get definitive answers on claims making the management of the process more difficult and the strain on the budget and resources challenging'.

City Officers believe that these problems should be addressed with WANDRRA and NDRRA and improvements to the current process be explored before investigating another funding method. It is recommended that the City of Kwinana Council delegates propose an alternative motion.

**4.3 Non Operational Rail Corridors**

No comment as City Officers supports the use of non-operational rail corridors being used by local governments or other third parties for a community benefit.

16.3 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) 2016 ANNUAL GENERAL MEETING

4.4 Planning Systems Review

No comment as City Officers support the motion to carry out an independent comprehensive review of the decision making in the Western Australian Planning System and failing this, require that WALGA liaise with member Councils to advocate for practical reforms to the Joint Development Assessment Panel (JDAP) decision making process. It does not pursue abolition of JDAPs but seeks a broader reform of the planning system in WA.

4.5 Abolitions of Development Assessment Panels (DAPs)

This motion calls for the abolition of JDAPs or failing this a number of reforms. Whilst the reference to reforms raises a number of interesting points which seem to have had impacts and been raised by a number of local governments, the City Officers believe the matters raised have not been significant issues for the City of Kwinana. City Officers do not support the recommendation for the following reasons:

- i) The City has not had any significant concerns with the decisions of the JDAP.
- ii) Whilst the timeframes set by the JDAP are demanding on City Officers and extensions have been required, the timeframes are not so onerous as to be objected towards.
- iii) There is always room for improvement to the timeframes set and at times the City Officers have found the application and the wording of conditions can be inconsistent between various JDAP members. Greater consistency would be beneficial.
- iv) An assessment of past applications in the Kwinana Industrial Area (KIA) highlight that a number of these applications are straightforward and uncontroversial and are in fact permitted uses under the City's Scheme which could otherwise be processed in a much shorter timeframe than the 90 day JDAP process. The reason for the referral through JDAP is purely a result of the value of the proposed development and it is unique to heavy/general industry that the high value of modest development such as industrial sheds or industrial development tend to result in the development falling above the minimum threshold. A higher minimum threshold (\$30 million) with an opt in 'option' is considered to be of benefit resulting in a more productive and cost effective approval process for the KIA (Western Trade Coast).

4.6 Introduction of Container Deposit Scheme

No comment as the motion is consistent with current WALGA policy.

4.7 Declared Pest Plant C3 Review by DAFWA

No comment as the motion recommends that the Department of Agriculture and Food (WA) be given responsibility to control, manage and facilitate the eradication of pest plants and weeds and be adequately funded to do so.

4.8 Renewable Energy

A feed in tariff is when Synergy pays us for excess solar power we produce and feed in to the grid.

**16.3 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) 2016 ANNUAL GENERAL MEETING**

Local Government currently is not able to receive a feed in tariff (except in some cases where the building and solar system are small). For all of the City of Kwinana's current and proposed systems, they have been sized so that the solar panels are sufficient enough to cater for the energy used and the City will not need to export any excess electricity that is generated to the grid. They have been sized that way precisely because the City does not receive a tariff for any excess power we produce.

If Local Government were to receive a fair feed in tariff for all buildings (which is what this motion appears to be aiming at) there would be an excellent business case for installing much larger systems than what the City is doing currently, significantly reducing the \$1.7 million annual power bill and carbon emissions as well as generating much greater returns for the City.

The City would welcome further discussion and advocacy by WALGA on the area of energy efficiency more generally and particularly in the area of street lighting where there are a number of regulatory impediments to energy efficiency. WALGA prepared a discussion paper on energy efficiency for street lighting in early 2015 and an update on the progress of this paper would be welcomed by City Officers.

**4.9 Reducing Regulatory Burden on Local Government**

No comment as City Officers supports the motion to carry out a regulatory impact assessment for all new legislation, regulation or quasi-regulation (circulars, guidelines, etc.).

**4.10 Most Accessible Regional City in Australia Awards**

No comment as City Officers support the motion to include an annual awards program to acknowledge local governments promoting and improving accessibility in local government.

**4.11 Discussion Paper Excessive Force**

City Officers believe that the issue of excessive force should be discussed, not necessarily decriminalising the use of excessive force in the first instance. It is recommended that the City of Kwinana Council delegates propose an alternative motion.

**LEGAL/POLICY IMPLICATIONS:*****Elected Members and Officers Representing Council or the City as Delegates Council Policy***

1. Elected Members and Officers representing Council or the City as delegates are not empowered to commit Council or the City to any course of action unless provided with specific authority of Council or until such time as Council has approved of such action through Council's normal process. This applies particularly when casting a vote in the capacity of a representative or delegate of Council or the City at a meeting of an external committee, agency or organisation.
2. Officers appointed to external committees or representing the City at any meeting other than Council meetings are to maintain close liaisons with Council.

16.3 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) 2016 ANNUAL GENERAL MEETING

**FINANCIAL/BUDGET IMPLICATIONS:**

No financial/budget implications have been identified as a result of this report or recommendation.

**ENVIRONMENTAL IMPLICATIONS:**

No environmental implications have been identified as a result of this report or recommendation.

**STRATEGIC/SOCIAL IMPLICATIONS:**

The City's Corporate Business Plan 2015-2020 includes a Civic Leadership section in the Corporate Business Plan which states:

Objective 5.1 – An active and engaged Local Government, focussed on achieving the community's vision.

Strategy 5.1.1 - Ensure that the City's strategic direction, policies, plans, services and programs are aligned with the community's vision.

Strategy 5.1.2 - Councillors enthusiastically represent the community, participate in activities and events, advocate the community's vision, encourage stakeholder involvement, as well as promote the opportunities and attributes the area offers.

**RISK IMPLICATIONS:**

Without Council representation on committees and organisations, there is a risk that the community will not be represented in decisions made by such committees and organisations or be provided with information that may affect the City of Kwinana.

**COUNCIL DECISION**

277

**MOVED CR R ALEXANDER**

**SECONDED CR W COOPER**

**That Council delegates vote the following way for the items identified in the 'Considerations of Executive and Member Motions' in the 2016 Western Australian Local Government Association Annual General Meeting agenda on 3 August 2016:**

- 4.1 Amendments to the WALGA Constitution – support**
- 4.2 Natural Disaster Recovery Support Funding –not support and propose an alternative motion that states:**
  - Request that WALGA State Council lobby to:**
    - 1. Improve the Western Australia Natural Disaster and Relief and Recovery Arrangements (WANDRRA) criteria process**
    - 2. Improve the timeliness of access to funds**
    - 3. Strengthen the relationship between the Natural Disaster Relief and Recovery Arrangements (NDRRA) and WANDRRA.**
    - 4. Develop consistent funding eligibility between NDRRA and WANDRRA.**

**16.3 WESTERN AUSTRALIAN LOCAL GOVERNMENT ASSOCIATION (WALGA) 2016 ANNUAL GENERAL MEETING**

- 5. Improve communication with Local Government during the claims process.**
- 6. Request that consultation with Local Governments be undertaken throughout the process.**
- 4.3 Non Operational Rail Corridors – support**
- 4.4 Planning Systems Review – support**
- 4.5 Abolitions of DAPs –not support**
- 4.6 Introduction of Container Deposit Scheme – support**
- 4.7 Declared Pest Plant C3 Review by DAFWA – support**
- 4.8 Renewable Energy – support**
- 4.9 Reducing Regulatory Burden on Local Government – support**
- 4.10 Most Accessible Regional City in Australia Awards – support**
- 4.11 Discussion Paper Excessive Force – not support and propose an alternative motion that states:**

**That WALGA, recognising that a significant role of local government is to lobby and advocate to higher levels of government on matters of concern to local constituents, advocate to the State Government for a discussion paper to be prepared on the issues associated with use of force by members of the public when such force is effected in the course of defending family and property from intruders.**

- 4.12 Corella Management Strategy - support**

**CARRIED  
8/0**

**NOTE – The officer recommendation has been amended to correct a spelling error in point 4.1 and to include point 4.12, as a result of WALGA proposing that this item be addressed as a matter of special urgent business sent to local governments on 27 July 2016.**



**WALGA**

WORKING FOR LOCAL GOVERNMENT

# AGENDA

Annual General Meeting

Perth Convention Exhibition Centre  
Perth

Wednesday, 3 August 2016



WALGA

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## AGENDA

**Annual General Meeting  
of the  
Western Australian  
Local Government Association**

to be held at the  
**Perth Convention Exhibition Centre  
21 Mounts Bay Road, Perth  
Riverside Theatre (Level 2)**  
on  
**Wednesday, 3 August 2016  
at 1.30 pm**



## 1. Meeting Program

- 1.30pm**      **Welcome address by WALGA President, followed by the National Anthem and the Welcome to Country**
- 1.45pm**      **Address from Hon Tony Simpson MLA, Minister for Local Government; Community Services; Seniors and Volunteering Youth**
- 1.55pm**      **Address from Mr David Templeman MLA, Shadow Minister for Local Government**
- 2.05pm**      **WALGA President's Annual Report, Cr Lynne Craigie, WALGA President**
- 2.20pm**      **Mayor Troy Pickard, President, Australian Local Government Association**
- 2.30pm**      **Announcement of Local Government Honours for:**
- Long & Loyal Service Awards
  - Merit Awards
  - Local Government Distinguished Officer Awards
  - Eminent Service
  - Life Membership
- 3.05pm**      **Presentation of Local Government Diploma Certificates**
- 3.15pm**      **Introduction of the WALGA State Council by Ms Ricky Burges, Chief Executive Officer, WALGA**
- 3.30pm**      **Afternoon refreshments**
- 3.45pm**      **AGM Business Session Commences:**
- Attendance, Apologies and Announcements;
  - Confirmation of Minutes from last AGM (Attachment 2);
  - Adoption of President's Report;
  - Consideration of 2015/2016 Financial Statements; and
  - Consideration of Executive and Member Motions
- 5:30pm**      **Close of Annual General Meeting**

## **1.1 Annual General Meeting – Order of Proceedings**

### **Record of Attendance and Apologies**

### **Announcements**

### **Confirmation of Minutes**

Minutes of the 2015 WALGA Annual General Meeting are contained within this AGM Agenda.

#### **DRAFT MOTION:**

**That the Minutes of the 2015 Annual General Meeting be confirmed as a true and correct Record of proceedings.**

### **2.0 Adoption of President's Annual Report**

The President's Annual Report for 2015/2016 is contained within this AGM Agenda.

#### **DRAFT MOTION:**

**That the President's Annual Report for 2015/2016 be received.**

### **3.0 WALGA 2015/2016 Financial Statements (Item Under Separate Cover)**

The audited 2015/2016 WALGA Financial Statements will be distributed to all members prior to the meeting.

#### **DRAFT MOTION:**

**That the WALGA Financial Statements for 2015/2016 be received.**

### **4.0 Consideration of Executive and Member Motions**

As per motions listed.

### **5.0 Closure**

## 1.2 Metropolitan and Country Zones

The Zones of the metropolitan and country Local Governments of the Western Australian Local Government Association are as listed below.

### Metropolitan Zones

#### Central Metropolitan

Town of Cambridge  
Town of Mosman Park  
City of Subiaco

Town of Claremont  
Shire of Peppermint Grove  
City of Vincent

Town of Cottesloe  
City of Perth

#### East Metropolitan

Town of Bassendean  
Shire of Kalamunda

City of Bayswater  
Shire of Mundaring

City of Belmont  
City of Swan

#### North Metropolitan

City of Joondalup

City of Stirling

City of Wanneroo

#### South Metropolitan

City of Cockburn  
City of Kwinana

Town of East Fremantle  
City of Melville

City of Fremantle  
City of Rockingham

#### South East Metropolitan

City of Armadale  
City of South Perth

City of Canning  
Town of Victoria Park

City of Gosnells

### Country Zones

#### Avon – Midland Country Zone

Shire of Chittering  
Shire of Gingin  
Shire of Northam  
Shire of Wongan-Ballidu

Shire of Dalwallinu  
Shire of Goomalling  
Shire of Toodyay  
Shire of York

Shire of Dandaragan  
Shire of Moora  
Shire of Victoria Plains

#### Central Country Zone

Shire of Beverley  
Shire of Cuballing  
Shire of Lake Grace  
Shire of Quairading  
Shire of West Arthur

Shire of Brookton  
Shire of Dumbleyung  
Shire of Narrogin  
Shire of Wagin  
Shire of Wickepin

Shire of Corrigin  
Shire of Kulin  
Shire of Pingelly  
Shire of Wandering  
Shire of Williams

#### Goldfields Esperance Country Zone

Shire of Coolgardie  
City of Kalgoorlie-Boulder  
Shire of Menzies  
Shire of Wiluna

Shire of Dundas  
Shire of Laverton  
Shire of Ngaanyatjaraku

Shire of Esperance  
Shire of Leonora  
Shire of Ravensthorpe

Gascoyne Country Zone

Shire of Carnarvon  
Shire of Upper Gascoyne

Shire of Exmouth

Shire of Shark Bay

Great Eastern Country Zone

Shire of Bruce Rock  
Shire of Kellerberrin  
Shire of Merredin  
Shire of Narembeen  
Shire of Trayning  
Shire of Yilgarn

Shire of Cunderdin  
Shire of Kondinin  
Shire of Mount Marshall  
Shire of Nungarin  
Shire of Westonia

Shire of Dowerin  
Shire of Koorda  
Shire of Mukinbudin  
Shire of Tammin  
Shire of Wyalkatchem

Great Southern Country Zone

City of Albany  
Shire of Denmark  
Shire of Katanning  
Shire of Plantagenet

Shire of Broomehill-Tambellup  
Shire of Gnowangerup  
Shire of Kent  
Shire of Woodanilling

Shire of Cranbrook  
Shire of Jerramungup  
Shire of Kojonup

Kimberley Country Zone

Shire of Broome  
Shire of Derby/West Kimberley

Shire of Christmas Island  
Shire of Halls Creek

Shire of Cocos (Keeling) Islands  
Shire of Wyndham/East Kimberley

Murchison Country Zone

Shire of Cue  
Shire of Murchison

Shire of Meekatharra  
Shire of Sandstone

Shire of Mount Magnet  
Shire of Yalgoo

Northern Country Zone

Shire of Carnamah  
City of Greater Geraldton  
Shire of Morawa  
Shire of Perenjori

Shire of Chapman Valley  
Shire of Irwin  
Shire of Mullewa  
Shire of Three Springs

Shire of Coorow  
Shire of Mingenew  
Shire of Northampton

Peel Country Zone

Shire of Boddington  
Shire of Waroona

City of Mandurah  
Shire of Serpentine-Jarrahdale

Shire of Murray

Pilbara Country Zone

Shire of Ashburton  
Town of Port Hedland

Shire of East Pilbara  
Shire of Roebourne

South West Country Zone

Shire of Augusta-Margaret River  
City of Bunbury  
Shire of Collie  
Shire of Harvey

Shire of Boyup Brook  
City of Busselton  
Shire of Dardanup  
Shire of Manjimup

Shire of Bridgetown-Greenbushes  
Shire of Capel  
Shire of Donnybrook-Balingup  
Shire of Nannup

## 1.3 Zone Representatives to State Council 2015/2016

Five (5) ordinary meetings of the WALGA State Council were held between July 2015 and May 2016 with attendance as follows:

<u>Members</u>	<u>Attendance</u>	<u>Members</u>	<u>Attendance</u>
<b>WALGA President</b>		<b>Murchison Country Zone</b>	
President Cr Lynne Craigie (Appointed 2015)	5	Cr Simon Broad	5
<b>Deputy President</b>		<b>North Metropolitan Zone</b>	
Mayor Tracey Roberts JP (Appointed 2015)	3	Cr David Michael	5
<b>Avon-Midland Country Zone</b>		Cr Geoff Amphlett (Retired 2015)	0
Cr Lawrie Short (Retired 2015)	1	Cr Russ Fishwick (Appointed 2015)	3
Cr Darren Slynys (Appointed 2015)	3	Cr John Logan (Deputy)	1
Cr Steven Pollard (Deputy)	1	<b>Northern Country Zone</b>	
<b>Central Country Zone</b>		President Cr Karen Chappel	5
President Cr Phil Blight	4	<b>Peel Country Zone</b>	
<b>Central Metropolitan Zone</b>		Cr Wally Barrett	5
Cr Janet Davidson JP	5	<b>Pilbara Country Zone</b>	
Mayor Heather Henderson	5	Mayor Kelly Howlett (Appointed 2015)	3
Cr Pauline O'Conner (Deputy)	1	Mayor Peter Long (Deputy)	1
<b>East Metropolitan Zone</b>		Cr Fiona White-Harding (Deputy)	1
Cr Steve Wolff (Retired 2015)	0	<b>South Metropolitan Zone</b>	
Cr Mick Wainwright (Retired 2015)	0	Mayor Carol Adams	4
Cr Sue Bilich (Appointed 2015)	3	Cr Doug Thompson	5
Cr Darryl Trease (Appointed 2015)	2	Mayor Logan Howlett	5
Cr Catherine Ehrhardt (Deputy)	1	Cr Frank Cvitan (Deputy)	2
<b>Goldfields Esperance-Country Zone</b>		Cr Ronald Pease (Deputy)	1
Mayor Ron Yuryevich AM RFD (Retired 2015)	1	<b>South East Metropolitan Zone</b>	
President Cr Malcolm Cullen		Mayor Henry Zelones OAM JP	5
(Appointed 2015)	3	Cr Fiona Reid	5
Cr Suzie Williams (Deputy)	1	<b>South West Country Zone</b>	
<b>Gascoyne Country Zone</b>		Cr Wayne Sanford	5
Cr Ross Winzer (Retired 2015)	1	<b>LGMA (ex-officio)</b>	
President Cr Cheryl Cowell (Appointed 2015)	4	Mr Mark Chester (Retired 2015)	1
<b>Great Eastern Country Zone</b>		Mr Jonathon Throssell (Appointed 2015)	1
Cr Eileen O'Connell (Retired 2015)	1	Mr Ian Cowie (Deputy)	2
President Cr Stephen Strange		<b>Associate Member (ex-officio)</b>	
(Appointed 2015)	4	Rt Hon Lord Mayor, City of Perth	
<b>Great Southern Country Zone</b>		Ms Lisa Scaffidi	0
President Cr Ken Clements	5		
<b>Kimberley Country Zone</b>			
Cr Chris Mitchell (Retired 2015)	2		
Cr Elsie Archer (Appointed 2015)	2		

## 1.4 Local Government Medal Recipients and Honorary Life Members

### **LOCAL GOVERNMENT MEDAL RECIPIENTS** *(Alphabetical order)*

Lang OAM, Mr HM (Murray)(2003)	Morris AM JP, Mrs P (Pat) (2006)
Manea AM, Dr E (Ern)(2000)	Reynolds AM JP, Mayor Cr L (Linton)(2005)
Maslen AM AFSM, Mr R (Rich)(1999)	Robartson AM, OAM, Cr C (Clive)(2005)
Mickel AM JP, Cr I (Ian)(2005)	Yuryevich AM RFD, Mayor RS (Ron)(2016)
Mitchell AM JP Mr W (Bill) (2010)	

### **HONORARY LIFE MEMBERS** *(Alphabetical order)*

Archer, President Cr E (Elsia)	Lynch, Mr J (John)
Bajada, Mr A (Alex)	Manea AM, Dr E (Ern) (Deceased)
Barrett-Lennard OAM JP, Mr I (Irwin)	Maslen AM AFSM, Mr R (Rich)
Boothman, Mayor D (David)	Mickel AM JP, Mr I (Ian)
Brockman, OAM Mr F (Frank)(Deceased)	Mitchell, AM JP, Mr W (Bill)
Broad, Cr S (Simon)	Monagle, Cr P (Peter)
Campbell JP, Mr P (Peter)	Morris AM JP, Mrs P (Pat)
Chown, Mr EL (Ted)	Norris, Mayor R (Ron)
Clements, Cr K (Ken)	North AM JP, Mr J (Joe)
Cole, Mrs D (Delys)	Park OAM, Mr H (Humphery)
Cook OAM JP, Cr J (Jim)	Parry AM JP, Dr J (John)
Cooper JP, Mr P (Phil)	Paterson JP, Dr J (John)
Cowan, Cr H (Halley)	Patroni, OAM JP Cr R (Romolo)
Cox OAM JP, Mr J (John)	Pech AM JP, Cr K (Ken)
De San Miguel OAM JP, Mr D (Don)	Reynolds AM JP, Mayor Cr L (Linton)
D'Orazio, Mr J (John) (Deceased)	Robartson AM, OAM, Cr C (Clive)
Donaldson, Hon Mr BK (Bruce)	Rowell OBE, Mr RM (Rob)
Donohoe, Mr K (Ken)	Sabourne OAM JP, Cr J (John)
Finlayson AM MM JP, Mr R (Ray) (Deceased)	Snook, Mr G (Gary)
Foulkes-Taylor OAM, Mr HMJ (Michael)	Star, AM Mrs J (Jan)
Hardwick AM JP, Mrs C (Christine)	Strugnell SC, Mr P (Peter)
Henderson, Mayor (Heather)	Stubbs AM, Mr R (Roger)
Kelly, Mr P (Paul)	Trent, Cr K (Kevin)
Kenyon, JP Mayor T (Terence)	Tyzack, Cr T (Terence)
Knight AM JP, Mrs A (Annette)	Yuryevich AM RFD, Mayor RS (Ron)
Kyle AM, Mr P (Peter)	Zelones OAM JP, Mayor H (Henry)
Lang OAM, Mr HM (Murray)	

## 2. President's Message

Local Government in WA is entering a time of opportunity. Circumstances and events are converging that are set to present the sector with an almost once in a decade chance to optimise its financial position, assert its legitimacy in defining public policy and enhance its relevance to the community.

