



Public Agenda Briefing Forum

8 November 2022

Our Vision



Connected Communities, Valuing Nature and Creating our Future Together

Core Values

Service: We demonstrate a 'can do' attitude, we listen, we understand, and we go above and beyond when we serve others.

Professionalism: We look, speak, act & do what it takes to show others we are reliable, respectful and competent.

Quality: We think clearly, plan mindfully, act decisively, measure carefully and review regularly everything we do.

Aspirational Values

Courage: We make brave decisions and take calculated risks to lead us to a bold and bright future. We show courage in our pursuit for the protection of the environment, for the well being of our people and to support the economy.

Diversity: We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.

Innovation: We believe in a workplace where you're safe to try new things—where we can push the boundaries of the norm and learn from things that don't always go according to plan. We strive for a just and blameless culture that respects people as individuals and paves the way to genuine learning and improvement.

Our simple guiding principle will be to ensure everything we do will make the City of Kalamunda socially, environmentally and economically sustainable.

kalamunda.wa.gov.au



INFORMATION FOR THE PUBLIC ATTENDING PUBLIC AGENDA BRIEFING

Agenda Briefing Forums will involve Elected Members, employees as determined by the Chief Executive Officer and external advisors (where appropriate) and will be open to the public. **The Briefing Session will be held at the City of Kalamunda commencing at 6.30pm.**

Agenda Briefing Forums will provide the opportunity for Elected Members to be informed and seek additional information on matters prior to the presentation of such matters to the next Ordinary Council Meeting for formal consideration and decision.

Acknowledgement of Traditional Owners

We wish to acknowledge the traditional custodians of the land we are meeting on, the Whadjuk Noongar people. We wish to acknowledge their Elders' past, present and future and respect their continuing culture and the contribution they make to the life of this City and this Region.

Emergency Procedures

Please view the position of the Exits, Fire Extinguishers and Outdoor Assembly Area as displayed on the wall of Council Chambers.

In case of an emergency follow the instructions given by City Personnel.

We ask that you do not move your vehicle as this could potentially block access for emergency services vehicles.

Please remain at the assembly point until advised it is safe to leave.

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1. Official Opening

2. Attendance, Apologies and Leave of Absence

3. Declarations of Interest

3.1. Disclosure of Financial and Proximity Interests

- a. Members must disclose the nature of their interest in matter to be discussed at the meeting. (Section 5.56 of the *Local Government Act 1995*.)
- b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Section 5.70 of the *Local Government Act 1995*.)

3.2. Disclosure of Interest Affecting Impartiality

- a. Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee had given or will give advice.

4. Announcements by the Member Presiding Without Discussion

5. Public Question Time

Public questions will be allowed and received following the presentation of the report.

6. Public Statement Time

Public statements will be allowed and received following the presentation of the report.

7. Public Submissions Received in Writing

8. Petitions Received

9. Confidential Items Announced But Not Discussed

9.1 Item 10.3.3 Lions Lookout – Confidential Attachment

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (e) - "matter that if disclosed, would reveal - (i) a trade secret; (ii) information that has a commercial value to a person; or (iii) information about the business, professional, commercial or financial affairs of a person; - where the trade secret or information is held by, or is about a person other than the local government"*

- 9.2 Item 10.3.4 Ray Owen Sports Centre Management Committee –
Nominations Committee Members – Confidential Attachment

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (b) - "the personal affairs of any person."*

- 9.3 Item 10.4.5 Organisational Structure & Capacity Review – 2022 –
Confidential Attachment

Reason for Confidentiality: *Local Government Act 1995 (WA) Section 5.23 (2) (a) - "a matter affecting an employee or employees."*

10. Reports to Council

10.1. Development Services Reports

10.1.1. Control of Cats Local Law 2022

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	OCM149/2020, OCM/342/2021
Directorate	Development Services
Business Unit	Community Safety
File Reference	3.009297
Applicant	N/A
Owner	City of Kalamunda

Attachments	1.	Control of Cats Local Law 2022 - Draft [10.1.1.1 - 29 pages]
	2.	Control of Cats Local Law 2022 - Community Engagement Report [10.1.1.2 - 62 pages]
	3.	Control of Cats Local Law 2022 - Comments Department of Local Government [10.1.1.3 - 6 pages]

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
□ Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.1 Facilitate a safe community environment.