At the centre of this opportunity is the State election next March and the expectation of a tight campaign. Already political candidates and incumbents have begun to emerge to elevate their profiles and position their interests and ambitions. Local Government has the same opportunity.

An environment where the two major political parties genuinely believe they could win is an environment the Local Government sector should seek to leverage in key areas of roads and infrastructure, waste management, planning reform and financial sustainability.

With four year terms for State elections and almost all administrations always gaining at least two terms, the opportunities presented by a close campaign only come around every eight or 12 years.

WALGA has a role to maximise the opportunity for the Local Government sector and is well advanced to this end. I will detail the positioning and planning underway by the Association later in this review of the past year. But first I want to encourage the sector to appreciate that we all have a role in maximising this opportunity for the benefits of our communities.

There are State wide initiatives that WALGA will campaign on but so too are there regional issues specific to groups of Councils, local issues for individual Local Governments and even personal objectives of individual Elected Members. We have to seize this opportunity together.

During the past year the Association has commenced developing its State election strategy in consultation with the sector commencing with a workshop of State Council. In addition our latest public campaign aims to position the sector ahead of the election period as transparent and relevant.

Launched in June, the knowyourcouncil.com website has been created to provide the community with useful information to help them to access local services and engage with their Council. It is supported by State wide

television and digital advertising and the database of the Localeye smartphone app.

The knowyourcouncil.com advertising will build up to the election period to help position the sector as aligned with the community. It will then be suspended for the Association to implement the specific State election campaign messaging.

Among the key issues that are emerging for the sector to be part of an election campaign include securing a new State Road Funds to Local Government Agreement; opposing the introduction of rate capping; establishing a meaningful Partnership Agreement with government; and commitment to extending poll provisions to give communities a say on any amalgamations.

I want to assure all Members that I appreciate the importance of my role as Association President to drive these objectives on behalf of the whole sector. In March I was re-elected WALGA President after serving in the interim period after the previous President stepped down to devote more time to the national agenda. I am grateful to have the support of State Council and am committed to the Association living to its objective of working for Local Government in WA.

As we move into this rare period of opportunity my focus is to continue to ensure that WALGA is as open and relevant for its Member Local Governments just as Councils should aspire to be for their communities. At the core of my thinking is that WALGA exists to support and benefit its Members with a service orientated attitude across the organisation.

Finally I would finally like to recognise the hard work of Ricky Burges, her Executive Team and all WALGA staff as well as the valuable contributions and support of State Council and all those who have helped to bring about the sector's achievements during the year.

**Cr Lynne Craigie**  
**President**

## 2.1 Overview of key outcomes for 2015/2016

WALGA is committed to providing representation and services that deliver value to Member Local Governments.

It delivers these benefits by:

- Providing Strong Representation
- Providing Effective Leadership
- Building a Positive Profile
- Enhancing the Capacity of the Sector

In support of these objectives, significant achievements by WALGA for its Members during the past year are as follows:

### **Strong Representation**

#### **State Election Campaign**

WALGA has been developing the State election campaign position on behalf of the sector with short term and long term objectives. A workshop of State Council was conducted and a campaign timing schedule established to commence next month (September). In developing the State election campaign it has been recognised that the Association needs to have focussed priorities, simply expressed that demonstrate benefit to a wide scope of stakeholders including the State and acknowledge the tight fiscal climate. The key strategic issues being considered for the campaign focus are Securing a Partnership Agreement and Consultation Protocol with the State Government; Opposition to the Introduction of Rate Capping; Commitment to Poll Provisions to give the community a vote on any amalgamation; Securing a State Local Road Funding Agreement that restores the 27% allocation from motor vehicle licence fees; Restoration of the Country Local Government Fund; Restoration of the Community Sporting and Recreational Facilities Funding to \$20m per annum; Restructuring of Library Arrangements; Major Review of the Local Government Act to reduce unnecessary and outdated compliance requirements; Introduction of a Container Deposit Scheme; and the Deregulation of Local Government Fees and Charges.

#### **Regional Subsidiary Model**

The Association welcomed the passing by the Lower House of legislation by the State Government to enable the regional subsidiary model for Local Government

cooperation. The Association has long campaigned for the legislative change based on the South Australian Subsidiary Model whereby a Regional Group forms a legal entity for the delivery of services on a regional basis without the need to become a formal Regional Council. This suits Councils that prefer a representative structure to carry out a shared service delivery model. It is hoped that the legislation will pass the Upper House by the end of the year.

#### **State Road Funds to Local Government Agreement**

The current State Road Funds to Local Government Agreement expires in 2018 making the year ahead a critical time to seek a new agreement to reinstate funding to 27% of motor vehicle licence fees. To this end over the past 12 months, WALGA has continued negotiations with the Minister for Transport's office. The current funding arrangement allocates 21% of motor vehicle licence fees to local roads, which comprise 88% of the road network in WA. It is intended that the new agreement redress the State Government decision in 2014 to move back from the 27% allocation which effectively stripped \$100 million over three years from local road funding. This, in addition to the loss of \$10 million in the State Budget for regional run off safety programs and the withholding of \$99 million for road safety projects in the Road Trauma Trust Account was a serious blow to the sector, which continues to try and cope with a \$100 million annual backlog for maintenance on local roads.

#### **Development Assessment Panels Review**

WALGA is in the final stages of preparing a report on a five-year review of the Development Assessment Panels. It is anticipated the report will be presented to State Council next month (September).

#### **Urban Development Groundwater Draft Specification**

In partnership with the UDIA, Department of Water, IPWEA and Local Governments, the creation of draft specification for the Separation Distances for Groundwater Controlled Urban Development, provides criteria that defines acceptable levels of risk in assessing and approving groundwater level separation distances in areas for development constrained by high groundwater tables.



## **Industrial Matters**

During the past year, the Association handled 52 formal industrial matters of which 51 were finalised and one underway. The formal industrial matters were predominantly unfair dismissal claims and adverse actions in the Fair Work Commission, but there was a wide variety of different types of claims.

## **Collective/Enterprise Agreements**

The Association was engaged as expert negotiators for five organisations in their enterprise agreement bargaining meetings during the 2015/16 financial year. The Employee Relations staff also provided support to a number of other Local Governments to help assess their existing agreements for compliance, ambiguities and opportunities and to help tailor enterprise agreement document drafts to their specific strategic needs.

## **Rural Landfills Guidance**

WALGA was invited by the Department of Environment Regulation to facilitate Local Government input into an Environmental Standard for Rural Landfills. The Department is developing this Environmental Standard as a priority because of the feedback from Local Government and WALGA on this issue. The Environmental Standard will mean that, for the first time, there is specific guidance available for small rural Local Governments on the environmental considerations relevant to developing small landfills.

## **State Closed Circuit Television Strategy**

WALGA has expanded its Preferred Supplier panel for the provision of Closed Circuit Television infrastructure in response to successfully securing \$5m in State Government grants for the purpose. This was done in conjunction with and strongly supported by the WA Police. During the year the grants were issued to Local Governments as part of the State CCTV Strategy.

## **Effective Leadership**

### **State Emergency Risk Framework**

In working with the State Emergency Management Committee to implement the State Emergency Risk Framework to Local Government, WALGA has commenced development of an online risk management tool. The WALGA Local Government Emergency Management Risk Support System will soon be

completed and enable Councils to better track their exposure across all 27 hazards that are prescribed in emergency management legislation. The project ensures emergency strategies keep up with growing challenges such as climate change, population growth, infrastructure and resource project expansion.

## **Household Hazardous Waste**

The Household Hazardous Waste Program, funded by the Waste Authority through the Waste Avoidance and Resource Recovery Account, has meant over 740 tonnes of HHW has been diverted from landfill to more beneficial uses. As part of the Program this year three Temporary Drop off events were held in the Cities of Joondalup, Melville and Swan. Attended by over 1,320 people, there was over 52 tonnes of chemicals recovered for correct disposal. This Program continues to ensure the community can dispose of their unwanted paint, pesticides and batteries for free.

## **Public Libraries – Visioning project**

WALGA has secured State Government support for a public libraries working group to progress the Vision 2025 framework for public libraries in Western Australia. The Association led the comprehensive review of library services and operations, both as they currently stand and as they may evolve over the next ten years.

## **Underground Power Program**

The Association represented the diverse needs of Local Governments in the development of Round 6 of the State Underground Power Program. After a hiatus a new funding round was announced in December 2015 and there was a high level of interest from Local Governments. It is anticipated that successful project areas will be announced later this year.

## **Rail Interface Agreements**

Local Governments with rail lines in their area are required by the Rail Safety Act 2010 (repealed and replaced by the National Rail Safety Law (WA) Act 2015) to enter into an agreement with railway operators to manage safety at rail crossings. The Association has and continues to play an active role in assisting Members to reach an acceptable agreement under the constraints of the legislation. The 80 Local Governments that are required to enter into an agreement with Brookfield Rail have been a particular focus of this ongoing work.

## **2015 WA Local Government Convention and Trade Exhibition**

The 2015 WA Local Government Convention aimed to inspire new ways of thinking, new ways of working, and assist the Local Government sector in shaping its own future. 470 full delegates attending the Convention with speakers including Garry Kasparov, Chess Grandmaster and Chairman of the Human Rights Foundation International Council, Dr Bruce Weinstein, a professional ethicist known as The Ethics Guy, sailor and Antarctic adventurer Tony Mowbray, and former Christchurch Mayor Sir Bob Parker. The speaker program, which 75% of delegates rated as either good or excellent, was complemented by practical concurrent sessions and the largest Trade Exhibition (115 exhibitors) held to date.

## **State and Local Government Political Forum**

Held on Wednesday, 5 August prior to the WALGA AGM and WA Local Government Convention at the Perth Convention & Exhibition Centre. The Forum was attended by approximately 120 Mayors, Presidents and CEOs and featured a program of ten minute 'speed date' style exchanges between Councils and Departmental Directors General; presentations from Government Ministers and Shadow Ministers with portfolios relevant to Local Government and facilitated discussions with the aim of creating open dialogue between Local Government and State Government leaders.

## **Other Sector Events**

Throughout the year WALGA coordinated special events to help enhance leadership within the sector. Among these were:

### ***Professional Risk and Natural Hazards*** **9 & 10 November**

LGIS and WALGA invited Dr Michael Eburn to Western Australia to discuss professional risk in Local Government, as it relates to planning for natural hazards. Seminars explored how Local Governments disclose information relating to all natural hazards and what risks are associated with this disclosure.

### ***Preventing Misconduct in Local Government*** **13 November**

Corruption and Crime Commissioner John McKechnie QC and Public Sector Commissioner Mal Wauchope were guests at this special breakfast held at the Hyatt Regency Perth. The 87 participants had the opportunity to hear about recent changes to legislation relating to

misconduct in Local Government and ways to maintain best practice within the sector.

### ***Cultural Planning Forum*** **18 November**

Held at the Rendezvous Hotel Perth Scarborough and attended by 68 participants, this event included presentations from Robyn Archer AO on how to embed cultural planning in your Council as well as the Department of Culture and the Arts, the Chamber of Arts and Culture and Local Governments. The day was completed with a practical workshop to equip registrants with the skills and knowledge to create vibrant communities.

### ***President's End of Year Function*** **1 December**

The 2015 President's End of Year function was held in the boardroom of ONE70. Those invited included State Council, Life Members, CEOs, Mayors and Presidents, Members of Parliament and senior WALGA staff.

### ***New Councilor Seminar*** **4 December**

The New Councillor Seminar was held at the Hyatt Regency Perth following the October Local Government Elections and attracted 96 participants. The seminar focused on the essential elements of Good Governance & Professional Development, the Relationship between Mayor and CEO, Integrated Strategic Planning and Leadership.

### ***End of Year Function for Preferred Suppliers and LG*** **9 December**

The 2015 End of Year function for WALGA Preferred Suppliers and Local Government staff was held in the courtyard of ONE70. Those invited included Preferred Supplier main contacts and purchasing officers working in Local Government.

### ***Biosecurity Workshops*** **29 January to 11 February 2016**

Local Government Elected Members, CEOs, and Officers were invited to attend one of WALGA's six regional biosecurity workshops and attracted a total of 90 participants. Participants engaged with senior representatives from the Department of Agriculture and Food and learned about the history and current status of post border biosecurity management in Western Australia as it relates to Local Government.

## **2016 WA Transport & Roads Forum**

**12 February**

Jointly hosted by WALGA and Main Roads WA, the 2016 WA Transport and Roads Forum was held at El Caballo Resort, Wooroloo. This one-day event attracted 115 participants and featured speakers including: Hon Dean Nalder MLA, Minister for Transport; Stephen Troughton, Main Roads; Ian Webb, Roads Australia and Mike House, Survivalist, Business Leader and Interpreter.

## **Members of Parliament Breakfast**

**17 May**

Hosted by WALGA President Councillor Lynne Craigie, this annual breakfast was held at Fraser's, Kings Park and was attended by 44 guests. This breakfast presented an opportunity for State Councillors and WALGA Executive staff to meet with Members of Parliament in a relaxed environment.

## **Breakfast with David Templeman MLA**

**29 June**

Held at Hyatt Regency Perth, this event provided an opportunity for Elected Members to hear from Shadow Minister for Local Government; Volunteering; Heritage; Peel; Wheatbelt; Mid-West, David Templeman MLA. More than 50 Elected Members will be in attendance.

## **Tourism Strategy Workshop**

**2 August**

To be held just prior to the Local Government Convention, this workshop will involve Tourism WA's senior management, Local Government CEOs and senior management and will focus on the Local Government and Tourism Discussion Paper was endorsed by the State Council in September 2015. It is anticipated 50 attendees will participate in the forum.

## **Positive Profile**

### **Local Government Television Campaign**

The successful *Places to Start* television promotion campaign was recently replaced with the Know Your Council sector promotion campaign. Supported by state wide television and digital advertising the campaign is underpinned by a website designed to provide a resource that is useful to the community and that helps them to maximise their interaction with their Council around key community-facing aspects of Local Government. For each of six key portfolios, the site has information on how to better engage the various services with the capacity for users to access information specific

to their Local Government. It also features information on each Council drawn from the Local Government Directory and leverages the facilities and events database captured as part of the localeye app. The site also provides opportunities for individual Councils to leverage the campaign and website and contribute to the content on behalf of their Local Government. One of the key areas addressed by the new site is rates – to this end WALGA engaged independent financial analysis (both for expertise and to be arms-length) to define average residential rates for all Councils for the past four periods. Where this information is listed for each Local Government there is the opportunity for the relevant Council to enter commentary as to the rationale of their rates and budget objectives and strategy. This is intended to assist the community to understand the economic drivers and public expectations placed on Local Government finances and the challenge facing Councils.

### **Media Reports**

Throughout the course of the past 12 months, WALGA and the Local Government sector were featured in approximately 1,655 media reports of which the overwhelming majority were either positive or neutral in their representation.

### **Localeye**

The localeye mobile application has been updated and released to the public on the Apple, Android and Microsoft platforms. The application enables users to find Local Government facilities and events wherever they travel throughout the State. In response to feedback from Members, the application has been further enhanced to be more user friendly and enable Councils to more easily update their information. The application now includes the option to receive alerts and warnings from the Department of Fire and Emergency Services and an off line facility to assist find facilities and services when visiting areas of the State with poor connectivity.

### **Bin Tagging Program**

Following on from the success of the Bin Tagging Pilot Program, WALGA received funding from the Waste Authority, through the Waste Avoidance and Resource Recovery Levy, to continue implementing a behaviour change campaign that reduces contamination and increases resource recovery from the kerbside collection system. Widely referred to as 'Bin Tagging,' this Program was rolled out in five Local Governments:

Towns of Bassendean and Mosman Park, Cities of Cockburn and Joondalup and the Shire of Capel between February and April 2016. Through the Program these Local Governments saw an increase in correct recycling behaviour by up to 24%, and a significant reduction in contamination of the recycling and organic/greenwaste bins.

### **Road Ribbon for Road Safety Christmas Campaign**

The WALGA RoadWise Program launched the new Road Ribbon for Road Safety Christmas campaign with 80 participating metropolitan and regional Local Governments. The campaign urged people to take care on the roads and promote road safety messages to friends, family and colleagues to help reduce road trauma in Western Australia. The campaign included developing an extensive suite of resources and promotional material to encourage and assist community involvement in the new campaign. More than 40,000 road ribbons were distributed across the State with the campaign estimated to have reached 640,000 people.

### **Community Research Program**

The Association's initiatives to improve the perception of the sector and raise the profile of WALGA are underpinned by a comprehensive annual survey of the community. The survey comprises a random sample of 1,000 people geographically stratified across the State into inner metropolitan, outer metropolitan, regional centres, and remote and rural. The survey has a sampling error of  $\pm 3.1$  per cent at the 95 per cent level of confidence. Respondents were asked how they currently learn about their Council's/Shire's activities and how they prefer to get such communication. The survey showed that the community was most likely to be influenced, and prefer to receive information, through three communication channels: local newspapers, mail (not electronic) and the Council/Shire website. Members are able to use the findings of this research to better tailor their communication strategies and ensure messages are being received by the intended audience. A key finding in the 2016 community research was that 70% of people want to better understand how their residential rates are calculated by Council.

## **Enhancing Capacity**

### **Preferred Supplier Program**

WALGA delivered superior prices and value for money to Members purchasing goods and services

through contracts with more than 600 Preferred Suppliers. Almost \$300 million of goods, services and works was procured through the program, achieving aggregate savings of more than \$55m to the sector. To meet ever changing sector requirements during the year, new Preferred Supplier arrangements were established using strong input from the sector's own subject matter experts.

### **Procurement Services**

Throughout the year, WALGA continued to provide support to its Members with the delivery of procurement services. These services were particularly relevant to Local Governments that did not have the capacity to undertake tenders through the use of their own resources. In addition, a considerable number of Local Governments, both metropolitan and regional utilised WALGA's Procurement Improvement Services and in particular its customised capacity building workshops to improve and better understand their procurement and contract management requirements.

### **Guide for Planning Delegation**

In March 2015, the Guide for Planning Delegations Development Applications was endorsed by State Council. This guide provides a model process for setting delegation arrangements, highlighting that there is not a "one-size-fits-all" approach. The Guide was awarded a Commendation at the WA Planning Institute of Australia Awards on 6 November 2015.

### **Water Services Act Exemption**

The Association has successfully advocated on behalf of 14 regional Local Governments for licence exemptions to the State Government Water Services Act (2012) so as to reduce the regulatory burden on Local Government waste water treatment plant service providers and will help ensure their services are affordable for ratepayers. Exempt are the Shires of Brookton, Coolgardie, Dalwallinu, Denmark, Dowerin, East Pilbara, Goomalling, Kent, Koorda, Moora, Ravensthorpe, Victoria Plains, Wickiepin and Yilgarn. It is estimated the exemptions will save each Local Government between \$30,000 and \$50,000.

### **Environmental Planning Tool**

WALGA has continued to expand the Local Government user base for the Environmental Planning Tool. For the 2016/17 financial year an additional staff resource has

been engaged to assist Councils to take advantage of the service. Designed to inform Local Government decision making, regardless of its internal capacity to access and analyse mapping information, it has been specifically developed to improve the efficiency and consistency of consideration of biodiversity in land use planning and to support strategic planning for natural reserve management. The benefits of the tool include improved efficiency in the preparation of desktop assessments for proposed planning scheme amendments and development proposals, access to up-to-date environmental information within and outside Local Government boundaries (providing a regional context to proposals), and a cost effective method of communicating with key stakeholders on various aspects of local strategic, statutory and biodiversity conservation planning and management.

### **Changing Places**

The success of the Association's partnership with the Disability Services Commission (DSC) to deliver the Changing Places project has been recognised with a State award. In June DSC, WALGA and National Disability Services (NDS) was presented the Best Practice in Collaboration with Government award by the Institute of Public Administration Australia. The project itself was established to develop change place facilities and invest in community infrastructure. It provided \$2.8m to Local Governments to improve access and inclusion to community infrastructure to assist people with disabilities. In support of this initiative Local Governments have been able to access the Association's Preferred Supplier Program.

### **Training**

The WALGA training programs have experienced a 26% increase in participation in the past year with a total of 2110 courses undertaken. The participation comprised 42% regional attendees, 36% metropolitan attendees and 22% of attendees engaging the program via the online e-learning facility. In regard to the Local Government Diploma there were 22 participants in the past year which was twice the number of the previous year.

### **Specification for Supply of Recycled Road Base**

Pavement building materials based largely on recycled crushed concrete have been shown to have superior structural properties compared to virgin crushed road base for some applications. Importantly using recycled materials has significant environmental benefits

including minimising the use of finite resources and lessening the demand for land-fill. With IPWEA, WALGA has developed a specification to assist Local Governments seeking to use this material in road construction.

### **Bus Stop Infrastructure Agreement**

The Bus Stop Infrastructure Agreement between Local Government and the PTA was extended to include regional towns and cities with formal SmartRider ticketed public transport. This Agreement provides some funding to Local Governments for maintenance of shelters and seeks to improve the communication and engagement between the PTA and Local Governments in the management of bus stop infrastructure.

### **Shared Path Design Guidelines**

WALGA entered into a partnership with the Department of Transport to develop Technical Design Guidelines for Shared Paths. Once adopted, this Guideline will help ensure that Shared Path users have a consistent experience across the network and provide a clear tool to assist Local Governments designing extensions or changes to their network.

## 4. Consideration of Executive and Member Motions

### 4.1 Amendments to the WALGA Constitution (01-001-01-0001)

Executive Member to move:

#### ***Special Majority Required***

#### **MOTION**

**That the WALGA Constitution be amended as follows:**

- 1. In Clause 5(7)(b) of the Constitution for “sub-clause 5(9)” read “sub-clause 5(11)”.**
- 2. Clause 10 (2) of the Constitution be amended with the last sentence to read:  
“The President shall exercise a casting vote only, in the event of there being an equality of votes in respect of a matter considered by the State Council but excluding an election held in accordance with Clause 16.”**
- 3. Clause 10 of the Constitution be amended by inserting as sub-clause (9):  
“(9) State Council shall adopt Standing Orders that will apply to all meetings.”**
- 4. Clause 14(4a) and Clause 20 of the Constitution be amended by inserting as sub-clause (h) and sub-clause (j), respectively:  
“is a Councillor of an Ordinary Member that has been peremptorily suspended under Section 8.15C (2)(c) of the Local Government Act 1995”**
- 5. Clause 16(2)(b) of the Constitution be amended to read:  
“(b) representatives are to vote on the matter by secret ballot.”**
- 6. Clause 17 of the Constitution be amended by inserting as sub-clause (5):  
“(5) Where the incumbent President seeks and is re-elected for a consecutive term, that person shall not hold office beyond two (2) full consecutive terms.”**

#### **IN BRIEF**

- Amendments to the WALGA Constitution that were resolved by State Council in March 2016.
- Finalisation of WALGA’s periodic governance review that focused on consistency among governance documents.

#### **SECRETARIAT COMMENT**

In accordance with Clause 29 of the Western Australian Local Government Association (WALGA) Constitution, amendments to the Constitution must be agreed to by a special majority of State Council and by a special majority at an Annual General Meeting of WALGA. The Motion, above, was resolved by a special majority at the 2 March 2016 meeting of State Council.

The proposed amendments are outcomes of WALGA’s periodic governance review which commenced in July 2015 with the release of a discussion paper for feedback from the Local Government sector. A total of 15 responses were received from individual Local Governments, with composite responses from the Great Eastern, Central Country and East Metropolitan Zones, representing a total of 53 responses from Member Councils. The 2015 Review focused on ensuring consistency between the Constitution, Corporate Governance Charter and Standing Orders.

The proposed amendments are as follows:

**1. Technical Wording Amendment – Clause 5(7)(b)**

It is recommended that:

*In Clause 5(7)(b) of the Constitution for “sub-clause 5(9)” read “sub-clause 5(11)”.*

Clause 5(7) should refer to sub-clause 5(11) as this relates to the process for application to join WALGA as an Associate Member, as does clause 5(7).

**2. Clarify that a Casting Vote does not apply to an Election – Clause 10(2)**

It is recommended that:

*Clause 10 (2) of the Constitution be amended with the last sentence to read:*

*“The President shall exercise a casting vote only, in the event of there being an equality of votes in respect of a matter considered by the State Council but excluding an election held in accordance with Clause 16.”*

This recommendation is to explicitly state that the President shall not be entitled to a casting vote if there is an equality of votes relating to an election in accordance with Clause 16.

**3. State Council to Adopt Standing Orders – Clause 10(9)**

It is recommended that:

*Clause 10 of the Constitution be amended by inserting as sub-clause (9):*

*“(9) State Council shall adopt Standing Orders that will apply to all meetings.”*

State Council resolved to amend the Constitution to include a clause that State Council will adopt Standing Orders to recognise the importance of meeting procedures in the efficient operation of State Council.

**4. Suspension of Elected Members – Clause 14(4a) and Clause 20**

It is recommended that:

*Clause 14(4a) and Clause 20 of the Constitution be amended by inserting as sub-clause (h) and sub-clause (j), respectively:*

*“is a Councillor of an Ordinary Member that has been peremptorily suspended under Section 8.15C (2)(c) of the Local Government Act 1995”*

There is a requirement to clarify that an Elected Member who has been peremptorily suspended under Section 8.15C(2)(c) of the Local Government Act (where a Council is also suspended) becomes ineligible to be a Zone delegate during this period of suspension.

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As a result, a consequential amendment is required to Clause 20 'Vacation of Office' which applies to State Councillors and Deputy State Councillors.

## 5. Election Procedure – Clause 16(2)(b)

*Clause 16(2)(b) of the Constitution be amended to read:*

*“(b) representatives are to vote on the matter by secret ballot.”*

Clause 16 of the Constitution refers to the election process and must follow the procedure set out under sub-clause (2).

Currently, sub-clause (2)(b) states the following (emphasis added):

*“(b) representatives or delegates are to vote on the matter by secret ballot;”*

The reference to 'delegates' in sub-clause (2)(b) is erroneous. The definition of both 'Delegate' and 'Representative' is set out in Clause 2(1) of the Constitution (emphasis added):

*“**Delegate**” means a councillor or officer nominated or appointed to represent an Ordinary Member and exercise voting entitlements at General Meetings of the Association pursuant to clauses 22 and 23 of this Constitution, or on a Zone pursuant to clause 14 of this Constitution;*

*“**Representative**” means a member on the State Council elected or appointed by the country and metropolitan constituencies in accordance with the provisions of sub-clause 9(1) and 9(3);*

The definition of 'delegate' identifies that they are representatives of an Ordinary Member and limits their voting entitlement to General Meetings of the Association and Zone meetings. The reference to a 'delegate' in sub-clause (2)(b) is therefore inappropriate with only a 'representative', being a country or metropolitan constituency appointee to State Council, entitled to vote in an election conducted under Clause 16(2)(b).

## 6. Presidential Term Limit – Clause 17

It is recommended that:

*Clause 17 of the Constitution be amended by inserting as sub-clause (5):*

*“(5) Where the incumbent President seeks and is re-elected for a consecutive term, that person shall not hold office beyond two (2) full consecutive terms.”*

The President and Deputy President are elected by State Council for two year terms following the election of State Councillors by the Zones. Following a State Councillor's election as President, the Zone that elected that State Councillor is entitled to elect a replacement State Councillor to maintain that Zone's representation around the State Council table.

WALGA's original discussion paper on the governance review canvassed the issue of term limits for the President and Deputy President as currently, there is a two term limit on the position of Deputy President with no limit for the position of President.



There was a majority view, amongst submissions from Local Governments and Zones, that Clause 17 of the Constitution should be amended to align the terms served by the President and Deputy President, with the President to serve a maximum of two full consecutive terms to achieve consistency with the Deputy President as currently defined in Clause 18(4).

## 4.2 Natural Disaster Recovery Support Funding (05-001-03-0029)

Shire of Dardanup to move:

### MOTION

**Request that WALGA State Council investigates the development and implementation of Natural Disaster Recovery Support Funding that will provide advice and financial support for Local Governments affected by the impacts of natural disasters that meet the Western Australia Natural Disaster and Recovery Arrangements (WANDRRA) criteria.**

#### IN BRIEF

- Process to receive funding is difficult.
- Government response is slow.
- New source of funding is required.

### MEMBER COMMENT

The Western Australia Natural Disaster and Recovery Arrangements (WANDRRA) is jointly funded by the State and Commonwealth Governments and administered by the Department of the Premier and Cabinet (DPC), with assistance from other agencies. Through WANDRRA, the Western Australian and Commonwealth Governments provide help to people who have suffered the direct impact of a proclaimed natural disaster event.

Assistance is provided via a range of relief measures to assist communities to recover from an eligible natural disaster event including: bushfire; cyclone; earthquake; flood; landslide; meteorite strike; storm; storm surge; tornado or tsunami.

The Department of the Premier and Cabinet will activate WANDRRA if it is one of the ten events mentioned above; and the anticipated cost of eligible measures will exceed \$240,000.

Who Can Receive Assistance?

The relief measures are intended to provide assistance for the recovery of communities and are available for:

- Individuals and families Small Business
- Primary Producers
- Local Government
- State Government Agencies

It is evident that the experience of Local Governments in this situation has found that the financial support and response through WANDRRA is not satisfactory. There is not a lot of financial support or advice for the Local Governments that are impacted to recover infrastructure and for community rebuilding.

The process to receive funding is difficult to address and it takes a long time to develop the assistance application and to get feedback on how the application is progressing.

There is also a gap in responses, and a lack of recognition and understanding of the demands on Local Government staff time that has to be diverted to the recovery, the ongoing commitment, plus

initial cost demands. The response by government is slow and the problem is that the Council must deal with the problem immediately.

Councils cannot get definitive answers on claims making the management of the process more difficult and the strain on the budget and resources challenging.

It is proposed that this gap in the provision of financial support and advice for affected local governments be filled by an industry sponsored initiative that involves WALGA setting up a fund to be available to provide support for local government.

The source of funding for the initiative is a matter for State Council to consider and canvass support from member Councils; however, the Association has been very successful in developing a strong business model that has not required member subscriptions to increase for many years.

Sources of funding for the initiative may include:

- Profits from the existing business model (e.g. Training);
- Increased subscriptions to accumulate capital in a reserve fund; and
- A levy on all member Councils.

WALGA may also consider presenting the business model to the Premier for consideration to match any funding that the Natural Disaster Recovery Support Funding was to accumulate.

## **SECRETARIAT COMMENT**

The Commonwealth Government has established and administers the Natural Disaster Relief and Recovery Arrangements (NDRRA) to provide financial assistance to the States for relief and recovery after a declared natural disaster event. The Commonwealth provides for partial reimbursement of the costs incurred by the States, provided the State's measures are as set out in the Federal NDRRA Determination and certain financial thresholds have been met. Under this arrangement the Commonwealth has delegated responsibility for identifying the type and level of assistance required for natural disasters to the States. The States are not limited to the guidance and conditions provided under the NDRRA Determination and can provide assistance beyond this scope, although these costs are not being eligible for reimbursement from the Commonwealth. The Western Australia Natural Disaster and Relief and Recovery Arrangements (WANDRRA) were established by the Western Australian Government in line with the NDRRA Determination.

It is generally acknowledged that the relationship between the NDRRA and the WANDRRA is inconsistent and not meeting the needs of Local Governments.

The provision of funds from the State Government to Local Governments through WANDRRA for disaster recovery has been on average \$30 million per year between 2010/2011 and 2014/15, of which about \$28m per year was for reconstructing roads.

Department of Premier and Cabinet and Main Roads WA staff provide "advice" to Local Governments affected by disasters. However, because all decision-making in relation to funding eligibility under NDRRA is by Emergency Management Australia in Canberra, issues are often referred and responses slow. Furthermore, these advisors are primarily acting in the interests of the State, rather than Local Government.

In establishing an arrangement that provides funding support to Local Governments impacted by disasters, careful consideration would need to be given to its structure if the intent was that at least some of the costs incurred would ultimately be recovered from the NDRRA and the WANDRRA.

The Australian Local Government Association (ALGA) has continued to advocate, on behalf of WALGA and other State Associations, for more funding, support and conditions for natural disaster relief and recovery for Local Governments. In January 2016 the ALGA prepared a 2016-2017 Submission to the Federal Government Budget that included advocacy for natural disaster recovery funding. This submission recommended that the Federal Government:

- maintain the levels of support for the Natural Disaster Relief and Recovery Arrangements (NDRRA);
- fund a targeted disaster mitigation program at a level of \$200 million per annum; and
- include betterment funding as a core element of the NDRRA.

## 4.3 Non Operational Rail Corridors (05-009-03-0037)

Shire of Bridgetown-Greenbushes Delegate to move:

### MOTION

**That the Public Transport Authority and Brookfield Rail work with WALGA and any interested Local Governments in developing a policy and/or procedures in order to facilitate third party use of non-operational rail corridors, in particular uses that demonstrate a clear community benefit.**

### MEMBER COMMENT

#### IN BRIEF

- Brookfield Rail has a lease over an extensive network of rail infrastructure in Western Australia
- This lease includes non-operational rail corridors, where in some cases rail use hasn't occurred for 20 years or more.
- There is potential for the non-operational rail corridors to be used by local governments or other third parties for a community benefit however to date it has proven difficult to get Brookfield Rail and the Public Transport Authority to recognise this potential.
- A policy to facilitate such uses should be developed with input from interested local governments

Brookfield Rail has a lease until 2049 on 5,100km of rail infrastructure throughout the southern half of Western Australia. It is responsible for maintaining the network and granting access to operators.

Over the last few years the Shire of Bridgetown-Greenbushes has experienced frustrations dealing with Brookfield Rail on issues concerning the non-operational rail corridor, including:

- Refusal to allow minor landscaping;
- Refusal to allow minor encroachments of services (power) into the corridor;
- Refusal to allow formalised pedestrian crossings on the rail line even though the rail line hasn't been operational for approximately 25 years;
- Restrictions on community use of the service roads either side of the rail line, specifically as trails, but at the same time allow indiscriminate and uncontrolled vehicular use of the same roads; and
- Inconsistent requirements for and maintenance of signage on rail crossings and failure to progress rail interface agreement for management of rail crossings in the rail corridor.

Consultation with other south west local governments indicates similar concerns, including:

- Non-operational rail corridors detract from townscapes and essentially divide town sites with ugly deteriorating infrastructure;
- Non-operational rail corridors accumulate rubbish that is unsightly; and
- Non-operational rail corridors that do not have vegetation managed appropriately do present a source of significant fire fuel that under the right conditions would significantly contribute as entry points for wild fire into town sites.

Our motion focuses on the need for the Public Transport Authority to develop a policy framework for third party access to non-operational rail corridors for the purpose of allowing the corridors to be developed for appropriate community use. Such a policy should be developed in consultation with interested local governments.

In many of the non-operational rail corridors rail use has been non-existent for upwards of 20 years. There is no rail freight task foreseeable in the short, medium or long term future that would warrant the capital investment to bring the rail back up to standard. Permanent closure of the rail corridors would be short-sighted however the use restrictions should be minimised. If the rail was to ever re-open there should be an obligation on the end user to cease the use and return infrastructure back to original condition.

## **SECRETARIAT COMMENT**

The rail network subject to the Brookfield Rail lease includes nearly 1,300km of rail corridors and track that is non-operational. The Public Transport Authority (PTA) publicly claims that it has a “light touch” approach to managing the lease with Brookfield Rail, providing the company opportunity “quiet use and enjoyment of the network by the lessee.”<sup>1</sup> The PTA have indicated that there is an express clause in the lease agreement to this effect. This approach by the PTA has been strongly criticised in a number of inquiries and by the Western Australian Auditor General<sup>2</sup>.

The PTA have strongly resisted proposals that would impact on rail corridors, even with soft infrastructure (parks and playgrounds) and in situations where the rail services ceased more than two decades ago.

Identifying and promoting the potential benefits to Brookfield Rail from supporting the use of non-operational rail corridors presents an opportunity for these State-owned assets to be utilised for the benefit of Western Australians.

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<sup>1</sup> The Management of Western Australia’s Freight Rail Network 2014 Economics and Industry Standing Committee Inquiry Report No 3 Parliament of Western Australia

<sup>2</sup> Management of the Rail Freight Network Lease, Twelve Years Down the Track 2013 Auditor General’s Report

## 4.4 Planning Systems Review (05-047-01-0014)

City of South Perth Delegate to move:

### MOTION

**1. Request the Western Australian Local Government Association to advocate for an independent review of decision making in the Western Australian Planning System, including the roles of local government, delegated authorities, Joint Development Assessment Panels and State Administrative Tribunal appeal processes that gives consideration to:**

**1.1 How the aspirations or values of the community are incorporated into the decision making framework;**

**1.2 Improvements to the statutory framework, including Local Planning Schemes, that would improve the transparency, certainty and consistency of the decision making process;**

**1.3 Ensure that decision making occurs at appropriate levels that promotes good and efficient decisions for the community;**

**1.4 Ensure that Local Governments have a third party right to present local community views to the State Administrative Tribunal;**

**1.5 The erosion of the roles of Local Government in planning for their communities.**

**2. In the event that the State Government is unwilling to pursue an independent review of the decision-making process, request the Western Australian Local Government Association to engage with members and advocate for practical reforms that will ensure greater accountability, transparency and procedural fairness for ratepayers through the Joint Development Assessment Panel's decision making processes.**

### MEMBER COMMENT

The Local Government sector has raised concerns including the erosion of the roles of local Government and the decisions being made by JDAPs, whereby poor planning outcomes are resulting and the communities are left blaming the local council representatives who are the minority on the JDAPs. Issues such as having a majority of government appointees on JDAPs is perceived to be creating a culture of lack of care and limited responsibility for the outcomes of planning decisions upon the community or the longer term ramifications.

JDAPs are not required to look at any other aspects other than the application before it. This is perceived to be leading to decisions being made that will adversely impact on broader community future planning outcomes.

A number of metropolitan local government Mayors at recent forums have outlined a range of issues being encountered by JDAPs.

#### IN BRIEF

- Issues arising from decisions of Joint Development Assessment Panels needs to be addressed.
- Issues arising from State Administrative Tribunal need to be addressed.
- Local Government Planning Policies are being disregarded in decision making.
- The Planning System is no longer providing for the voice of communities to be effectively heard.
- The State Government continues to support and protect its reforms leaving the LG sector to deal with community dissatisfaction.
- An Independent review will seek to provide a strong basis for improved advocacy in the lead up to a State election.

The key issue raised are:

- Chair of JDAPs are not independent.
- Council Policies are not being considered in deliberations.
- Council Reporting Officers are having to make a recommendation and an alternative recommendation which enables the JDAPs to be selective in their decision making.
- JDAPs are taking longer and costing the community more.
- Developers are using JDAPs to put through incomplete and inferior planning applications.

Some local governments are now questioning what could be done to raise the profile of this issue and as a result recently the City of Vincent passed a resolution on the matter. The City of Belmont is also considering a report regarding the issues they are experiencing and will be sending all their community complaints to the Department of Planning (DoP) for their review.

The City of South Perth recently dealt with a 29 storey tower development through its JDAP which resulted in Supreme Court action by local residents. The developer subsequently re-submitted an application for a 44 storey building on the same site which has led to issues with the State Administrative Tribunal excluding the City of South Perth from a directions hearing stating the City of South Perth was not a party to the action.

The common theme being reiterated by many local governments dealing with JDAPs, SAT and the WA planning system functions in general, is that communities are being disengaged from the decisions and believe leveraging broader community support will be the only way the local government can get a commitment from the State Government to look at its planning decision making processes.

The planning system should be focussed on good decisions. Whilst consideration to abolishing the JDAPs system has been called for, this gives no guarantee in and of itself that the decisions would be better. Clearly, locally elected Councillors have a far better understanding of the impacts of developments on the community than appointed persons, however, in some circumstances, the added expertise may be warranted for some decisions.

By way of an example, some Local Authorities in WA represent less than 1000 people and deal with relatively few applications per year. If an application for major infrastructure was applied for, understandably, the Council may not be able to gauge how their planning scheme should be applied, or what appropriate conditions may be applied, due to a lack of familiarity with the system. On the other hand, very large local authorities such as Stirling manage a population 40% of the State of Tasmania, but are not allowed to deal with a \$2 million shed, if the applicant seeks a JDAP determination. The system put in place by the State is a one size fits all planning system, rather than one that supports decision making at the appropriate level.

As has been pointed out by the State Government and numerous developer lobbies, the JDAPs are bound by the Local Planning Schemes, which whilst approved by the Minister, in most cases have been drafted by the local authorities. This would be the most appropriate place to start any review of the planning decision process. Much of the issue comes from planning schemes, which give significant amounts of discretion, with little guidance on how it should be applied. For example if a scheme simply says that the height of a development can be increased, but gives no reason as the circumstances in which this variation can happen, of course there will be debate about whether it was appropriate if that discretion is applied.



Clearly the elected members have a better understanding of the strategic intent of certain provisions of their planning schemes and this knowledge should be respected and clearly articulated. There is significant context set out in the strategic plans of the local governments that should be incorporated into the decision making process.

The advent of JDAPs was largely due to criticism by the development industry that some Councils were anti-development and incorrectly refusing applications, forcing the need for review at State Administrative Tribunal (SAT). Whilst this analysis is debatable, the other reforms that occurred over the same period were changes to the Local Government Act, which allows for the Minister for Local Government to suspend Councils or individual Councillors and mandate training to assist in their decision making.

Local Governments through their lead body WALGA would recommend that any review of decision making not be limited to the JDAPs system, but should look at how better decisions can be made across all levels of decisions in the planning system, from Ministerial decisions down to delegate decisions by officers and also the appeal processes undertaken by SAT.

A previous parliamentary inquiry was held into the functionality of the regulations surrounding JDAPs, however the scope of the review did not allow for a true investigation into the need for such a mechanism. The parliamentary inquiry was not seen by the Local Government sector as being broad enough to deal with all the issues being experienced and also not seen as being truly independent nor giving voice to the community. Further review will find improvements to the planning system which will benefit the community and developers alike.

In conclusion, if the Local Government Industry wants to see real changes in JDAPS and SAT they must also look at the planning system as whole. All Local Governments must be prepared to support reforms across the entire system otherwise the issues surrounding JDAPS will continue unless fair compromise between State and Local Government can be reached.

It is fair to say that if the State Government does not agree to partner with Local Government to undertake an independent and thorough review of the entire planning system then the loggery will continue.

## **SECRETARIAT COMMENT**

Since 2009, the WA Planning Commission have been pursuing a reform process aimed at improving the land use planning and development approvals system in WA. *Planning Makes It Happen - a blueprint for planning reform* set out 11 key strategic priorities and a forward work program that included 22 actions for the State.