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is for Council to consider the outcome of the public submissions with respect to the draft City of Kalamunda Keeping and Control of Cats Local Law 2022 (Local Law) (Attachment 1).
2. The statutory process commenced on 21 December 2021 at the Ordinary Council Meeting when Council resolved to give public notice of its intention to make the new Local Law and seek submissions on the proposal.
3. Following review of the submissions made, the City has made changes to the Local Law which are considered significant and as a result it is recommend the Local Law making process is restarted and the proposed Local Law be readvertised.
4. It is recommended Council note the community engagement report and public submissions outlined in Attachment 2 and endorse the redrafted Cat Local Law Attachment 1 for readvertising.

BACKGROUND

5. At the Ordinary Council Meeting on 28 July 2020, a Notice of Motion was passed to prepare a report, by December 2020 with details and recommendations regarding the potential to introduce Local Laws in relation to cat ownership and regulations within the City.
6. Council received a report at the Ordinary Council meeting on 24 November 2020 and Council requested that the Chief Executive Officer progress with the preparation of the City of Kalamunda - Cat Local Law.
7. On 21 December 2021, Council received the draft *City of Kalamunda Control of Cats Local Law 2022* and resolved to advertise for public submissions.

DETAILS AND ANALYSIS

8. The City gave local public notice of the proposed Local Law between 14 January 2022 to 25 February 2022. A copy of the full engagement report is outlined in Attachment 2.
9. Along with the proposed Local Law, the City advertised a survey in relation to the proposed Local Law which can also be found in Attachment 2.

10. During the community consultation period, there were 126 submissions received pertaining to the survey, 17 separate submissions and 500 comments on the social media posts.
11. Public sentiment over the proposed Local Law differed between the separate engagement portals both negative and positive comments towards the Local Law.
12. Overall, 59% of submitters rated the draft Local Law either good or great, 25% rated the Local Law as poor or very poor, and finally 16% were either neutral or unsure.
13. Most commentary supporting the need for the Local Laws and protection of the native wildlife which several studies show have been severely impacted by cats.
14. Submission received from the Department of Local Government, Sport and Cultural Industries (DLGSC) outlined in Attachment 3 noted some typographical issues in relation to spacing, italics, bold titles and small title changes. All these changes have been made.
15. The City noted all comments and updated the recommended changes from the DLGSC. The City has accepted the recommendation to remove 2.3 'Control of cats in places that are not public' due to this clause being rejected previously by the Committee to other Local Governments restricting cats from wandering.
16. DLGSC noted that Clause 2.1 5(b) and 2.2(2) worded "An authorised person may seize and impound the cat in accordance with the Act", based on their review it appears to allow the City to seize cats in circumstances where the Act does not explicitly provide for it, which could raise concerns with the Committee. As a result, the City has recommended to remove the clause from 2.1 'causing a nuisance' however to leave the following clause under 2.2 'Prohibited areas'.
17. DLGSC noted changes to S2.1 (5) of the draft regarding seizure of cats may be unlawful, point 2.1(5) (b) has been removed 2.1 (5) now states 'If the owner fails to comply, the owner commits an offence' eliminating the ability to seize cats in this instance.
18. The reason for this is to ensure the City can seize and impound cats found in our local natural areas mentioned in schedule 3.
19. The City also received submissions regarding additional reserves that had not been included as a prohibited area with Schedule 3 of the Local Law.