In September 2013, the Minister for Planning released *Planning makes it happen: phase two* outlining a range of additional projects and process improvements aimed at streamlining the approval processes. The State's reform documents are located <http://www.planning.wa.gov.au/Planning-makes-it-happen.asp>

The current State priority reforms outlined in *Phase Two* include the following: -

<b>What</b>	<b>Why</b>
Review of the Metropolitan Region Scheme	Consistent planning frameworks. Appropriate level of decision making.
Improve amendment process for region planning schemes	Simplify application processes. Fast track land supply.
Concurrent amendment of region and local planning schemes	Simplify application processes. Fast track land supply.
Improve local planning scheme review process	Consistency across local governments. Simplify planning processes. Fast track housing approvals.
Improve local planning scheme amendment process	Improve application processes. Fast track land supply.
Streamline structure plan process	Simplify application processes. Fast track land supply.
Private certification of development applications	Fast track housing approvals.
Standardise delegations of local government development decisions	Consistency across local governments. Appropriate level of decision making.
Electronic application system	Improve customer service – easier, faster applications and tracking of progress.
Design and development	Deliver quality development as the urban form of towns and cities across WA changes.
Review the role of the Western Australian Planning Commission (WAPC)	Ensure strategic leadership and good quality decision making.
Improve the function of the Infrastructure Coordinating Committee (ICC)	Improve coordination of infrastructure planning and delivery.
Funding of region planning schemes	Improve regional land acquisition and infrastructure provision.

## 4.5 Abolitions of DAPS (05-047-01-0016)

City of Subiaco Delegate to move:

### MOTION

That WALGA:

1. **Advocates for the abolition of Development Assessment Panels (DAPs) on the basis that:**
  - 1.1. **DAPs by means of their majority unelected membership are not democratic bodies representing the ratepayers and accordingly do not reflect the aspirations or values of the community;**
  - 1.2. **DAPs represent a significant erosion of planning powers by elected representatives who have been given a mandate by ratepayers to make these decisions; and**
  - 1.3. **Previous decisions made by the Joint Development Assessment Panel have gone well beyond the purpose, intent and application of relevant Local Planning Scheme and Policies adopted by each local council; and**
2. **Advocates for consideration of the following reforms, in the event that DAPs remain in place, to ensure greater accountability, transparency and procedural fairness for ratepayers through the Panel's assessment and decision making processes:**
  - 2.1. **Abolishing the current opt-in mechanism which allows applicants to choose either elected Councils or the DAP as the decision maker in favour of a Ministerial call-in power for projects of state or regional significance, with a minimal value of \$20 million, as has been adopted in the eastern states;**
  - 2.2. **Requiring equal membership on the DAP between Local Government and Appointed Specialist members with an independent chair approved by both State and Local Governments;**
  - 2.3. **Requiring the DAP to set the meeting date for consideration of the development applications no later than five working days after the application being received to enable inclusion within the community consultation process;**
  - 2.4. **Requiring the DAP agenda and local government report and recommendation to be published no less than ten business days prior to the scheduled meeting date;**
  - 2.5. **Requiring a minimum of five business days between publishing the DAP agenda and the date by which ratepayers can make public presentations to the DAP, to provide more time to prepare a formal response;**
  - 2.6. **Mandating that respondents to the development application can nominate e-mail or Australia Post as their preferred contact method for information and requiring the local government to contact registered respondents throughout the process as deadlines are reached;**
  - 2.7. **Providing a public template for ratepayers to assist with the preparation of feedback as part of the Community consultation process;**
  - 2.8. **Requiring any changes to a development application between the community consultation period and final proposal for decision by the DAP to be published on the local government's website and to notify all respondents to the original community consultation of those changes;**
  - 2.9. **Removing the need for the local government to obtain the applicant's consent for further consultation or an extension of time to report the applicant's development proposal to a DAP meeting for determination; and**

#### IN BRIEF

- That WALGA advocate for the abolition of Development Assessment Panel (DAPs).

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**2.10. Providing a Local Government aggrieved by a DAP decision a right of review at the State Administrative Tribunal.**

**3. Advise the Minister for Planning of its concerns with the actions and decisions of the Development Assessment Panels.**

**MEMBER COMMENT**

1. Following the lead of the City of Vincent, a version of this motion has been passed by the following councils:
  - 1.1. Vincent, Mosman Park, Nedlands, Cambridge, Subiaco, Stirling, Bayswater, South Perth, Belmont, Cottesloe, Claremont, Peppermint Gove, and Victoria Park.
2. The following Councils are working up support for this motion:
  - 2.1. Swan, Gosnells, Cockburn and Kwinana.
3. The following local communities have been adversely affected by a DAP/SAT decision or have concerns over the loss of amenity from proposed development to be approved by the DAP:
  - 3.1. Ascot, Alfred Cove, Applecross, Bayswater, Broome, Carine, Claremont, Como, Cottesloe, Daglish, Dalkeith, Dianella, Floreat, Guildford, Gwelup, Kensington, Mandurah, Maylands, Mount Hawthorn, Mount Lawley, North Beach, North Perth, Scarborough, South Perth, Subiaco Town Centre, Subiaco East, Subiaco West, Swanbourne, Wembley, and Woodlands.
4. The communities affected by DAP development applications have raised the following concerns in their submissions to their local council:
  - 4.1. The process of updating Local Planning Schemes, costing hundreds of thousands of dollars, will not stop the DAP system from considering development applications (DA) which do not comply with these schemes and policies.
  - 4.2. All ambit claims (DA) must be presented to a DAP regardless of their extreme non-compliance, costing ratepayer's councils valuable time and money preparing a Responsible Authority Report.
  - 4.3. The decisions made by unelected DAP panel members are unaccountable and untouchable. The Minister has backed every controversial decision raised by the community, and they cannot be voted out at the next election.
  - 4.4. Developers can appeal DAP decisions at State Administrative Tribunal (SAT), a flawed system which does not give affected parties a seat at the table to defend their amenity rights.
  - 4.5. The only avenue of appeal is to the Supreme Court costing ratepayers or residents hundreds of thousands of dollars.
  - 4.6. The use of discretionary clauses by the DAP/SAT system has created uncertainty and a loss of trust in the planning system. The uncertainty prevents homebuyers from knowing exactly what the rules are that govern the area / suburb / community where they may wish to invest in, buy their home, raise their family or retire. The uncertainty for those already settled concerns what changes to their living environment may be summarily visited on them. Since the residents are afforded no rights of appeal against such decisions, they are effectively left just to "hope" that they won't have to face such a decision.
  - 4.7. Changing Local Planning Schemes and policies offers no hope of controlling discretion to approve any development. Discretion exists in other State Government planning/development, policy and regulations such as:
    - 4.7.1. Residential Design Codes (R-Codes) Part 2 – Judgement of merit which allows the DAP/SAT to use Design Principles (a subjective view) to approve any non-complying development. If the DAP exercise its judgement based on

- objectives and design principles, as the decision maker it can ignore the deemed to comply provisions, ref. 2.5.1 Exercise of judgement.
- 4.7.2. R-Codes Part 5 – Design principles and their use are problematic for local planning schemes and policies. The State Government put in place a subjective list of design principles which are futuristic, a one size fits all approach, and open to subjective views and discretionary powers by the DAP.
- 4.7.3. Local councils adopting Centre Activity Structure Plans are high level subjective documents which inadvertently impose significant change to the interpretation of local town planning schemes and policies. These Centre Activity Structure Plans are used by developers and their legal team to argue Judgement of merit for their development, and have unintended consequences for communities such as those affected by the State Government’s plans to redevelop Western Australia’s football ovals such as:
- 4.7.3.1. Claremont Football Oval;
  - 4.7.3.2. Bassendean Football Oval;
  - 4.7.3.3. Midland Football Oval; and
  - 4.7.3.4. Subiaco Football Oval.
- 4.8 These undemocratic decisions will have irreversible consequences for Western Australia’s local communities, in the City and in regional towns

## **SECRETARIAT COMMENT**

The current WALGA position regarding Development Assessment Panel (DAPs) is for a full and comprehensive cost benefit analysis of the DAP system to be conducted to assess the net benefit of DAPs (State Council March 2015). At this meeting, State Council also resolved that if the cost benefit analysis isn’t undertaken, then the following improvements should be made to the operation of the system:

1. That the minimum monetary threshold for an application to be eligible for consideration by a DAP be increased to at least \$30 million.
2. That the DAP system be amended to be an opt-in only process, so that when an application does meet the minimum monetary threshold, the proponent still has to elect to have the application determined by a DAP. This will identify individual Local Governments that are unable to adequately satisfy applicant expectations and allow the industry to determine the relevance of DAPs.
3. That a procedure similar to that in NSW be introduced to ‘call in’ a development application where it has state or regional significance and should be determined by a DAP, even if it is below the monetary threshold.
4. That DAPs be permitted to process development applications that are below the new minimum monetary threshold, providing the application has been ‘called in’ as having either state or regional significance or referred by a Local Government.
5. That a system be introduced to temporarily remove the planning powers of a Council due to ongoing poor performance and DAPs be utilised to process development applications that cannot be dealt with under delegated authority during the suspension period.
6. That the Parliamentary Committee investigate specific examples of DAP decisions provided by Local Government members, in order to consider the transparency of the meeting process.

7. That the Department of Planning's proposed changes to the regulations as a result of their internal review of DAPs in 2013, be put on hold until a cost-benefit analysis of DAPs has been undertaken and the outcomes of this Parliamentary review are finalised.

WALGA President, Cr Lynne Craigie and senior staff met with the new Minister for Planning and Disability Services, Hon Donna Faragher MLC on Wednesday, 25 May 2016. The Association advised the Minister about the disappointment of the recent Parliamentary Committee's review of DAPs which failed to actually address fundamental problems with DAPs, as well as the concerns from the sector and increasing dissatisfaction with the role of DAPs within the planning system. The Minister expressed her willingness to work with the sector to consider improvements to the DAPs system.

The Association is currently in the process of reviewing all decisions made by DAPs and when complete will present a report to State Council examining the performance and effectiveness of the DAP system across its full five years of operation. It is intended that this report will examine all of the issues raised in the numerous member's resolutions to abolish DAP's, including the appropriateness of DAP's development cost thresholds and the transparency of the decision making system. As part of the review, the Association will be seeking member's feedback on their experiences with DAP's, via a survey, and will also collate development application processing information from Local Governments to enable a direct comparison of the effectiveness of the DAP system compared to Local Government performance.

## 4.6 Introduction of Container Deposit Scheme (CDS) (05-050-02-0001)

Shire of Dandaragan Delegate to move:

### MOTION

That WALGA:

1. **Continue to actively advocate for the implementation of a Container Deposit Scheme in Western Australia; and**
2. **Include the implementation of a Container Deposit Scheme in the Association's Election Platform.**

### IN BRIEF

- WALGA has advocated for a CDS over a number of years
- In 2008 WALGA established a Policy Statement in support of Container Deposit Legislation
- A CDS will assist in litter reduction and improve resource recovery

### MEMBER COMMENT

WALGA has been advocating for a CDS to be implemented throughout Western Australia for a number of years. In 2008, WALGA established a Policy Statement in support of Container Deposit Legislation (CDL).

CDL has been in place in South Australia since the 1975, which imposed a deposit on a range of beverage containers. The deposit is included in the retail price of the item and refunded when the container is returned to the collection point.

Local Government has significant investment in kerbside recycling programs and landfill operations of which beverage containers make up a large percentage of material. An additional issue is that roadside litter and drainage debris consist of a higher proportion of beverage containers as well.

The introduction of CDL would provide an incentive for community organisations, individuals and the packaging companies themselves, to take responsibility for the lifecycle of their waste.

### SECRETARIAT COMMENT

The motion is consistent with current WALGA Policy.

## 4.7 Declared Pest Plant C3 Review by DAFWA (05-046-03-0015)

Shire of Dardanup to move:

### MOTION

**Request that WALGA lobby the Minister for Agriculture and Food WA to ensure that the Biosecurity and Agriculture Management Act 2007 (BAM Act) review results in the Act giving the Department of Agriculture and Food WA the responsibility to control, manage and facilitate the eradication of pest plants and weeds, including Cotton Bush, and that the Department be adequately funded to undertake eradication programs for all species that have the potential to negatively impact on the production of agriculture in Western Australia, including but not limited to Cotton Bush, wild dogs, cane toads, skeleton weed, Blackberry and Patterson's Curse.**

### IN BRIEF

- Request for WALGA to lobby the Minister for Agriculture and Food WA to ensure that the BAM Act review results in the Act giving the DAFWA the responsibility to control, manage and facilitate the eradication of pest plants and weeds, including Cotton Bush
- Department be adequately funded to undertake eradication programs

### MEMBER COMMENT

The Biosecurity and Agriculture Management Act 2007 (BAM Act) is scheduled for review in 2017.

A number of Local Governments have endorsed and contributed financially to Regional Biosecurity Groups. It is evident that the Department of Agriculture and Food (WA) has limited resources and over the last twenty years the Department's budget has steadily declined and the ability to manage biosecurity in Western Australia has suffered because of it.

It is requested that WALGA lobby the Minister for Agriculture and Food WA to ensure that the BAM Act review results in the Act giving the Department of Agriculture and Food WA the responsibility to control, manage and facilitate the eradication of pest plants and weeds, including Cotton Bush.

It is also requested that the Department be adequately funded to undertake eradication programs for all species that have the potential to negatively impact on the production of agriculture in Western Australia, including but not limited to Cotton Bush, wild dogs, cane toads, Skeleton Weed, Blackberry and Patterson's Curse.

### SECRETARIAT COMMENT

The Association will be making a comprehensive submission to the review of the Biosecurity and Agriculture Management Act 2007, and will advocate the submission recommendations to the Minister for Agriculture and Food, the Director General of DAFWA and the State Biosecurity Council.



## 4.8 Renewable Energy (05-028-04-0009)

City of Bunbury to move:

### MOTION

**That the Western Australian Local Government Association advocates for reforms to the parameters applied by the WA Government regarding generation of energy through renewable sources by local governments, either individually or in partnership with private sector specifically seeking a fixed feed in tariff for extended periods to enable effective business planning and funding arrangements.**

### IN BRIEF

- WALGA to advocate for changes to the rules and regulations governing feed in tariffs for renewable energy, providing for a guaranteed fixed feed in tariffs over an extended period.

### MEMBER COMMENT

Local government typically incurs significant annual electricity costs in providing services to the community, ie. recreation centres, street lighting, community facilities etc.

As has been demonstrated in other areas of Australia, local governments are moving to become more reliant on renewable energy sources and on a small scale this is effective, however for local governments to invest substantial funding into renewable energy sources there is a need for long term agreements and arrangements to ensure the viability of the investment. Where a local government may seek to offset its electricity usage through the provision of renewable energy sources, the rules governing the rate of feed in tariff vary depending on the amount of electricity being generated through renewable sources and the location of the facilities, making it difficult to develop a business case to justify investment in.

A fixed feed in tariff for local government in this regard would provide certainly for local governments looking to either partly or fully offset their energy use through renewable sources, demonstrating leadership in implementing measures to tackle climate change and reliance on fossil fuel power generation.

### SECRETARIAT COMMENT

The City of Bunbury's proposal - *to simplify the current arrangements and provide certainty for local governments that are looking to invest in renewable technology* - seems logical as a way to encourage greater take up of renewables.

At the moment there are a range of different feed in tariffs for both residential and non-residential customers, depending on the amount of electricity being generated and/or the time at which this occurs.

There are a number of "unknowns" at this stage, which warrant investigation and report prior to advocating a specific position, such as;

- what implications the proposal would have for the broader market;
- the implications of the market transition to the Australian Energy Regulator;
- the likely rate/time frame for any set tariff.

## 4.9 Reducing Regulatory Burden on Local Government (05-099-03-0001)

Shire of Toodyay Delegate to move:

### MOTION

**That all new legislation, regulation or quasi-regulation imposed on Local Government be accompanied by an independent regulatory impact assessment including the opportunity for input from the Local Government sector.**

### MEMBER COMMENT

In May 2015 the State Government launched a project to launch the Reinvigorating Regulatory Reform Project. The plan purports to support four actions:

- Cutting red tape;
- Progressive deregulation and regulatory reform;
- Improving regulatory assessment;
- Ensuring success through communication and engagement.

One of the priority areas for improvement was releasing administrative burden.

Placing additional regulatory or compliance burdens on Local Government increases the cost of Local Governments performing their functions and ultimately, increases the cost to the community and business. Any increase in the cost of doing business for Local Government will in due course be funded by increased rates or reduced levels of service.

Recently the State Government conducted a series of workshops with Local Governments to seek to improve the Integrated Planning and Reporting Process which now forms part of the compliance requirement for Local Government. During that process the Department was unable to answer:

- The increased cost to the sector of the new provisions; and
- Whether a regulatory burden assessment was completed prior to implementation, and if the assessment was done, what was the outcome?

Gather any group of elected members or Local Government employees together and they will be able to list new compliance requirements imposed in the last five years. The list will be long, but will include:

- Integrated Planning and Reporting Framework;
- Regulation 17 of the Local Government (Audit) Regulations
- New deemed provisions in all Local Planning Schemes;
- Changes to Planning for Bushfire Protection;
- Introduction of Fair Value Accounting for Assets;
- Changes to reporting requirements for gifts;
- Introduction of My Council website;

### INBRIEF

- The State Government is committed to red tape reduction.
- Increased Local Government compliance requirements have not been subject to the same level of scrutiny.
- All new legislation, regulation or quasi-regulation should be subject to a regulatory impact assessment.

- Introduction of Registered Biosecurity Groups (while reducing State Government services); and
- Changes to compliance and reporting requirements for rates.

Many of these changes are important and worthwhile and have been embraced by the sector. Others are clearly reactions to political issues of the day, but will remain as requirements long after the issues have passed.

The State Government has recently reformed the compliance requirements for incorporated associations, providing three levels of reporting reflective of the level of risk to the community. This is good reform and represents the risk based approach which is also a feature of the red tape reduction policy. It is curious that the same risk based approach cannot be applied to Local Government instead of a single prescriptive one size fits all approach.

If efforts to reduce red tape are genuine and serious, all new legislation, regulation and quasi-regulation (circulars, guidelines etcetera) which impose or potentially impose a cost to the Local Government sector should be accompanied by an independent and publicly released impact assessment to quantify both the compliance cost and the estimated benefit.

Any new burden on business would be subject to this kind of assessment. There seems to be a lack of appreciation that any new cost to Local Government ends up being a cost to the community and business.

## **SECRETARIAT COMMENT**

WALGA supports the concepts of reduced red tape and unwarranted compliance.

## 4.10 Most Accessible Regional City in Australia Awards (01-006-04-0001)

City of Bunbury to move:

### **MOTION**

**That the Western Australian Local Government Association:**

#### **IN BRIEF**

- Introduce an annual awards program coinciding with LG Week to acknowledge local governments promoting and improving accessibility in Western Australia

1. **Develop assessment criteria to formally recognise the contribution that Western Australian local governments are taking to promote and improve accessibility within their jurisdictions.**
2. **Conduct an annual awards process coinciding with Local Government Week to recognise local governments nominated for work undertaken in no. 1 above based on metropolitan, Regional and remote categories.**
3. **Nominate the winning local government from each category for the National Awards for Local Government – Disability Access and Inclusion Awards conducted by the Department of Infrastructure and Regional Development.**

### **MEMBER COMMENT**

The City of Bunbury's first objective in the Community and Culture Key Priority Area of its Strategic Community Plan is to Establish Bunbury as the most accessible regional city in Australia by 2020, by providing services and information that are accessible and inclusive for community members of all abilities.

The City recognises access and inclusion as being a key component in enhancing community well-being and the quality of life for the people who live and work in Bunbury, and considers this philosophy to be applicable to all local governments throughout Western Australia.

It is suggested that making provision for such awards in Western Australia can then naturally feed into the national awards for Disability Access and Inclusion administered by the Federal Department of Infrastructure and Regional Development, where no Western Australian local government has ever been successful in winning that category.

### **SECRETARIAT COMMENT**

The Association has held annual awards in the past in respect to specific issues such as Biodiversity awards.

## 4.11 Discussion Paper Excessive Force (01-003-02-0001)

Shire of Bridgetown-Greenbushes Delegate to move:

### MOTION

**That WALGA, recognising that a significant role of local government is to lobby and advocate to higher levels of government on matters of concern to local constituents, advocate to the State Government for a discussion paper to be prepared on the issue of decriminalising the use of excessive force by members of the public when such force is effected in the course of defending family and property from intruders.**

### IN BRIEF

- There have, in recent years, been some well publicised incidents of property owners being charged for causing injury to intruders in the course of defending family and property.
- This is an issue of concern to the broader community and it has been raised at many community forums across the State.
- Local Government has an advocacy role to take on matters of concern raised by the community even when they are not directly related to local government service provision.
- The Motion is merely seeking the development of a discussion paper in order to allow widespread debate of this issue in the community.

### MEMBER COMMENT

It is accepted that some local governments will query the merits of the subject matter of this Motion being on the WALGA AGM agenda. This was an argument debated by the Shire of Bridgetown-Greenbushes councillors when the Motion was proposed. However it is our belief that the subject matter is appropriate for consideration by local governments and at the WALGA AGM as it falls under the “advocacy” role that the local government sector plays. There are many issues outside the direct control of local government that are of interest to the sector and that the sector, either individually or collectively, seeks to have input into.

The issue of decriminalising the use of excessive force in the defence of family and property has been raised at the local community level, including at many community forums throughout the State.

How are members of the public expected to lobby for Government to consider and review this issue? Individually approaching Members of Parliament is unlikely to generate momentum for this issue to be added to the ever-increasing list of judicial reviews, statutory reviews, etc. Alternatively individual members of the public could band together to instigate petitions to the government on this issue. History however would question the effectiveness of such an approach. By raising the issue at the WALGA AGM and hopefully having the Motion carried would add weight to the issue with the decision being reflective of an overall community wish for this issue to be discussed.

The Motion is not seeking an immediate change to the criminal code or other related legislation. Such a Motion would be presumptuous and would ignore the processes required to effect legislative change. The Motion instead seeks the development of a discussion paper in order to allow widespread debate, from the community level to the judicial level, on the issues concerning the use of force by property owners when defending family and property.

There have, in recent years, been some well publicised incidents of property owners being charged for causing injury to intruders in the course of defending family and property.

The motion deliberately uses the term “excessive force” as that is the term often used when persons are charged after causing injury to intruders in the course of defending family and property. Even if a property owner uses “appropriate” force the reality is that if injury or death is caused to the intruder the judicial determination would be that the force used in defending family or property was excessive in the circumstances.

The Motion isn’t condoning the use of excessive force – it is simply seeking some discussion on the issue as it is an issue of concern to the broader community.

### **SECRETARIAT COMMENT**

The Association currently does not have a policy position on “excessive force”.

## Attachment 1: Association Standing Orders

1. **INTERPRETATIONS**  
For the purposes of these Standing Orders, if not inconsistent with the context, the following words shall have the following meanings:
    - 1.1 **"Absolute Majority"** means:  
a majority of delegates of the Association whether present and voting or not.
    - 1.2 **"Association"** means:-78  
all or any part of the Western Australian Local Government Association.
    - 1.3 **"Delegate or Deputy Delegate"** means:  
those persons duly nominated, from time to time, to represent a Member Local Government at a meeting of the Association.
    - 1.4 **"Deputy President"** means:  
the Deputy President for the time being of the Association.
    - 1.5 **"Meeting"** means:  
an Annual or Special General Meeting of the Association.
    - 1.6 **"Member Local Government"** means:  
a Local Government admitted to ordinary membership of the Association in accordance with the provisions of the Constitution.
    - 1.7 **"President"** means:  
the President for the time being of the Association.
    - 1.8 **"Simple Majority"** means:  
a majority of the delegates from the Association that are present and voting.
  2. **CONDUCT OF MEETINGS**  
The proceedings and business of meetings of the Association shall be conducted according to these Standing Orders.
  3. **NOTICE OF MEETING**
    - 3.1 **Annual General Meeting**  
The Chief Executive Officer of the Association shall give at least ninety (90) days notice of an Annual General Meeting to all Member Local Governments, advising of the closing date for submission of motions for inclusion on the agenda.
    - 3.2 **Special General Meeting**  
A Special General Meeting of the Association is to be held if a request is received by the Association President, in accordance with the requirements of the Association's Constitution. No business shall be transacted at a Special General Meeting other than that for which the Special General Meeting was called.
    - 3.3 Notice shall be given at the destinations appearing in the records of the Association.
  4. **QUORUM**
    - 4.1 The Association shall not conduct business at a meeting unless a quorum is present.
    - 4.2 At any meeting of the Association greater than one half of the delegates who are eligible to vote must be present to form a quorum.
    - 4.3 The Association is not to transact business at a meeting unless a quorum is present.
    - 4.4 If a quorum has not been established within the 30 minutes after a meeting is due to begin then the Association can be adjourned –
      - (a) by the President or if the President is not present at the meeting, by the Deputy President;
      - (b) if neither the President nor Deputy President is present at the meeting, by a majority of delegates present;
      - (c) if only one delegate is present, by that delegate; or
      - (d) if no delegate is present, by the Chief Executive Officer or a person authorised by the Chief Executive Officer.
    - 4.5 If at any time during a meeting a quorum is not present, the President shall thereupon suspend the proceedings of the meeting for a period of five (5) minutes and if a quorum is not present at the expiration of that period, the meeting shall be deemed to have been adjourned and the person presiding is to reschedule it for some future time.
    - 4.6 Notice of a meeting adjourned because of absence of a quorum is to be given to all Member Local Governments.
  5. **MEETINGS OPEN TO THE PUBLIC**  
The business of the Association shall be open to the public except upon such occasions as the Association may by resolution otherwise decide.
  6. **ORDER OF BUSINESS**  
Unless the Association should decide otherwise, the order of business at meetings of the Association, with the exception of special meetings or an adjourned meeting, shall be as follows:
    - (a) Record of attendance and apologies;
    - (b) Announcements;
    - (c) Confirmation of minutes of previous meetings;
    - (d) President's report;
    - (e) Financial report for the financial year; and
- Notice will be deemed to have been delivered immediately if transmitted electronically or on the second working day after posting.

- (f) Consideration of Executive and Member Motions.
- 7. VOTING ENTITLEMENTS**
- 7.1** Each Member Local Government shall be entitled to be represented at any meeting of the Association.
- 7.2** Only eligible and registered delegates may vote.
- 7.3** A delegate shall be entitled to exercise one vote on each matter to be decided. Votes are to be exercised in person.
- 7.4** A delegate unable to attend any meeting of the Association shall be entitled to cast a vote by proxy.
- 7.5** A proxy shall be in writing and shall nominate the person in whose favour the proxy is given, which person need not be a delegate. Proxy authorisations shall be delivered to the Chief Executive Officer of the Association before the commencement of the meeting at which the proxy is to be exercised and shall be signed by the delegate or by the Chief Executive Officer of the Member Local Government that nominated the delegate.
- 8. SPECIAL URGENT BUSINESS**  
At any time during a meeting a delegate may, with the approval of an absolute majority, introduce a motion relating to special urgent business that calls for an expression of opinion from the meeting.
- In presenting an item of special urgent business, a delegate shall have sufficient copies of the motion in writing for distribution to all delegates present at the meeting and, where practicable, give prior notice to the President of such intention.
- 9. PRESIDENT**  
In the construction of these Standing Orders unless the context requires otherwise, the word "*President*" shall in the absence of the President include the Deputy President or the delegate chosen by resolution to preside at any meeting of the Association.
- 10. DELEGATE AND DEPUTY DELEGATE**
- 10.1** In the construction of these Standing Orders unless the context requires otherwise, the word "delegate" shall in the absence of the delegate include the deputy delegate.
- 10.2** A deputy delegate acting in the capacity of a delegate unable to attend a meeting of the Association shall exercise all rights of that delegate.
- 11. PRESIDENT TO PRESIDE**
- 11.1** The President shall preside at all meetings of the Association, but in absence of the President, the Deputy President shall preside.
- 11.2** In the absence of the President and the Deputy President, the delegates shall choose by resolution, a delegate present to preside at the meeting.
- 12. SPEAKING PROTOCOL**
- 12.1** Only registered delegates and members of the Association's State Council shall be entitled to speak at meetings of the Association.
- 12.2** The first person that is entitled to speak at a meeting who attracts the attention of the person presiding shall have precedence in speaking.
- 12.3** Speakers are to use the microphones supplied.
- 12.4** When addressing a meeting, speakers are to:
- (a) rise and remain standing unless unable to do so by reason of sickness or disability;
  - (b) address the meeting through the person presiding;
  - (c) state their name and Local Government before otherwise speaking;
  - (d) refrain from reading comment printed in the agenda paper in support of a motion, but may identify key points or make additional comment; and
  - (e) refrain from using provoking or discourteous expressions that are calculated to disturb the peaceful current of debate.
- 12.5** Mobile phones shall not be switched on while the meeting is in session.
- 13. DEBATE PROCEDURES**
- 13.1** A delegate moving a substantive motion may speak for –
- (a) 5 minutes in his or her opening address; and
  - (b) 3 minutes in exercising the right of reply.
- 13.2** Other speeches for or against motions are to be limited to 3 minutes unless consent of the meeting is obtained which shall be signified without debate.
- 13.3** No delegate, except the mover of a motion in reply, is to speak more than once on the same motion except by way of personal explanation.
- 13.4** As soon as the right of reply has been exercised, the motion is to be forthwith put to the vote without further comment.
- 13.5** No discussion shall take place on any motion unless it is moved and seconded. Only one amendment on any one motion shall be received at a time, and such amendment shall be disposed of before any further amendment can



- be received. Any number of amendments may be proposed.
- 13.6** The provisions of these Standing Orders applicable to motions apply mutatis mutandis to amendments, except that the mover of an amendment shall have no right of reply.
- 13.7** When a motion has been moved and seconded, the person presiding shall at once proceed to take a vote thereon unless a delegate opposes it or an amendment is proposed.
- 13.8** No more than two delegates shall speak in succession on one side, either for or against the question before the meeting, and if at the conclusion of the second speaker's remarks, no delegate speaks on the other side, the motion or amendment may be put to the vote.
- 13.9** Notwithstanding clause 13.7, where a composite motion is moved which embodies the core aspects of subsequent motions listed on the agenda, a delegate whose motion has been superseded shall have the opportunity to speak on the question of the composite motion before it is put.
- Once a composite motion has been carried, no further debate shall be permitted in respect of the superseded motions.
- 13.10** At any time during a debate, but after the conclusion of a delegate's comments, a delegate who has not spoken during the debate may move, without discussion, "that the question be now put". If that motion is seconded and carried by a majority, the question shall be submitted at once to the meeting, after the mover has replied.
- 14. QUESTIONS**  
Any delegate seeking to ask a question at any meeting of the Association shall direct the question to the President.
- 15. POINT OF ORDER**  
A delegate who is addressing the President shall not be interrupted except on a point of order, in which event the delegate shall wait until the delegate raising the point of order has been heard and the question of order has been disposed of, whereupon the delegate so interrupted may, if permitted, continue.
- 16. MOTION - SUBSTANCE TO BE STATED**  
A delegate seeking to propose an original motion or amendment shall state its substance before addressing the meeting thereon and, if so required by the President, shall put the motion or amendment in writing.
- 17. PRIORITY OF SPEAKERS**  
If two or more delegates wish to speak at the same time, the President shall decide who is entitled to priority.
- 18. PRESIDENT TO BE HEARD**  
Whenever the President signifies a desire to speak during a debate, any delegate speaking or offering to speak is to be silent, so that the President may be heard without interruption.
- 19. WITHDRAWAL OF MOTION**  
A motion or amendment may be withdrawn by the mover with the consent of the meeting, which shall be signified without debate, and it shall not be competent for any delegate to speak upon it after the mover has asked permission for its withdrawal, unless such permission has been refused.
- 20. PRESIDENT MAY CALL TO ORDER**  
The President shall preserve order, and may call any delegate to order when holding an opinion that there shall be cause for so doing.
- 21. RULING BY PRESIDENT**  
The President shall decide all questions of order or practice. The decision shall be final and be accepted by the meeting without argument or comment unless in any particular case the meeting resolves that a different ruling shall be substituted for the ruling given by the President. Discussions shall be permitted on any such motion.
- 22. RESOLUTIONS**
- 22.1** Except as otherwise provided in the Association Constitution and these Standing Orders, all motions concerning the affairs of the Association shall be passed by a simple majority.
- 22.2** Any matter considered by the Association at a Special Meeting shall not be passed unless having received an absolute majority.
- 23. NO DISCUSSION**  
Where there is no discussion on a motion, the President may deem the motion to be passed unless the meeting resolves otherwise.
- 24. PERMISSIBLE MOTIONS DURING DEBATE**
- 24.1** When a motion is under debate, no further motion shall be moved except the following:
- (a) that the motion be amended;
  - (b) that the meeting be adjourned;
  - (c) that the debate be adjourned;
  - (d) that the question be now put;
  - (e) that the meeting proceed with the next item of business; or
  - (f) that the meeting sits behind closed doors.
- 24.2** Any delegate who has not already spoken on the subject of a motion at the close of the speech of any other delegate, may move without notice any one of the motions listed in clause

- 24.1 (b)-(f) and, if the motion is seconded, it shall be put forthwith.
- 24.3** When a debate is adjourned, the delegate who moves the adjournment shall be the first to speak on the motion when the debate is resumed unless the delegate advises of no desire to speak on the motion. Where this occurs, the President shall then call for further speakers, with the exception of those delegates who have previously spoken (unless the meeting otherwise agrees).
- 25. RESCISSION OF RESOLUTION**
- 25.1 At the same meeting**  
Unless a greater majority is required for a particular kind of decision under the Standing Orders (in which event that shall be the majority required), the Association may, by simple majority at the same meeting at which it is passed, rescind or alter a resolution if all delegates who were present at the time when the original resolution was passed are present.
- 25.2 At a Future Meeting**  
Unless a greater majority is required for a particular kind of decision under the Standing Orders (in which event that shall be the majority required), the Association may rescind or alter a resolution made at an earlier meeting:
- (a) by simple majority, where the delegate intending to move the motion has, through the Chief Executive Officer, given written notice of the intended motion to each delegate at least seven (7) days prior to the meeting; or
- (b) by absolute majority, in any other case.
- 26. METHOD OF TAKING VOTES**  
The President shall, in taking a vote on any motion or amendment, put the question first in the affirmative, and then in the negative and may do so as often as is necessary to enable formation and declaration of an opinion as to whether the affirmative or the negative has the majority on the voices or by a show of hands or by an electronic key pad voting system.
- 27. DIVISION**  
The result of voting openly is determined on the count of official voting cards and, immediately upon a vote being taken, a delegate may call for a division.
- 28. ALL DELEGATES TO VOTE**
- 28.1** At meetings of the Association, a delegate present at the meeting when a question is put shall vote on the question.
- 28.2** Each delegate shall be entitled to exercise one deliberative vote on any matter considered.
- 29. PRESIDENT'S RIGHT TO VOTE**  
The President shall have a casting vote only.
- 30. SUSPENSION OF STANDING ORDERS**
- 30.1** In cases of urgent necessity or whilst the Association is sitting behind closed doors, any of these Standing Orders may be suspended on a motion duly made and seconded, but that motion shall not be declared carried unless a simple majority of the delegates voting on the question have voted in favour of the motion.
- 30.2** Any delegates moving the suspension of a Standing Order shall state the object of the motion, but discussion shall not otherwise take place.
- 31. NO ADVERSE REFLECTION ON ASSOCIATION**  
A delegate shall not reflect adversely upon a resolution of the Association, except on a motion that the resolution be rescinded.
- 32. NO ADVERSE REFLECTION ON DELEGATE**  
A delegate of the Association shall not reflect adversely upon the character or actions of another delegate nor impute any motive to a delegate unless the Association resolves, without debate, that the question then before the Association cannot otherwise be adequately considered.
- 33. MINUTES**
- 33.1** The Chief Executive Officer of the Association is to cause minutes of the meeting to be kept and preserved.
- 33.2** The minutes of a meeting are to be submitted to the next Annual or Special General Meeting for confirmation.
- 33.3** Copies of the minutes will be supplied to all delegates prior to the meeting.



# MINUTES

## Annual General Meeting

Perth Convention Exhibition Centre  
Perth

5 AUGUST 2015



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## Annual General Meeting – Order of Proceedings

### 1.1 Record of Attendance and Apologies

#### Apologies:

- Cr Pixie Pidgeon (Cue)
- Cr Valerie Ammon (Gingin)
- President Ronnie Fleay (Kojonup)
- Cr Andrew Walker (Lake Grace)
- Cr Dean Bavich (Manjimup)
- President Robert Breakell (Mt Marshall)
- President Ken Clements (Plantagenet)
- Cr Rob Butler (Perth)
- Cr Janet Davidson (Perth)
- Cr Doug Thompson (Fremantle)

### 1.2 Announcements

Nil

### 2.0 Confirmation of Minutes

Minutes of the 2014 WALGA Annual General Meeting is contained within the AGM Agenda.

**Moved: Cr J Brown (Gosnells)**

**Seconded: Cr G Pule (Bassendean)**

**That the Minutes of the 2014 Annual General Meeting be confirmed as a true and correct record of proceedings.**

**CARRIED**

### 3.0 Adoption of President's Annual Report

The President's Annual Report for 2014/2015 is contained within the AGM Agenda.

**Moved: Cr E O'Connell (Nungarin)**

**Seconded: Cr D Michael (Stirling)**

**That the President's Annual Report for 2014/2015 be received.**

**CARRIED**

#### **4.0 WALGA 2014/2015 Financial Statements**

The audited 2014/2015 WALGA Financial Statements were distributed to all members prior to the meeting.

**Moved: Cr K Chappel (Morawa)**

**Seconded: Cr W Barrett (Murray)**

**That the WALGA Financial Statements for 2014/2015 be received.**

**CARRIED**

#### **5.0 Consideration of Executive and Member Motions**

As per motions listed.

#### **6.0 Closure**

There being no further business, the President declared the meeting closed at 5.46pm.

## 4. Consideration of Executive and Member Motions

### 4.1 Eradication of Trachoma in Australian Populations (05-030-02-0009 AH)

Town of Bassendean:

**Moved: Cr G Pule (Bassendean)**  
**Seconded: Cr A Pratico (Bridgetown-Greenbushes)**

**That WALGA advocate to the Federal and Western Australian State Government a Nationwide program for the eradication of Trachoma in Indigenous Populations, especially in Western Australia.**

#### **AMENDMENT**

**Moved: Cr M Halleen (Murchison)**  
**Seconded: Cr G Pule (Bassendean)**

**That WALGA advocate to the Federal and Western Australian State Government a Nationwide program for the eradication of Trachoma in all geographically isolated communities, especially in Western Australia.**

**CARRIED**

**THE AMENDMENT BECAME THE MOTION, WAS PUT AND CARRIED**

#### **MEMBER COMMENT**

That WALGA State Council seek the State Governments advice on how reduced Commonwealth health funding and the introduction of the Indigenous Advancement Strategy (IAS) program has impacted on health service delivery to discrete Aboriginal Communities, in order to address a Western Australian program for the eradication of Trachoma in Indigenous Populations.

There are 287 discrete Aboriginal Communities in Western Australia with over 17,000 people across 22 Local Governments. As part of the Federal Budget 2014/2015, the Commonwealth Government announced significant policy reform to Aboriginal service delivery with the introduction of the Indigenous Advancement strategy and Remote Community Advancement Network.

There is \$4.9 billion of programme funding over four years that is available under the five IAS programmes managed by the Department of Premier and Cabinet. There is concern that the funding structure is not addressing the health needs of remote communities and that many organisations who were funded are no longer. Further funding changes have been made to the Commonwealth Health

Budget which has resulted in a number of health programmes ceasing. This has impacted health service delivery in Western Australia.

A key concern is the future of funding and support for the eradication of trachoma in Aboriginal Communities. The State Government has announced the development of an Aboriginal Investment strategy. The Aboriginal Affairs Cabinet Sub Committee considers cross-agency initiatives to improve the effectiveness of spending and reduce duplication. The Committee has recommended the development of an Aboriginal Investment Strategy for Western Australia.

The development is being led by the Department of Regional Development.

## **Background**

The Fred Hollows Foundation has estimated that the elimination of Trachoma in Australia (Western Australia) can be achieved with a program funded by ten million dollars and Indigenous People can be involved. Australia is the only Developed Country in the world that still has extensive Trachoma affected peoples. This presents a great challenge to Australian Governments to train and utilise Indigenous people to address not only Trachoma, but the turn-around of remote indigenous communities.

Such programs can be the lynch pin to revitalize and renew remote communities. There has already been an assessment of rating sustainability in remote communities with many seen as sustainable. These communities need programs of sustainability and such proposed Trachoma Eradication Programs can be the core of a betterment and sustainability system for remote communities. The involvement of Indigenous people in their own community sustainability is greatly beneficial.

Knowledgeable and expert Foundations like the Fred Hollows Foundation can become the core of such a Trachoma Program and this can be done for a very small investment in "Closing the Gap". Closing the Gap identifies the deficiencies that affect Indigenous Populations and Trachoma ranks as a major contributor to the impact on negative health of Indigenous People.

Trachoma is a completely preventable disease and can be prevented if only the will be there.

## **SECRETARIAT COMMENT**

The need for greater investment in controllable diseases is acknowledged. There is already a comprehensive State program for Trachoma Management in WA for discrete Aboriginal Communities. WA is one of the leading States in the management of Trachoma through targeted personal hygiene programs and use of new generation 6 month and 12 month antibiotics.



## 4.2 Prescribed Burning Program (05-024-02-0044 AH)

Shire of Bridgetown-Greenbushes:

**Moved: Cr A Pratico (Bridgetown-Greenbushes)**  
**Seconded: Cr P Scallan (Bridgetown-Greenbushes)**

**That WALGA lobby the Minister for Regional Development to negotiate conditions on the use of Royalties for Regions funds for enhancement of the State Government's prescribed burning program to ensure that these additional funds are used only for prescribed burns for asset preservation and protection around towns and settlements and that the funds not be used for broad scale prescribed burning of forests and national parks distant from towns and settlements.**

**CARRIED**

### ***IN BRIEF***

- The State Government has announced an additional \$20 million investment in prescribed burning under the Royalties for Regions Program.
- The focus of this additional investment should be on asset preservation and protection around towns and settlements rather than broad scale prescribed burning

### **MEMBER COMMENT**

On 11 May 2015 the State Government announced a four year Royalties for Regions investment of \$20 million to increase prescribed burning in the South West. These funds are on top of the Department of Parks and Wildlife annual prescribed burning budget of \$10 million per annum.

The Government announcement stated that the new funding will fund extra positions and extended employment contracts for seasonal land management officers to expand the prescribed burning effort. The Minister for Regional Development, the Hon Terry Redman MLA was quoted as saying that "the extra Royalties for Regions investment would bring greater security and protection to South-West communities".