20. Most of the reserves mentioned in the public submissions had not been included due to them not being under the City's management, or not being regarded as local natural areas.
21. However, one of the reserves raised in the submissions was Coral Road Reserve located in Kalamunda. On review, this reserve should be included as it does contain bushland vegetation and suitable habitat for native animals.
22. Given the changes made to the initial draft, the City's recommendation is to restart the Local Law making process as the changes are considered significant. Therefore, the Local Law will require further public advertising.
23. The rationale behind re-advertising for a further 6-week public consultation is based on the City's previous experience with making the City of Kalamunda Dogs Local Law.
24. Whereby the City made changes to that Local Law following the consultation period and continued to make the Local Law without further community consultation. Those changes were considered significant by the Joint Standing Committee on Delegated Legislation and as a result the Local Law was disallowed.
25. Clause 3.2 showed deficiencies and it was recommended to be re-phrased to "For the purposes of the definition of prescribed premises in regulation 4(1) of the *Cat (Uniform Local Provisions) Regulations 2013*, this Local Law limits the number of cats that may be kept at any premises within the district except".
26. Further relevant changes have been implemented as advised by the City's Governance Advisor.

APPLICABLE LAW

27. *Local Government Act 1995*
28. *Cat Act 2011*
29. *Cat Regulations 2012*
30. *Cat (Uniform Local Provisions) Regulations 2013*

APPLICABLE POLICY

31. Nil.

STAKEHOLDER ENGAGEMENT

32. The advertising commenced 14 January 2022 and concluded on 25 February 2022 with a total of 143 submissions, 500 comments on socials received.

FINANCIAL CONSIDERATIONS

33. Administrative cost associated with the creation of the Local Law are met through the annual budget.

SUSTAINABILITY

34. Cats are companion animals and can have positive impacts on people's health and wellbeing. However, Regulation is required to ensure cats behaviours can be controlled to an extent so as not to create a nuisance and protect further damage to native fauna.

RISK MANAGEMENT

- 35.
- | | | |
|--|-------------------|---------------|
| Risk: Not implementing the Local Law will limit the control of cats causing destruction to native wildlife, as well as impacts upon amenity within neighborhoods. | | |
| Consequence | Likelihood | Rating |
| Moderate | Likely | Medium |
| Action/Strategy | | |
| Implementation of the new Local Law which will limit and allow enforcement for cats not being contained effectively. | | |
- 36.
- | | | |
|---|-------------------|---------------|
| Risk: The proposed Local Law is disallowed if we fail to readvertise | | |
| Consequence | Likelihood | Rating |
| Significant | Likely | High |
| Action/Strategy | | |
| As the changes could be considered as significantly different it is proposed to recommence the process as per S3.13 of the <i>Local Government Act 1995</i> . | | |

CONCLUSION

37. The City has considered submissions received from the public and the Department of Local Government, Sport and Cultural Industries on the draft *City of Kalamunda Cats Local Law 2022*.
38. Following review of the submissions the City has made changes to the Local Law that could be considered as significantly different.
39. Therefore, it is recommended to recommence the Local Law making process and readvertise the redrafted Local Law for a further 6 weeks.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. NOTE the submissions received from the public and the Department of Local Government, Sport and Cultural Industries.
2. GIVE local public notification that Council proposes to readvertise the new Local Law, the *City of Kalamunda – Keeping and Control of Cats Local Law 2022* as provided in Attachment 1, because of changes made following review of the submissions.
3. NOTE a copy of the proposed Local Law will be available at all Kalamunda Libraries, Administration Office, on the City's website and through social networks.
4. NOTE further submissions about the proposed Local Law may be made to the City of Kalamunda throughout the 6-week publication period and will be taken into consideration on completion of the notice period.
5. NOTE that:
 - a) The purpose of the proposed Local Law is to make provisions about cats not being a nuisance, prescribing where cats are prohibited, and the number of cats kept on a premises and;
 - b) The effect of the proposed Local Law is to extend the controls over cats which exist under the *Cat Act 2011*.