The Shire of Bridgetown-Greenbushes endorses the above comments of the Minister for Regional Development. Royalties for Regions funding shouldn't be used to prop up the normal operations of Government departments that have otherwise been short changed from years of reduced budget allocations. Instead Royalties for Regions funding should be used to enhance normal Government expenditure and in this case it should be ensured that the additional funding directed to the prescribed burning program should be focused on the preservation of assets and public safety in our settlements and towns rather than the funding being simply used by the Department of parks and Wildlife to meet acreage targets in the easier to burn areas such as forests and national parks. Often these areas are remote from towns and settlements and it is easier to carry out larger burns. Whilst there may well be strong environmental benefits in such burns the focus of the additional funding over the next four years should be the preservation of built assets.

### **SECRETARIAT COMMENT**

Given the limited funding available within the state for bushfire risk mitigation, it is critical that any additional funding for prescribed burning is used in high priority areas of the state, particularly those that are in close proximity to towns, settlements and significant economic infrastructure.

Identification of the priority areas and the subsequent prescribed burning programs could be done through coordination of the results of the bushfire risk management planning process, which is currently being piloted by several Local Governments, the DFES mapping generated for the purposes of the soon to be implemented, WAPC state planning policy – bushfire prone areas and the office of bushfire risk management's approvals process.

## 4.3 Bushfire (Planning) Regulations – Local Government Impacts (05-024-02-0056 AH)

City of Bunbury:

**Moved: Cr B Kelly (Bunbury)**  
**Seconded: Cr D Prosser (Bunbury)**

1. That WALGA move to seek that the Fire and Emergency Services Commissioner recognises existing Local Government bushfire risk assessment processes that demonstrate sufficient rigour and accept that Local Government's Bushfire Risk Mapping in the application of the new Bushfire (Planning) Regulations.
2. That appropriate support be provided to Local Government, to offset the costs and delays that will be incurred as a result of implementing the new Regulations into the development application processes. This would include (but not limited to) training in bushfire risk assessment - Bushfire Attack Level (BAL). A media campaign to explain the new Regulations and its impacts would assist in deflecting some of the negative reaction that may be incurred by Local Governments.
3. That WALGA request the State Government to assist with the implications of State owned lands providing risk to developments. Rather than insist on construction requirements to increase resilience for new structures, it may be more beneficial to treat the risk. This would be especially important where existing structures are also impacted. Currently, the Bush Fires Act (1954) does not bind the Crown.

### **IN BRIEF**

- The State Government has brought down new regulations on development within areas of the State declared as 'bushfire prone'.
- A State wide map will highlight areas that will be declared, being essentially, any land that is within 100 metres of bushland greater than 1 hectare in area.
- Local Government will be expected to manage the application of the Regulations, to new development within those areas, upholding the requirements of 'AS 3959 (2009) – Construction of buildings in bushfire-prone areas'.

**CARRIED**

### **MEMBER COMMENT**

Large areas of the State are likely to be declared as Bushfire Prone by the Fire and Emergency Services Commissioner. These will be demonstrated on a State map of Bushfire Prone Areas. The rationale for the decision on bushfire prone status is essentially any area that is within 100 metre proximity to bushland that is greater than 1 hectare in area. Some smaller parcels will also be included, whereby they may be relatively close to other areas of bushland that can be aggregated in some situations.

While no-one would be against recognising and avoiding high risk developments, this suite of arrangements passed from State Government, will be highly problematic for Local Government.

Local Governments were given limited opportunity to comment on early risk assumptions, through a relatively crude process. Early communications indicated that the Office of Bushfire Risk Management (OBRM) would accept a Local Government's risk mapping, if the Commissioner was satisfied with its rigour. This has not happened at this stage, nor have we seen the final OBRM maps, to indicate the potential of this situation to impact Local Governments.

These new regulations have the potential to impact considerably upon Local Governments through the following:

- This system only looks at new development applications, putting the bushfire safety focus on that environment alone. It does not recognise the need to manage existing risks.
- This system will require a cadre of bushfire risk assessors, likely to be contractors, adding to development costs. The competencies required and formal training programs for these persons, has not yet been established.
- The focus on risk management in this case, will be on the building proponent (element at risk) not on the bush land manager (source of risk). There is no focus on working to reduce risk by treating areas presenting that risk. It is likely that any land managed by Local Government that is seen to present increased complexity and/or costs to a developer or owner, would attract considerable criticism for that Local Government.
- There is a strong potential for insurance premium rises on existing structures, due to a likely increase in replacement construction costs.
- For construction within declared bushfire prone areas, there will be an increase in cost to construct to the new standards, a need for Local Government to understand, apply and police the construction standards. There is likely to be a relatively hostile reaction from builders/owners to this new regime of costs and compliance complexity.
- Some areas of land, rated as BAL 40 or BAL FZ may be now impossible to build on, due to an external risk (adjacent bushland). This would drastically reduce the value of these lands, with likely political backlash.

The AS 3959 considers bushfire risk based upon only three factors, being the proximity of potential development to bushland, the predominant vegetation type and the gradient under that vegetation. The new Bushfire (Planning) Regulations consider only proximity to bushland. This is a crude risk assessment process, which will cause huge areas to be presumed to be high risk. It will be up to the developer/owner to prove lower risk levels exist, which in many cases will be the case.

Using the *AS/NZS ISO 31 000 (2009) – Risk Management – Principles and guidelines* encourages that consideration of ‘risk versus consequence’ measures and other factors such as bushfire behaviour, would be prudent. Further, the use of the National Risk Assessment Guidelines (NERAG) to challenge the assumptions made, would further add confidence to risk assessments.

Where a Local Government could demonstrate that their processes contain that rigour, then these should be upheld. A very high percentage of the land that is within 100 metres of existing bushland (and likely to be declared as bushfire prone) could easily be demonstrated to be an acceptable bushfire risk and avoid the added complexity of the new Regulations.

## **SECRETARIAT COMMENT**

The declaration of bushfire prone areas by the State Government and the application of minimum state-wide bushfire standards for development in bushfire prone areas is consistent with State Councils resolution of May 2013 (200.2/2013). Prior to forming this resolution, the Association undertook widespread consultation with members to discuss arrangements for managing bushfire risk and received strong support from the sector for the State Government taking the lead in identifying bushfire risk areas and establishing state wide planning provisions for bushfire mitigation.

The Association understands that the Western Australia Planning Commission (WAPC) have made substantial modifications to the previously advertised draft State Planning Policy (SPP) 3.7 Planning

for Bushfire Risk Management and its associated Guidelines. The Association has been informed by the Department of Planning intends to release the revised draft Policy and Guidelines for public consultation in July. The Association will be preparing a submission to WAPC in relation to the revised draft SPP and will be seeking feedback from members to inform this submission.

The Association understands that any default declaration of 'bushfire prone areas' as being within in 100m of a hectare of bushfire vegetation is only an interim measure which will be superseded by the release of bushfire prone area mapping. This mapping will be further refined over time. Further, it is important to note that the declaration of a bushfire area does not automatically mean that higher construction standards will be necessary, rather a more accurate assessment of bushfire risk will need to be undertaken by development proponents.

Throughout the process of developing the proposed land-use planning bushfire risk management policy framework, the Association has consistently advocated that the State provides the necessary funding for any additional requirements placed on Local Governments, including any training for Local Government officers.

## 4.4 Integrated Response by Local Governments to Hoarding (05-026-03-0016 AH)

City of Bunbury:

**Moved: Cr B Kelly (Bunbury)**  
**Seconded: Cr D Prosser (Bunbury)**

**That WALGA:**

- 1. acknowledge that hoarding is a complex problem for Local Governments to address in Western Australia.**
- 2. facilitate the development of an integrated response to the problem of hoarding by using consistent best practice standards which can be applied by all Local Governments in Western Australia.**

### ***IN BRIEF***

- A Toolkit exists for Metropolitan Local Governments however this does not apply for regional Councils.
- Local Governments can only prosecute offenders under Health Legislation
- An integrated response to the problem which can be applied by all Local Governments would be an initial step to looking at these issues

### **CARRIED**

#### **MEMBER COMMENT**

The Department of Health has developed a squalor toolkit which is used by the Metropolitan Local Governments.

In circumstances when regional Local Governments have tried to implement the recommendations/requirements of the tool kit for cases, the support from key agencies was not available in regional areas.

This results in regional Local Governments only ability to address the problem being to prosecute the offender under Health legislation and on some occasions this action may result in the Local Government incurring considerable costs.

It is felt that an integrated response to the problem of hoarding by using consistent best practice standards which can be applied by all Local Governments in Western Australia would be an initial step to looking at these issues.

#### **SECRETARIAT COMMENT**

The recommended action is consistent with WALGA policy.

## 4.5 Shark Hazard – Local Government Expectations (05-017-02-0006 AH)

City of Bunbury:

**Moved: Cr B Kelly (Bunbury)**  
**Seconded: Cr D Prosser (Bunbury)**

- 1. That WALGA move to seek that the State Government declare Shark Attack as a ‘hazard’ within the Emergency Management Regulations (2006) and assign an Hazard Management Agency, for the development and maintenance of Hazard Management Arrangements. This agency would then also be responsible for the provision of community information and advice, to enable the community to make informed decisions with their use of the marine environment.**
- 2. That WALGA recommend the adoption of the South West Local Government Response Flowchart and Responsibility Matrix, as the basis for Local Government response to any credible risk from sharks in local waters.**
- 3. That WALGA act on behalf of WA Local Governments in the negotiation with the Department of Fisheries, to ensure that Local Government Officers are not expected to make any response decisions, where they do not have the Subject Matter Expertise, nor jurisdiction (i.e. when to open a beach after sighting, or when to close a beach etc.) for those decisions.**

### ***IN BRIEF***

- The Shark hazard in WA is not a ‘declared hazard’ under the Emergency Management Regulations. No agency is identified to be responsible to manage community information or advice, nor develop arrangements to manage the hazard.
- The Department of Fisheries has developed draft Hazard Plans that identify a range of responsibilities to Local Government (as land owners), where they would have limited subject matter expertise or jurisdiction, to under-pin any decisions or actions.

**CARRIED**

### **MEMBER COMMENT**

There is currently an expectation from the Department of Fisheries (DoF), that Local Government staff will respond to any shark sighting (confirmed or not) and close beaches and warn public. This also assumes that Local Government Officers remain constantly available to travel to a beach to carry out this work, immediately. This was first noted in the draft Shark Hazard Plan from that Department on 20 September 2012.

Local Governments in the main, have jurisdiction only to the high water mark and would not be considered to be experts in shark behaviour. The DoF have established and funded a ‘Shark Response Unit’, which presumably, would have the peak body of knowledge on this subject. Therefore, it would seem odd that the DoF would expect Local Governments to be making decisions, with respect to the risk that a shark may present and/or what should be done in respect of that risk.

As a result of a string of unfortunate fatal encounters with sharks, the media showed understandably high levels of interest in the shark risk. In the absence of a credible response agency, these reports were not challenged for credibility, nor wisdom. The resultant media coverage then raised the public interest and the matter became political. If there had been an identified Hazard Management Agency to provide an active and visible spokesperson role, that interest could have been managed and taken the form of public safety information and advice. It would have tempered the tone of the reporting and gone some way to educating the community on the actual risks and presumably, what people could

do to manage their exposure. Any other declared hazard enjoys the benefit of a ‘one source – one message’ environment, which ensures consistent, credible information is provided on which community members may base their decisions, along with the mandated responsibility to communicate.

In early 2014 the City of Bunbury, through the Chief Executive Officer, sought the assistance of the other South West Local Governments mentioned in the DoF Draft Shark hazard Plan (plus Harvey). The result was the establishment of a working group who worked collaboratively to develop a process and ultimately a Response Plan. This plan was developed to guide any Local Government response to any report of a shark hazard. This work recognised the limitations of Local Government in the jurisdiction and subject matter expertise as well as other agencies that would have a role (i.e. Department of Parks and Wildlife (DPaW)). The group then conducted a workshop, funded by WALGA and the participating Local Governments, along with the agencies that would be impacted in the South West. The Departments of Fisheries and Premier and Cabinet had senior staff in attendance, including the Acting Director General of DoF.

DoF and Premier and Cabinet continued not to accept the South West proposed processes.

With the summer tourist season beginning, the City of Busselton took to providing an interim solution, essentially causing a hiatus in the collaborative work that was being undertaken. Further, it would seem that DoF and the State Government were not concerned with the discontent of a few Local Governments and keen to preserve the status quo.

Under the current situation, whereby DoF have effectively handed over responsibility to Local Governments, there is potential conflict between community expectations for a safe environment and the risks that Local Governments and their Officers face in making decisions. This is especially the case, in a subject area where they do not possess the expertise nor jurisdiction to operate. DPaW and other land managers are in a similar position (though DPaW do have jurisdiction on the water). Should there be scrutiny over a decision that was made prior to an incident, the Local Government and/or it's Officer may held to account over why they had made a decision that had ended unsatisfactorily. Equally, adherence to the ‘do nothing’ option carries its own risks, in that public safety may be seen to be compromised, especially if a Local Government could be proven to have known of that risk.

Any action or decision taken as a result of a shark sighting, should be under-pinned with due recognition of the skills and knowledge of the decision-maker and their jurisdiction to act. Protection from subsequent scrutiny and criticism must be provided by a process which follows sound risk management processes and clear, concise guidance documentation.

## **SECRETARIAT COMMENT**

In 2012 the State Emergency Management Committee developed a comprehensive risk management strategy for Western Australia to have a better understanding of the risks to which the State is exposed and to ensure that emergency management strategies are in place. In 2013 the State Government commenced the *State Risk Project* which has identified 27 hazards - both natural and made in Western Australia. The State Risk project demonstrates an integrated approach and consistent framework for risk assessment and management across the State.

## 4.6 Inland Waterway Shoreline Management (05-064-01-0001 MB)

City of Mandurah:

**Moved: Cr D Lee (Mandurah)**  
**Seconded: Mayor M Vergone (Mandurah)**

**That WALGA lobby for a single State Government agency to be responsible for inland waterway shoreline management in the same manner as the Department of Transport' current role to administer the State Government's policy directly relating to coastal management.**

### ***IN BRIEF***

- WALGA's support is requested to address the management and responsibility of inland waterways shoreline management.

**CARRIED**

### **MEMBER COMMENT**

Local Governments which have estuarine and riverine environments experience shoreline erosion. Others may have a coastal environment where-in coastal erosion occurs from time to time.

It is agreed that the requirement to investigate the mechanisms of shoreline erosion and to undertake significant protection works is equal to that which is required along the coastline.

Inland waterway shoreline erosion is addressed through a number of agencies that have specific interests. For example, the Swan River Trust and the Department of Water have specific areas of interest. On the other hand, the Department of Transport has carriage of coastal management via its Coastal Protection Policy for Western Australia.

The aims of this Coastal Protection Policy are to:

- Ensure the provision of the appropriate level of advice and assistance to coastal managers investigating and recommending coastal protection solutions
- Ensure that valuable coastal assets, whether natural or constructed, are protected from the unwanted impacts ocean forces
- Ensure the adoption of the most appropriate and cost-effective interventions to project coastal property at risk of damage from sea erosion
- Provide support to broader coastal management policies of the State.

The specific principles that guide this Coastal Projection Policy are to:

- Minimise the need to interfere with natural coastal processes
- Undertake coastal protection works only if the benefits outweigh the cost
- Ensure that the direct beneficiaries of coastal development carry all consequential costs
- Ensure that the coast continues to be available for the benefit of the whole Community Services and Infrastructure Projects
- Ensure that local coastal managers receive proper guidance and assistance to solve their coastal protection problems
- Establish that coastal protection is a partnership between the State and local coastal managers, with the lead taken by the local coastal managers, and
- Ensure that the most appropriate coastal protection technologies are considered.



Both the policy and principles should be equally applicable to estuarine and riverine environments.

There appears to be a reluctance to address inland waterways shoreline management in the same manner that currently applies to coastal management.

Support via WALGA to address this anomaly is sought.

## **SECRETARIAT COMMENT**

As outlined in the July 2015 State Council Agenda, the Department of Transport is reviewing its *Coastal Protection Policy for Western Australia*. It is noted that the new draft policy document does not provide greater clarity for local government and does not provide a greater amount of transparency on how the Department of Transport will be helping to manage the coastal environment.

The policy is pared back from the previous version (as cited by the City of Mandurah). Therefore, at a time when coastal management roles and responsibilities should be solidified, the Department seems to be tempering its response to this issue and notions of operational responsibility.

It is also noted that the Swan River Trust has recently developed a comprehensive foreshore asset management system to manage the approximately 300km of foreshore of the Swan Canning system. As members may be aware, the Swan River Trust is currently in the process of being absorbed into the Department of Parks and Wildlife (DPAW).

Discussion with the Director General of the Department of Parks and Wildlife have indicated the potential for such a role to be considered by DPAW, beyond the current remit of the Swan and Canning River estuaries.

## 4.7 Planning for Waste Management Facilities (05-025-03-0003 MB)

Shire of Toodyay:

**Moved: Cr D Dow (Toodyay)**  
**Seconded: Cr B Rayner (Toodyay)**

**That WALGA request the State Government as a matter of urgency:**

- **Develop a waste management infrastructure plan for Western Australia**
- **Progress regulatory reforms to establish a framework for planning and siting of landfills.**
- **Implement a moratorium on new private landfill approvals until adoption of a durable planning framework.**

### **IN BRIEF**

- Planning for future landfills in WA has stalled.
- State policy discourages new landfills on the Swan Coastal Plain.
- New landfills are considered on a case by case basis by small LGAs with no State Plan.
- Planning framework for waste management now urgent.

### **CARRIED**

### **MEMBER COMMENT**

The State Waste Strategy *Creating the right environment*<sup>3</sup>, adopted in 2012, identifies targets for waste diversion from landfill for the metropolitan and non-metropolitan areas. In the 2014, the Department of Environment Regulation (DER) released a *Discussion Paper on the Review of the Waste Avoidance and Resource Recovery Act*<sup>4</sup>. The Paper identified that “about 43% of Perth’s waste is currently recovered... the balance is sent to landfills which have capacity until around 2025 on current projections or until 2030 if the targets in *Western Australia’s Waste Strategy, Creating the right environment*, are met”.

The Paper states one of the “Waste Strategy’s initiatives is long-term planning for waste and recycling processing. The focus of the planning is on waste processing and recycling facilities that divert waste from landfill to promote the most efficient use of resources”. The process of developing this plan was commenced through a Strategic Waste Infrastructure Planning Project<sup>5</sup> however after the initial research (which is still to be released) this process appears to have stalled.

Regulatory reform is also highlighted in the DER Paper. The Paper notes there is a need for reform to the planning and siting of landfills and the establishment of framework to assist decision making for new landfills. The Paper states:

*There is increasing pressure for metropolitan waste to be disposed to landfill outside of the metropolitan area. These pressures are in part the result of increased waste generation, and the limited supply of future putrescible landfill space in the metropolitan area arising from the preference for no new putrescible landfills on the Swan Coastal Plain to address groundwater issues.*

<sup>3</sup> Waste Strategy, available from <http://www.wasteauthority.wa.gov.au/publications/western-australian-waste-strategy-creating-the-right-environment>

<sup>4</sup> DER Discussion Paper, available from

<sup>5</sup> Strategic Waste Infrastructure Project, available from <http://www.wasteauthority.wa.gov.au/programs/strategic-waste-infrastructure-planning/>

*There is a strong case to reform the landfill policy and regulatory framework to include planning, siting and compliance considerations so that landfills can be managed consistent with government policy. Policy considerations should balance the need to ensure availability of sufficient landfill space to manage residual waste and unplanned events (such as spikes in waste caused by natural disasters or failures in alternative waste-processing infrastructure) with the need to limit supply to encourage maximum diversion from landfill.*

Despite the reforms and planning highlighted, there is not a strategic infrastructure plan in place for waste management facilities. Decisions regarding waste management facilities, whether it be landfills, recycling facilities or waste to energy plants, are made on a company by company or Council by Council basis. Small rural Councils are bearing the brunt of the lack of a wider planning framework. The industry licensing system is also out dated and under review. Private waste management companies may be able to take advantage of this policy vacuum, resulting in inappropriate facilities with long term licenses.

### **SECRETARIAT COMMENT**

WALGA fully supports the need for better strategic planning for all waste management facilities and understands the concerns raised by the Shire. The Association's Submission on the Review of the Waste Avoidance and Resource Recovery Act highlighted that without such planning there will be limited coordination of infrastructure selection and placement.

## 4.8 Management of Narrow Leafed Cotton Bush (05-046-03-0010 MB)

Shire of Murray:

**Moved: Cr W Barrett (Murray)**  
**Seconded: Cr C Thompson (Murray)**

**That WALGA Lobby the Minister for Agriculture and Food seeking support for a multi-tiered approach to the management of Narrow Leafed Cotton Bush including:**

- **Training Local Government staff who can assist with infringing any land-owners not managing cotton bush and other declared pests.**
- **Provide funding to regional biosecurity groups of \$100,000 per annum to ensure their survival.**
- **Make Changes to the Biosecurity and Agriculture Management Act 2007 (BAM) to ensure any pest rate raised stays within the district**
- **Request cabinet address the issue of cotton bush and the inaction of state departments in managing their own land.**

### ***IN BRIEF***

- The current situation and impacts of Cotton Bush and other Declared Species in the South West Agricultural Region
- That State Government work with Local Government who are in the firing line of these impacts and empower them under current legislation
- That the proposed funding model is reviewed.

### **AMENDMENT**

**Moved: Cr M Cullen (Coolgardie)**  
**Seconded: Cr Williams (Kalgoorlie-Boulder)**

**That WALGA Lobby the Minister for Agriculture and Food seeking support for a multi-tiered approach to the management of Narrow Leafed Cotton Bush including:**

- **Training Local Government staff who can assist with infringing any land-owners not managing cotton bush and other declared pests.**
- **Provide funding to regional biosecurity groups of \$100,000 per annum to ensure their survival.**
- **Make Changes to the Biosecurity and Agriculture Management Act 2007 (BAM) to ensure any pest rate raised stays within the district**
- **Request cabinet address the issue of cotton bush and the inaction of state departments in managing their own land.**
- **That WALGA be requested to conduct a state wide forum on issues around biosecurity, including the management of narrow leafed cotton bush, and its impact on Local Governments across the State with all key stakeholders to be invited.**

**CARRIED**

**THE AMENDMENT BECAME THE MOTION, WAS PUT AND CARRIED**

## MEMBER COMMENT

Several Local Governments in the South West Agricultural Region (including the Shire of Murray) are suffering and continue to suffer from the impacts of C3 declared pest species and in particular from narrow Leafed Cotton Bush (*Gomphocarpus fruticosus*).

Two years ago the Shires of Murray and Dardanup tabled a motion to the WALGA AGM asking them to lobby the government to put more resources into control of Cotton Bush. Since then the Department of Agriculture and Food have suffered several significant cuts to its personnel and operations. This has led to a significant loss of on ground control and compliance measures.

Due to the increase in absentee landholders and idle subdivisions fuelled by the land speculation in the economic boom followed by stagnation since the global financial crisis this has led to a significant number of peri urban properties being effectively unmanaged which has helped lead to an uninhibited spread of Cotton Bush throughout Murray and many other LGAs.

In Murray alone there are 177 recorded instances of Cotton Bush infestations one of which is over 1200 hectares in size. This is 9% of all the properties in the Shire. This is expected to lead to a cumulative impact on the agricultural sector of WA between \$400,000 and \$800,000 per annum. The State Government has favoured a community based model for delivery of pest management in the form of a Recognised Biosecurity group and there is one set up in the Peel region which is making some positive impact. However the Shire feels that this is not enough and has some serious concerns about the potential imposition of a Declared Pest Rate which is an effectively another levy on rate payers in an area suffering from significant unemployment. There is also the fact that under the Biosecurity and Agriculture Management Act 2007 (BAM) there is no guarantee that any money collected in a rate has to be spent in that region.

It is also a concern that the rate would be effectively penalising those who are currently doing the right thing and may be used to fund government owned tracts of land being managed.

Murray has also been lobbying to have Local Government officers empowered under the BAM Act in a similar way to how the Fire Act is managed as there are already provisions in the Act for this to occur. The Shire has been requesting this for two years but to date there has been no action.

The Shire would like support from WALGA in achieving these goals and achieving a continuation of the current RBG funding framework which sees Local Government money matched by State for their continued running without the impost of a declared pest rate. The Shire of Murray seeks support in generating a whole of government approach including:

- Training up any Local Government staff who can assist with infringing any land-owners not managing cotton bush and other declared pests.
- Giving those trained staff the authority to infringe landowners not managing cotton bush and other pests
- Provide funding to regional biosecurity groups of \$100,000 per annum to ensure their survival.
- Make Changes to the BAM Act to ensure any pest rate raised stays within the district.
- Have cabinet address the issue of cotton bush and the inaction of state departments in managing their own land.

## SECRETARIAT COMMENT

The current funding from the DAFWA to underpin the creation of Recognised Biosecurity Groups is from a strategic grant from the State NRM Program. Accordingly there is no certainty that the current level of DAFWA support for the formation of RBGs will continue.

There is no core funding in the forward estimates of the DAFWA budget to ensure the continuation of funding required to support future Recognised Biosecurity Groups (RBG's). A policy shift by the Government is therefore required if it is to match Local Government investment, be it through contributions to a levy raised by an RBG, or of its own volition and revenue (rates).

In relation to the issue of regulation and enforcement, the Association position is to empower a Local Government CEO, should the relevant Local Government desire, to be delegated under the *Biosecurity and Agricultural Management Act (2007)* to undertake regulatory functions, thereby having the force of the BAM Regulations at their disposal for specific declared species.

The Association has raised this with both the Minister directly, and through its interim submission on the draft State Biosecurity Strategy, and will continue to advocate for this outcome. Funding will be required to build the capacity of local government officers in undertaking a regulatory role on specific declared species.

An amendment of the BAM Act legislation will be required to ensure that any monies collected within a region are spent in the region in which it is collected, as currently Section 138 (f) of the BAM Act provides Director General discretion in the use of funds in the Declared Pest Account for "any purpose authorised under this Act or another written law".

## 4.9 Illegal Camping (05-034-01-0007 JMc)

Shire of Northampton:

**Moved: Cr G Wilson (Northampton)**  
**Seconded: Cr C Simkin (Northampton)**

**That WALGA is to investigate legislation changes to allow Local Governments to recover fines issued to illegal campers through vehicle hire companies (as a majority of offenders are from overseas using hire vans/vehicles), as an example, to try and assist Local Governments to control this activity and recover costs incurred in policing illegal camping.**

### ***IN BRIEF***

- Local Government needs a tight legal mechanism to allow receipt of infringements to assist in recouping part of the costs for policing this activity

### **CARRIED**

#### **MEMBER COMMENT**

Illegal camping throughout the Shire and other coastal areas (and no doubt inland areas) is becoming a real problem with many offenders being from overseas. We issue infringement notices (on the spot fines) where illegal camping is occurring within our town sites but those fines and our Rangers warnings/ requests to relocated are simply ignored by these persons.

Local Government needs a tight legal mechanism to allow receipt of infringements to assist in recouping part of the costs for policing this activity and also to act as a deterrent. Use of local laws provisions is simply not good enough.

#### **SECRETARIAT COMMENT**

Difficulties associated with recovery of illegal camping fines is an Australia-wide issue particularly impacting popular coastal locations.

Illegal camping often presents a conundrum to communities, keen on the one hand for tourism visitations to stimulate the local economy but aware also of the negative impact illegal camping may have on sensitive environments or the general amenity of popular local attractions.

The capacity to issue infringements for illegal camping has a positive deterrent effect on responsible tourists, but it is agreed that recovering fines in certain circumstances is problematic.

It is notable there is no similar State-based legislation of the nature proposed in the Member motion, and research will be required to determine whether it is legislatively feasible and will result in a workable deterrent to the practice of illegal camping.

## 4.10 Non-rateable Properties: Charitable use of Land (05-034-01-0007 JMc)

City of Mandurah:

**Moved: Cr D Lee (Mandurah)**  
**Seconded: Mayor M Vergone (Mandurah)**

**That WALGA increases its lobbying for an amendment to the Local Government Act 1995 Section 6.26(2)(g) to allow land used for charitable purposes to be rateable if it is used for housing.**

### ***IN BRIEF***

- The Western Australian Local Government Association's support is requested to lobby for legislative amendments to allow land used for charitable purposes to be rateable if it is used for housing.

**CARRIED**

### **MEMBER COMMENT**

Non-rateability of land used for charitable purposes, particularly in the areas of retirement and social housing, is presenting an increasing cost burden to the community if Local Government is to be able to provide services and infrastructure. This also raises issues of equity and fairness in both the rating of properties and the ability to access and utilise Local Government services and facilities.

The demographic shift towards an ageing population is likely to see a growth in retirement/lifestyle housing and the involvement of charitable organisations will probably increase with it. Although meeting the needs of the aged is a charitable purpose, it is not the exclusive domain of charitable organisations. Residents of these villages are not forced by their personal circumstances to seek shelter but mostly are making a lifestyle decision to move to the village. The business model of villages operated by charitable organisations is the same as commercial providers in that in-going residents provide a substantial payment, generally as an interest-free loan, and pay for all operating costs. The services provided, the financial arrangements and quality of accommodation are the same, and in some cases better, than commercial providers. In these circumstances it is not equitable that a non-profit organisation should be relieved of a rates burden for providing the same service and facilities as their commercial counterpart. It also brings into question the nature of the charity actually being provided.

As a matter of policy, the implementation of tax exemptions for older people in an ageing society will tend to skew the cost burden towards a reducing number of people able to pay. Revenue raising policies which rely on fewer people to provide income tend to act against growth and development. The attraction of cost relief should be resisted to allow agencies such as Local Governments to provide the best possible environment for all of its population. Residents of retirement villages, although not property owners, have available to them the same rebate as property owners under the Rates and Charges (Rebates and Deferments) Act 1992. In addition residents of villages benefit from being exempt from the provisions of minimum rating which local governments can apply under the Local Government Act 1995 S6.35.

With respect to social housing, the need for affordable housing for those who would not otherwise be able to pay for accommodation, or who are otherwise disadvantaged, is recognised. Local Governments should support the progress made in providing these types of accommodation. However, when this form of housing was provided by the Department of Housing, it was known that, as Crown Land, homes were not rateable. Despite this, recognising that residents used Local Government services and facilities, sometimes to a disproportionate extent, the Department paid property rates on an ex gratia basis. Since the decision has been made to outsource this activity, the



non-profit organisations have actively, and mostly successfully, obtained relief from the payment of rates. The business case for outsourcing for the government is self-evident but the cost transfer has been to the rate-paying community.

There is reluctance from the State Government to address this issue. It would appear that the Government is content to allow the matter to be decided through decisions by the State Administrative Tribunal and judgment by the WA Supreme Court. This tends to produce a fragmented solution as individual issues are decided on a case by case basis. It is better to have clarity through legislative amendments so that both Local Governments and housing providers have certainty.

## **SECRETARIAT COMMENT**

The Member motion aligns with the Association's policy in relation to charitable land use rate exemptions, which reads:

1. *Amend the Local Government Act to clarify that Independent Living Units should only be exempt from rates where they qualify under the Commonwealth Aged Care Act 1997;*
2. *Either*
  - a) *amend the charitable organisations section of the Local Government Act 1995 to eliminate exemptions for commercial (non-charitable) business activities of charitable organisations;*
  - or*
  - b) *establish a compensatory fund for Local Governments, similar to the pensioner discount provisions, if the State Government believes charitable organisations remain exempt from payment of Local Government rates.*

The motion also aligns with State Council's current position on affordable housing.

## 4.11 Financial Limits for Tenders (05-034-01-0001 JMc)

City of Melville:

**Moved: Cr C Robartson (Melville)**  
**Seconded: Cr D Macphail (Melville)**

**That the *Local Government (Functions and General) Regulations 1996* (as amended from time to time) be amended so the minimum threshold for the purchase of a good or service, be altered to match the threshold level from time to time gazetted under the State Supply Policies for State Government Departments and instrumentalities.**

### ***IN BRIEF***

- Purchases in excess of \$100,000 require a tender.
- The threshold was set in 2007.
- A link to State Government purchasing provides:
  - ongoing review;
  - a higher threshold.

**CARRIED**

### **MEMBER COMMENT**

The current financial threshold levels under these Regulations require Local Governments to use an open tender process for the purchase of goods or services with a value of over \$100,000. This threshold level has existed since February 2007 when it was changed from \$50,000 by an Amendment to these Regulations.

Local Governments may also avail themselves of the WALGA Contract Panels which allow quotations for work above \$100,000 to be sought from contractors and suppliers who have pre-qualified for the Contract Panels through an open public process that satisfies the requirements of the Regulations.

With respect to State Government Departments and instrumentalities whose purchasing activities are generally covered under the *State Supply Commission Act 1991* and its subsidiary legislation (with a plan for this to be eventually subsumed by the Department of Finance) the minimum threshold for open tenders is a value of \$150,000, and this is varied from time to time by policies issued under the State supply legislation (currently \$250,000).

The proposed motion simply links Local Governments to State Government Departments where similar processes and controls over purchasing practice exist, and then suggests that the Regulations be amended to simply link the Local Government threshold to the one in force from time to time for State Government Departments.

### **SECRETARIAT COMMENT**

The Member motion aligns with current Association policy.

At the time of writing, the Department of Local Government and Communities is finalising amendments to the Local Government (Functions and General) Regulations 1997. It is WALGA's position that the tender threshold should align with the threshold that applies to State Government agencies, \$250,000. The current proposal is to amend the Regulations so that the tender threshold be increased from \$100,000 to \$150,000.

## 4.12A MATTER OF SPECIAL URGENT BUSINESS: Local Government Governance

City of Vincent:

**Moved: Cr G Amphlett (Joondalup)**

**Seconded: Cr D Michael (Stirling)**

**That the Members agree that the following item of Special Urgent Business, relating to Local Government Governance be considered.**

**CARRIED BY ABSOLUTE MAJORITY**

## 4.12B Local Government Governance (05-034-01-0015 TB)

City of Vincent:

**Moved: Mayor J Carey (Vincent)**

**Seconded: Mr L Kosova (Vincent)**

**That the Western Australian Local Government Association:**

1. **Develops and advocates a suite of reforms to the Local Government Act 1995 and related Regulations to enhance governance, transparency, accountability and consistency in Local Government, particularly in relation to:**
  - a) **Recording of Council Member contact with Developers;**
  - b) **Prohibition of donations from developers to Local Government election candidates;**
  - c) **Reporting and publicising of gifts and hospitality to Council Members and Local Government employees;**
  - d) **Reporting and publicising of council paid travel undertaken by Council Members and Local Government employees;**
  - e) **Appointment and review of performance of the Chief Executive Officer and prescribed contract renewal procedures;**
  - f) **Any other areas which lead to improved governance and transparency.**
2. **Develops the suite of reforms referred to in 1 above in consultation with members by no later than 3 months before the March 2017 State Election for consideration by all political parties in Western Australia.**

***IN BRIEF***

- That WALGA advocates for reforms which enhance Local Government transparency and accountability, for presentation to all political parties prior to the February 2017 State Election.

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## AMENDMENT

Moved: Cr B Kelly (Bunbury)

Seconded: Cr D Prosser (Bunbury)

That the Western Australian Local Government Association:

1. Develops and advocates a suite of reforms to the Local Government Act 1995 through proposed amendments and related Regulations to enhance governance, transparency, accountability and consistency in Local Government, particularly in relation to:
  - a) Recording of Council Member contact with Developers;
  - b) Prohibition of donations from developers to Local Government election candidates;
  - c) Reporting and publicising of gifts and hospitality to Council Members and Local Government employees;
  - d) Reporting and publicising of council paid travel undertaken by Council Members and Local Government employees;
  - e) Appointment and review of performance of the Chief Executive Officer and prescribed contract renewal procedures;
  - f) Any other areas which lead to improved governance and transparency.
  
2. Develops the suite of reforms through proposed amendments referred to in 1 above in consultation with members by no later than 3 months before the March 2017 State Election for consideration by all political parties in Western Australia.

LOST

Moved: Mayor J Carey (Vincent)

Seconded: Mr L Kosova (Vincent)

That the Western Australian Local Government Association:

1. Develops and advocates a suite of reforms to the Local Government Act 1995 and related Regulations to enhance governance, transparency, accountability and consistency in Local Government, particularly in relation to:
  - a) Recording of Council Member contact with Developers;
  - b) Prohibition of donations from developers to Local Government election candidates;
  - c) Reporting and publicising of gifts and hospitality to Council Members and Local Government employees;
  - d) Reporting and publicising of council paid travel undertaken by Council Members and Local Government employees;
  - e) Appointment and review of performance of the Chief Executive Officer and prescribed contract renewal procedures;
  - f) Any other areas which lead to improved governance and transparency.
  
2. Develops the suite of reforms referred to in 1 above in consultation with members by no later than 3 months before the March 2017 State Election for consideration by all political parties in Western Australia.

LOST

## **MEMBER COMMENT**

The whole Local Government reform debate became fixated on one primary issue: where lines were drawn on a map. The performance of a Local Government authority should not be measured by its size but its efficiency and effectiveness, its awareness and achievement of community expectations and the attitudes and behaviours that drive the culture in the organisation.

The endgame should be a Local Government that is prepared to foster and encourage innovation, be a facilitator of change and be prepared to think outside the box for policy solutions.

This includes striving to improve and enhance how we governed ourselves including transparency and accountability in decision making. Accordingly, this motion proposes consideration of reforms to the Local Government Act, which will achieve this end goal.

The City of Vincent also believes this is in line with local community expectations, who are demanding more information about how decisions are made.

The City of Vincent believes the sector has two choices; to show strong leadership by beginning the process to advocate a clear pathway for reform or have external authorities and decision makers, like the State Government, determine this for the sector.

#### 4.13A MATTER OF SPECIAL URGENT BUSINESS: Advocacy Fund

Town of Victoria Park:

**Moved: Cr G Amphlett (Joondalup)**

**Seconded: Cr S Thomas (Joondalup)**

**That the Members agree that the following item of Special Urgent Business, relating to Advocacy Fund be considered.**

**CARRIED BY ABSOLUTE MAJORITY**

#### 4.13B Advocacy Fund (05-034-01-001 TB)

Town of Victoria Park:

**Moved: Mayor T Vaughan (Victoria Park)**

**Seconded: Cr F Reid (South Perth)**

- 1. That the Western Australian Local Government Association (WALGA) establish an 'Advocacy Fund' to be used for lobbying the State and or Federal Governments to support the needs for Local Governments where the decisions made by the State and or Federal Governments impact on the services provided by Local Governments to their communities.**

- IN BRIEF***
- WALGA to establish an Advocacy Fund to enable lobbying objecting to decisions that impact Local Governments.

- 2. As a matter of urgency funding be identified within existing resources of the WALGA budget.**

**LOST**

#### **MEMBER COMMENT**

WALGA does not have any funds set aside for lobbying when the services provided by Local Governments are impacted by the decisions made by State and or Federal Governments.

#### 4.14A MATTER OF SPECIAL URGENT BUSINESS: Rate Capping

Shire of Kalamunda:

**Moved: Mayor J Gangell (Bassendean)**  
**Seconded: Cr J Brown (Gosnells)**

That the Members agree that the following item of Special Urgent Business, relating to Rate Capping be considered.

**CARRIED BY ABSOLUTE MAJORITY**

#### 4.14B MATTER OF SPECIAL URGENT BUSINESS: Rate Capping (05-034-01-0001 TB)

Shire of Kalamunda:

**Moved: Ms R Hardy (Kalamunda)**  
**Seconded: Cr P Blight (Wagin)**

**That WALGA:**

- 1. Oppose the introduction of rate-capping for Western Australian Local Governments as reported to be proposed by the current State Government.**
- 2. Express its opposition to continued cost shifting by the State Government to Local Government by requiring Local Government to assume responsibility for services previously provided by the State.**

##### **IN BRIEF**

- Concern at reported comments that the State Government are considering rate capping.
- The Local Government sector needs to oppose the continued cost shifting of services from the State Government to Local Government.

##### **AMENDMENT**

**Moved: Mayor R Norris (Mosman Park)**  
**Seconded: Cr G Jacob (Port Hedland)**

**That WALGA:**

- 1. Oppose the introduction of rate-capping for Western Australian Local Governments as reported to be proposed by the current State Government.**
- 2. Develops a policy which ensures that the sector is prepared to oppose any attempt by the government to introduce rate-capping in the future.**
- 3. Express its opposition to continued cost shifting by the State Government to Local Government by requiring Local Government to assume responsibility for services previously provided by the State.**

**CARRIED**

**THE AMENDMENT BECAME THE MOTION, WAS PUT AND CARRIED**

## MEMBER COMMENT

Following the publication of an article in the West Australian on Thursday 16 July 2015, the Premier is quoted as being dissatisfied with the number of Local Governments within the metropolitan area, particularly the smaller Local Governments that have either adopted or proposed Rate increases well above the current Perth CPI figure of 2.5%.

A rate-capping system administered by the State Government could severely diminish the autonomy of Local Government, particularly in financial decision-making.

A blanket rate-capping limit imposed by State Government would not take into account regional variations in price movements, (such as between metropolitan and rural areas).

A rate-capping limit imposed upon Local Governments could be vulnerable to the political expedience of State Government.

Under a State-imposed rate-capping system, the overall income from Rates Charges could be considerably lower and could severely restrict a Local Government's purchasing decisions. In particular, if the initial (pre-cap) rating level is not high enough when the rate-cap is imposed, then a Local Government could struggle to adequately provide services and infrastructure to residents if the population continued to grow, (or if the population changed significantly in composition).

In order to generate the income required to be raised from Rates Charges, a portion of the rate burden would likely be distributed to other ratepayers, (i.e. while some ratepayers would be charged less, other ratepayers would be charged proportionately more).

Whilst there are no specific details of the Premier's proposed rate-capping model, the CPI figure seems to be the main focus.

The utilisation of the standard CPI figure as the basis for rate-capping is considered inappropriate because the items included to determine the CPI rate bear little or no resemblance to the goods and services procured by a Local Government compared to ordinary consumers. In addition, it does not take into account the increases in costs for State Government services past onto Local Governments.

Such a proposal would only add to the significant burden imposed on Local Government over more than two decades of "cost shifting", whereby Local Governments have had to assume more and more responsibilities for services previously provided by the state.

There is also evidence that the introduction of rate-capping by other state governments has caused issues for Local Governments in those states in being able to raise sufficient revenue through rates to provide the level of services and facilities expected by their communities.

The possible introduction of rate-capping has the potential to severely impact the prime untied revenue raising capacity of the Shire with consequential impacts on the provision of services and facilities. In view of this it should be vigorously opposed.



#### 4.15A MATTER OF SPECIAL URGENT BUSINESS: Local Government Reform (05-034-01-0015 TB)

Town of Mosman Park:

**Moved: Cr G Pule**  
**Seconded: Cr Brown**

That the Members agree that the following item of Special Urgent Business, relating to Local Government Reform be considered.