10.1.2. Consideration of Resolution from the City of Kalamunda - Bush Fire Advisory Committee on the Establishment of the Pickering Brook Volunteer Bush Fire Brigade

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items

Directorate	Development Services
Business Unit	Environmental Health & Community Safety
File Reference	EM7
Applicant	N/A
Owner	N/A

Attachments	1. Minutes Bush Fire Advisory Committee Annual General Meeting 21 July 2022 [10.1.2.1 - 59 pages]
	2. Pickering Brook Station Feasibility Study [10.1.2.2 - 21 pages]

TYPE OF REPORT

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Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.1 Facilitate a safe community environment.

Priority 1: Kalamunda Cares and Interacts

Objective 1.3 - To support the active participation of local communities.

Strategy 1.3.1 - Support local communities to connect, grow and shape the future of Kalamunda.

EXECUTIVE SUMMARY

1. The purpose of this report is for Council to consider the matter of establishment of the proposed Pickering Brook Volunteer Bush Fire Brigade (PBVBFB) raised for Council consideration by the Bush Fire Advisory Committee (BFAC) at its meeting on 21 July 2022.
2. The meeting minutes are provided as Attachment 1. Importantly, the meeting recommended the following:
 - a) Council considers comments from the BFAC Meeting on the establishment of the PBVBFB.
 - b) It is recommended Council consider the establishment of the PBVBFB and provided a recommendation to Council to support the establishment of the brigade.
3. The recommendation is for Council to:
 - a) Endorse the BFAC recommendation to establish the PBVBFB under section 41 (1) of the Bush Fires Act 1954, and establish the brigade as soon as practicable.
 - b) Note that the establishment of the PBVBFB will be the catalyst for progression of the require steps to construct the Pickering Brook Fire Station.

BACKGROUND

4. Council established BFAC under Section 67 of the Bush Fires Act 1954 and Under Section 5.8 of the Local Government Act 1995 including its Terms of Reference (ToR).
5. BFAC formulates, for Council consideration, recommendations on policy and matters relating to bush fire prevention, control and extinguishment.
6. BFAC met on 21 July 2022 and provided a recommendation for the Council's consideration on the establishment of the PBVBFB. A summary of these matters and recommendations is outlined in Attachment 1.
7. The City has pursued expansion of the Pickering Brook townsite for the past 10 years+. The Department of Planning, Lands and Heritage (DPLH) established Working Group and Taskforce to investigate expansion of the townsite.

8. As an outcome of the investigation process, the DPLH recommended a modest 14ha expansion of the townsite. DPLH outlined a series of recommendations to diversify economic based of Pickering Brook and surrounds with a key focus on tourism.
9. The City in considering new tourism opportunities and further expansion of the Pickering Brook townsite beyond the initial 14ha expansion has investigated the benefits of building a new fire station and establishing a brigade in Pickering Brook.

DETAILS AND ANALYSIS

10. Western Australian Local Governments have extensive roles and responsibilities embedded in the State Emergency Management Framework across the emergency management spectrum including prevention, preparedness, response, and recovery.
11. Under the Bush Fires Act 1954, Local Governments have responsibility for some aspects of bushfire management and the management of Volunteer Bush Fire Brigades (VBFBs).
12. Establishing the new fire station and the brigade has a number of benefits including but not limited to:
 - a) Increased capability in the City's hinterland areas.
 - b) Close proximity to significant bushfire risk.
 - c) Assist with mitigating the risk of increased development activity in a bushfire-prone area.
 - d) Assisting in the establishment of George Spriggs reserve as the community hub of Pickering Brook.
13. In June 2021, a consultant was engaged by the City to provide a feasibility report (Appendix 2) into the establishment of a bush fire brigade at Pickering Brook and its location at the Georges Spriggs Reserve.
14. Part of the feasibility study was community engagement with an information session and survey opportunity for the local community. There were two main questions asked of the local community:
 - a) Do you support the proposed Pickering Brook Fire Station?
 - b) Do you support the location of the proposed fire station at the George Spriggs Reserve?
15. 94.7% of the persons surveyed supported the new fire station and 89.4% supported the location of the Fire Station. It should be noted that no one surveyed opposed the fire station or its location.