**LOST - ABSOLUTE MAJORITY NOT ACHIEVED**

#### 4.15B Local Government Reform (05-034-01-0015 TB)

Town of Mosman Park Delegate to move:

##### **MOTION**

1. That this conference records its disappointment at the State Government's failure to reimburse Metropolitan Local Governments for their expenditures directly attributable to the abandoned Local Government reform process, thereby unfairly and unreasonably transferring these costs to ratepayers.
2. That WALGA State Council is requested to consider reviewing its previous policy position on Local Government reform and adopting a policy position which includes:
  - a. Any future State Government proposals to reform the sector without adequate funding being provided for the costs incurred by councils will not be supported by the sector; and
  - b. No forced mergers be proposed by way of boundary adjustments without the requirements for the preparation of a business case and a poll of ratepayers both being in support of the proposal.

##### **IN BRIEF**

- Concern regarding State Government policy during the Metropolitan Local Government Reform process, particularly:
  - i. The State Government's refusal to reimburse Local Government expenses; and
  - ii. The policy process used to facilitate structural reform.

**ITEM NOT CONSIDERED**

# Attachment 3: Action Taken on Resolutions of the 2014 Annual General Meeting

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p><b>4.1 <u>Eradication of Trachoma in Australian Populations (05-030-02-0009 AH)</u></b></p> <p><b>That WALGA advocate to the Federal and Western Australian State Government a Nationwide program for the eradication of Trachoma in <u>all geographically isolated communities</u>, especially in Western Australia.</b></p>	<p>WALGA wrote to Hon Minister of Health Mr Kim Hames and to Senator Fiona Nash, Minister for Rural Health and Deputy Leader of the Nationals seeking better investment and support to eradicate Trachoma in all geographically isolated communities, especially in Western Australia.</p> <p>In March 2016, the Commonwealth Government announced further funding for the Closing the Gap in Eye Health. The total investment for Indigenous eye health is now \$9.1 million</p> <p>The funding was provided to the Indigenous Eye Health Unit at the University of Melbourne who are leading the eradication of Trachoma in Australia.</p> <p>The Indigenous Eye Health Unit provides expert advice and technical support on trachoma control, which is already helping to improve the eye health of Indigenous Australians. The funding provided over three years from July will support the Unit – led by Professor Hugh Taylor – to deliver a range of services.</p> <p>These include providing expert advice to the Department of Health, developing Indigenous eye care resources, providing technical support on trachoma control, and undertaking stakeholder engagement and support for the coordination of Indigenous eye care programmes and services.</p>
<p><b>4.2 <u>Prescribed Burning Program (05-024-02- 0044 AH)</u></b></p> <p><b>That WALGA lobby the Minister for Regional Development to negotiate conditions on the use of Royalties for Regions funds for enhancement of the State Government’s prescribed burning program to ensure that these additional funds are used only for prescribed burns for asset preservation and protection around towns and settlements and that the funds not be used for</b></p>	<p>The Department of Parks and Wildlife were granted \$20 million over four years from royalties for regions funding. This funding saw three new performance and reporting measures developed for Parks and Wildlife’s prescribed burning program to better reflect the outcomes and residual risks. These new measures are in addition to the ongoing reporting against the annual target of 200 000 hectares for the south west of the State.</p> <p>1. The first measure is the area of prescribed burning</p>

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p><b>broad scale prescribed burning of forests and national parks distant from towns and settlements.</b></p>	<p>completed in three zones at defined distances from the interface between populated areas and natural lands. Local government town planning scheme data was used to define populated areas adjacent to Parks and Wildlife-managed lands. Zone A extends away from the urban interface to a distance of 3.5 kilometres, zone B extends a further 7.5 kilometres and zone C comprises the remainder of the department-managed landscape. The annual prescribed burning targets for the three zones are 20 000 hectares, 40 000 hectares and 140 000 hectares respectively.</p> <p>2.The second measure is the proportion of the landscape on which it is less than six years since it was last burnt. This is based on research showing that prescribed burning is effective in significantly reducing the frequency and size of bushfires in the forests of the south west when at least 45 per cent of the landscape is maintained at less than six years since last burnt. As at 30 June 2015, this figure was at 35 per cent.</p> <p>3.The third measure is the ratio of area affected by bushfire to area of prescribed burning completed annually, which is one of a suite of national reporting measures on the state of Australian forests.</p> <p>This additional reporting approach will assist to better portray prescribed burning outcomes and provide a more meaningful set of indicators relating to Parks and Wildlife’s prescribed burning program and bushfire risk mitigation with the first measure directly relating to the prescribed burns for asset preservation and protection around towns and settlements.</p>
<p><b><u>4.3 Bushfire (Planning) Regulations – Local Government Impacts (05-024-02-0056 AH)</u></b></p> <p>1. That WALGA move to seek that the Fire and Emergency Services Commissioner recognises existing Local Government bushfire risk assessment processes that demonstrate sufficient rigour and accept that Local Government’s Bushfire Risk Mapping in the application of the new Bushfire (Planning) Regulations.</p>	<p>1.The Association understands that the State Government derived their new Bushfire regulations on existing Local Government bushfire risk assessment processes and the existing bushfire mapping held by Local Governments. Further, Local Governments have been given the opportunity to provide input to the bushfire prone area mapping prior to its release in December 2015, and further in the release of the updated ‘bushfire prone area mapping’ in May 2016. Maps will now be updated on a yearly basis, with Local</p>

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p>2. That appropriate support be provided to Local Government, to offset the costs and delays that will be incurred as a result of implementing the new Regulations into the development application processes. This would include (but not limited to) training in bushfire risk assessment - Bushfire Attack Level (BAL). A media campaign to explain the new Regulations and its impacts would assist in deflecting some of the negative reaction that may be incurred by Local Governments.</p> <p>3. That WALGA request the State Government to assist with the implications of State owned lands providing risk to developments. Rather than insist on construction requirements to increase resilience for new structures, it may be more beneficial to treat the risk. This would be especially important where existing structures are also impacted. Currently, the Bush Fires Act (1954) does not bind the Crown.</p>	<p>Government able to submit further edits, to ensure that changes can be incorporated.</p> <p>2. Following the Association's advocacy, the State Government agreed to provide funding to Local Governments enabling officers to undertake the 'five day BAL assessor's course' at a subsidised cost, and have also been delivering a 'two day planning and building course' examining the new bushfire regulations (presented by the Fire Protection Association Australia). The Association sought a deferral of the enactment of the Bushfire regulations (enacted on the 8 April) to ensure that all officers in Local Government were able to access the training prior to the regulations being gazetted, however, the State considered that enough training and information had been provided within the 4 month implementation period.</p> <p>3. WALGA have provided this advice to State Government in its submission to the Review of the Emergency Services Act (resolution 59.3/2014) and more recently in the submission to the Waroona Fire Inquiry (resolution 37.2/2016).</p>
<p><b>4.4 <u>Integrated Response by Local Governments to Hoarding</u></b> <b><u>(05-026-03-0016 AH)</u></b></p> <p>That WALGA:</p> <ol style="list-style-type: none"> <li>1. acknowledge that hoarding is a complex problem for Local Governments to address in Western Australia.</li> <li>2. facilitate the development of an integrated response to the problem of hoarding by using consistent best practice standards which can be applied by all Local Governments in Western Australia.</li> </ol>	<p>In response to Local Government requests for guidance, the Environmental Health Directorate within the Department of Health has prepared a guideline and toolkit to support Environmental Health Officers and others involved in the management of hoarding and severe domestic squalor. Two documents were developed through a consultative process with Local Government and other agencies.</p> <p>Copies of the best practice guidelines are available from :</p> <p><a href="http://www.public.health.wa.gov.au/cproot/5846/2/Strategy%20Document%20250814.pdf">http://www.public.health.wa.gov.au/cproot/5846/2/Strategy%20Document%20250814.pdf</a></p> <p><a href="http://www.public.health.wa.gov.au/cproot/5845/2/Guideline%20250814.pdf">http://www.public.health.wa.gov.au/cproot/5845/2/Guideline%20250814.pdf</a></p>

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p><b>4.5 <u>Shark Hazard – Local Government Expectations (05-017-02-0006 AH)</u></b></p> <ol style="list-style-type: none"> <li>1. That WALGA move to seek that the State Government declare Shark Attack as a ‘hazard’ within the Emergency Management Regulations (2006) and assign an Hazard Management Agency, for the development and maintenance of Hazard Management Arrangements. This agency would then also be responsible for the provision of community information and advice, to enable the community to make informed decisions with their use of the marine environment.</li> <li>2. That WALGA recommend the adoption of the South West Local Government Response Flowchart and Responsibility Matrix, as the basis for Local Government response to any credible risk from sharks in local waters.</li> <li>3. That WALGA act on behalf of WA Local Governments in the negotiation with the Department of Fisheries, to ensure that Local Government Officers are not expected to make any response decisions, where they do not have the Subject Matter Expertise, nor jurisdiction (i.e. when to open a beach after sighting, or when to close a beach etc.) for those decisions.</li> </ol>	<p>The State Government has developed a shark notification and response framework. It has been in operation since 2014.</p> <p>The information from all sightings and detections are available on the shark smart activity map (<a href="http://sharksmart.com.au/shark%20activity">sharksmart.com.au/shark activity</a>) The information is available to all that register and is digitally mapped to enable users to check recent shark activity on a smart phone before using the beach.</p> <p>Local Government are involved in the framework and receive information about shark sightings via sms and can then make the decision to close beaches or install warning signs based on their own procedures.</p> <p>WALGA has raised the inclusion of Shark Attack to be discussed as part of the State Risk Project which is being led by the State Emergency Management Committee (SEMC).</p> <p>WALGA has also recommended to SEMC that the State consider the adoption of the South West Local Government Response Flowchart and Responsibility Matrix, as the best practice guide for Local Government.</p>
<p><b>4.6 <u>Inland Waterway Shoreline Management (05-064-01-0001 MB)</u></b></p> <p>That WALGA lobby for a single State Government agency to be responsible for inland waterway shoreline management in the same manner as the Department of Transport’ current role to administer the State Government’s policy directly relating to coastal management.</p>	<p>WALGA is continuing negotiations with the Department of Parks and Wildlife and other stakeholders such as the Peel Harvey Catchment Council and the Peel Harvey Estuary Management Committee (which is responsible for the oversight of operations and on-the-ground activities across Government related to the health of the Peel Harvey Estuary and is responsible for major policy development that impacts on the health of the estuary and waterways).</p> <p>WALGA also notes the State Government launch of the \$20m Regional Estuaries Initiative in April 2016.</p>
<p><b>4.7 <u>Planning for Waste Management Facilities (05-025-03-0003 MB)</u></b></p> <p>That WALGA request the State Government as a matter of urgency:</p> <ul style="list-style-type: none"> <li>• Develop a waste management infrastructure</li> </ul>	<p>In 2012 the Environment Minister, through the Waste Authority, established the Strategic Waste Infrastructure Planning Working Group, which over two years undertook research which was intended to inform the first of five proposed waste infrastructure plans for Western Australia, each geographically</p>

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p>plan for Western Australia</p> <ul style="list-style-type: none"> <li>• Progress regulatory reforms to establish a framework for planning and siting of landfills.</li> <li>• Implement a moratorium on new private landfill approvals until adoption of a durable planning framework.</li> </ul>	<p>based.</p> <p>The Working Group finalised its Investigation Report in June 2014, the Report was released in late 2015. WALGA wrote to the Waste Authority and Environment Minister seeking clarification on the next steps in the development of a Strategic Waste Infrastructure Plan for the Perth/Peel. The responses indicated that:</p> <ul style="list-style-type: none"> <li>• The Government considers there is sufficient land available for waste management infrastructure.</li> <li>• There needs to be improved planning alignment between State and Local Governments and private entities.</li> <li>• The Government review of the <i>Waste Avoidance and Resource Recovery Act 2007 (WARR Act)</i> proposed improved waste planning through existing mechanisms including Part 4 of the WARR Act, which focuses on Local Government waste plans.</li> <li>• The Waste Authority will be largely focusing on these plans to promote improved consistency of waste planning within the Local Government sector.</li> </ul> <p>WALGA is awaiting further detail on how these plans, developed at an individual Local Government level, will be used to improve consistency and address the need for strategic waste planning.</p>
<p><b>4.8 <u>Management of Narrow Leafed Cotton Bush (05-046-03-0010 MB)</u></b></p> <p><b>That WALGA Lobby the Minister for Agriculture and Food seeking support for a multi-tiered approach to the management of Narrow Leafed Cotton Bush including:</b></p> <ul style="list-style-type: none"> <li>• Training Local Government staff who can assist with infringing any land-owners not managing cotton bush and other declared pests.</li> <li>• Provide funding to regional biosecurity groups of \$100,000 per annum to ensure their survival.</li> <li>• Make Changes to the Biosecurity and</li> </ul>	<p>WALGA has raised the issues with the new Minister for Agriculture and Food in June 2016. The Biosecurity and Agricultural Management Act (2007) is due for review in 2017, and WALGA envisages proposing significant changes to the legislation to ensure DAFWA provides greater regulatory and financial support to recognised biosecurity groups.</p> <p>In December 2015 WALGA released a discussion paper on biosecurity and followed up in January and February 2016 with a series of workshops across the south west land division. The outcomes of that process have been released to the sector for comment. Feedback from the sector will inform the revision of the existing WALGA policy position, in the</p>

## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

<p><b>Agriculture Management Act 2007 (BAM) to ensure any pest rate raised stays within the district</b></p> <ul style="list-style-type: none"> <li>Request cabinet address the issue of cotton bush and the inaction of state departments in managing their own land.</li> <li>That WALGA be requested to conduct a state wide forum on issues around biosecurity, including the management of narrow leafed cotton bush, and its impact on Local Governments across the State with all key stakeholders to be invited.</li> </ul>	<p>lead up to the statutory legislative review and the WALGA submission and subsequent advocacy.</p>
<p><b>4.9 <u>Illegal Camping (05-034-01-0007 JMc)</u></b></p> <p>That WALGA is to investigate legislation changes to allow Local Governments to recover fines issued to illegal campers through vehicle hire companies (as a majority of offenders are from overseas using hire vans/vehicles), as an example, to try and assist Local Governments to control this activity and recover costs incurred in policing illegal camping.</p>	<p>Investigation continues into both the legislative and complex cross-jurisdictional fines enforcement arrangements that will be necessary to pursue fines involving vehicles belonging to hire companies that are based either in Western Australia or interstate.</p>
<p><b>4.10 <u>Non-rateable Properties: Charitable use of Land (05-034-01-0007 JMc)</u></b></p> <p>That WALGA increases it's lobbying for an amendment to the Local Government Act 1995 Section 6.26(2)(g) to allow land used for charitable purposes to be rateable if it is used for housing.</p>	<p>In correspondence to the WALGA President in February 2016, the Minister for Local Government gave notice of his unequivocal support for the current rating exemptions prescribed under Section 6.23(2)(g) of the Local Government Act. WALGA will continue to maintain a policy position that a review the rate exemption provisions is critical to ensuring the recipients of this benefit are as Parliament intended when proclaiming the Local Government Act.</p>
<p><b>4.11 <u>Financial Limits for Tenders (05-034-01-0001 JMc)</u></b></p> <p>That the <i>Local Government (Functions and General) Regulations 1996</i> (as amended from time to time) be amended so the minimum threshold for the purchase of a good or service, be altered to match the threshold level from time to time gazetted under the State Supply Policies for State Government Departments and instrumentalities.</p>	<p>The Local Government (Functions and General) Regulations 1996 were amended in October 2015; an amendment raised the tender threshold to \$150,000. WALGA will continue advocating for alignment with the tender threshold under State Supply Policies (currently \$250,000) when the Regulations next come under review.</p>

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## Action Taken on Resolutions of the 5 August 2015 Annual General Meeting

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<p><b>4.14B Rate Capping (05-034-01-0001 TB)</b></p> <p><b>That WALGA:</b></p> <ol style="list-style-type: none"> <li><b>1. Oppose the introduction of rate-capping for Western Australian Local Governments as reported to be proposed by the current State Government.</b></li> <li><b>2. Develops a policy which ensures that the sector is prepared to oppose any attempt by the government to introduce rate-capping in the future.</b></li> <li><b>3. Express its opposition to continued cost shifting by the State Government to Local Government by requiring Local Government to assume responsibility for services previously provided by the State.</b></li> </ol>	<p>Opposition to rate capping and cost shifting remain key WALGA policy positions.</p> <p>A comprehensive policy that argues against the introduction of rate capping was endorsed by State Council in December 2015.</p> <p>The policy outlines a cogent rationale against rate capping, based on the following key points:</p> <ol style="list-style-type: none"> <li>I. Local Government is a legitimate and essential sphere of Government with the democratically enshrined mandate to raise revenue through rates to fund infrastructure and services for the benefit of their community;</li> <li>II. Councils' deliberative rate setting processes reference their Integrated Planning Framework and draw upon the community's willingness and capacity to pay;</li> <li>III. Rate-capping prejudices Local Government's long-term financial management and can lead to significant infrastructure maintenance and renewal backlogs;</li> <li>IV. Rate capping places undue pressure on sound financial management at a time when Local Governments are subjected to increasing costs beyond their control, often imposed by other spheres of Government; and</li> <li>V. Local Government rates have remained steady for many years at approximately 3.7 percent of GDP in Australia; meaningful tax reform would require thorough investigation of the total taxation burden, not an external cap on Local Government rates.</li> </ol>
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## 17 Urgent Business

### COUNCIL DECISION

278

MOVED CR B THOMPSON

SECONDED CR S LEE

That Council deal with the item of urgent business as presented in the Addendum to the Agenda, due to the confidential nature of the item it will be presented Behind Closed Doors.

CARRIED  
8/0

- 17.1 **Update seeking instructions and authority in relation to Legal Matter 34176KWN**

## **18 Councillor Reports**

### **18.1 Councillor Ruth Alexander**

Councillor Ruth Alexander reported that she had attended the Korean Memorial Day in Medina.

Councillor Alexander advised that she had attended the Urban Strategy Workshop and that she found the event to have been a very valuable and useful experience as well as a great opportunity to have all of the stakeholders around the same table.

### **18.2 Councillor Wendy Cooper**

Councillor Wendy Cooper reported that she had attended the Ability Centre South Hub Official Opening in Canningvale and that it is a lovely facility and a very interesting event.

Councillor Cooper advised that she had attended the Urban Strategy Workshop which she found very useful, interesting and advised that she learnt so much from the experience.

### **18.3 Councillor Sandra Lee**

Councillor Sandra Lee reported that she had attended the City of Kwinana Library 60 Years of Service Celebrations and that she thoroughly enjoyed the event.

### **18.4 Councillor Bob Thompson**

Councillor Bob Thompson reported that he had attended the City of Kwinana Library 60 Years of Service Celebrations and that it is wonderful to see the progress that the library has made and he passed on his congratulations to the library staff.

### **18.5 Councillor Dennis Wood**

Councillor Dennis Wood reported that he had attended the City of Kwinana Library 60 Years of Service Celebrations.

Councillor Wood announced that he had recently been declared Chairman of the newly formed Military Committee and the group are looking at what they can do with the bunkers on top of the hill.

## **19 Response to Previous Questions**

Nil

## **20 Mayoral Announcements (without discussion)**

Mayor Carol Adams reported that the crime statistics released recently were very interesting with the City of Kwinana not featuring in the top 10 of any of the categories.

The Mayor advised she attended with the Chief Executive Officer a meeting with Minister Simpson and that there had been Mayors and Chief Executive Officers from 10 other local governments in attendance, the Director General Department of Local Government as well as the Chief Executive Officer and President of WALGA. The Mayor further advised that the meeting gave the City of Armadale the opportunity to speak about their strategic vision, developing a Strategic Metropolitan Centre. The Minister spoke about what he has been doing over the last 12 months and that there is a strong focus on the 2017 election.

The Mayor mentioned that she had attended the City of Kwinana Library 60 Years of Service Celebrations and that there was a great number in attendance and everyone was very pleased.

The Mayor reported that she had been working with a group 'We Are One' whom provide assistance to the homeless. The Mayor announced that on 5 August 2016 they are holding a sleep out on the grass outside the Darius Wells Library and Resource Centre and that entertainment and food will be available and the community are invited to come down and experience what it is like to be homeless. The Mayor stated that it is a really good worthwhile cause.

The Mayor advised that she had attended the Urban Strategy Workshop and that she got a lot out of it and found it interesting hearing the developers discuss narrow lot developments.

The Mayor mentioned that the City Accord was reinstated and explained that it is a group consisting of the Kwinana Police, City of Kwinana, City Assist, Red Cross and the Gilmore High School Principal whom are working together to try address anti social issues, primarily with the youth.

## 21 Matters Behind Closed Doors

### COUNCIL DECISION

279

MOVED CR P FEASEY

SECONDED CR W COOPER

That in accordance with Section 5.23(2)(d) of the Local Government Act 1995, Council move behind closed doors to allow discussion of the Matters Behind Closed Doors item.

CARRIED  
8/0

*The Council Chamber doors were closed at 7:21pm*

### 21.1 **Update seeking instructions and authority in relation to Legal Matter 34176KWN**

### COUNCIL DECISION

280

MOVED CR W COOPER

SECONDED R ALEXANDER

That Council adopt Option A within this report.

CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL  
8/0

### COUNCIL DECISION

281

MOVED CR B THOMPSON

SECONDED P FEASEY

That Council come out from behind closed doors.

CARRIED  
8/0

*The Council Chambers reopened at 7:37pm*

## **22 Meeting Closure**

The Mayor declared the meeting closed 7:38pm.