16. There were four key recommendations that derive from the feasibility study:
 - a) A Pickering Brook Volunteer Bush Fire Brigade should be established within the local area.
 - b) The PBVBFB should be developed on the George Spriggs Reserve, specifically on the unutilised tennis court area.
 - c) The Pickering Brook Volunteer Bush Fire Brigade station should be a 2-bay, DFES standard country designed for a bush fire brigade.
 - d) The City should further consult with stakeholders to ensure that any proposed changes/redevelopment to the George Spriggs Reserve and Allan Fernie Pavilion site do not inhabit the viability of the proposed PBVBFB.
17. It should also be noted that senior staff within the Department of Fire & Emergency Services (DFES) provided comment on the report and advised that there is a benefit to the community in establishing the PBVBFB.
18. The estimated cost of the establishing the PBVBFB would be minimal with most operating costs funded under the current Local Government Grant Scheme that is provided to the City annually through DFES.
19. The reallocation of 2 fire appliances from the Kalamunda Volunteer Bush Fire Brigade, which currently has 6 fire appliances to the new Pickering Brook Brigade would be cost natural.
20. The cost for the build of the new Pickering Brook Fire Station would be around \$1.5 to 2 million. This estimate has been taken from another metropolitan local government that built a similar fire station in March 2022.
21. Once established, the PBVBFB will operate from the current Kalamunda Bush Fire Brigade station in Walliston and will draw an inaugural membership of approx. eight volunteer firefighters from the current Kalamunda membership.
22. Recruiting will occur over the coming years for both the Kalamunda and Pickering Brook brigades increasing volunteer numbers and capacity. Over the next 3 years, its forecast an increase in membership to around 20-25 volunteers for the PBVBFB. Once the Pickering Brook station is constructed and opened, the Pickering Brook volunteers will transition over.
23. Capability in the first instance will be a one light tanker appliance with the addition of a 2.4 fire appliance once the Pickering Brook station is opened.

24. With the reallocation of appliances to Pickering Brook, the City will request a DFES 'High Season' appliance be housed at the Kalamunda Volunteer Bush Fire Brigade Station over the summer. DFES has 4 extra-regional fire appliances in the high threat bushfire period (December to March) and allocates these appliances to various local government Bush Fire Brigades annually.

APPLICABLE LAW

25. Section 67 of the Bush Fires Act 1954
26. Section 5.8 of the Local Government Act 1995.

APPLICABLE POLICY

27. Nil.

STAKEHOLDER ENGAGEMENT

28. The City has engaged through its BFAC with the leadership of the Kalamunda Volunteer Bush fire Brigade, having undertaken engagement with its member base at general brigade meetings.
29. A community information session and survey were held for the Pickering Brook Community and major stakeholders were engaged through the feasibility study.
30. Further negotiations with the Pickering Brook Sports Club will be required to necessitate the surrender of a portion of the reserve under their lease.
31. It is understood there may be some concern raised by existing Kalamunda BFB volunteers regarding the reallocation of vehicles between Kalamunda BFB and the proposed future Pickering Brook BFB.
32. As part of change management, implementation of a brigade working group to address formation, integration and transition to a new brigade/station will be required and supported. Issues such as the reallocation of appliance and prospect of seeking additional appliances can be discussed and worked through the working group.
33. Council will be able to maintain oversight of this process through reporting that will occur through BFAC.

FINANCIAL CONSIDERATIONS

34. The cost for the build of the new Pickering Brook Fire Station is estimated to be approx. \$1.5 to 2 million (in current day \$). Funding for a station is available through the Emergency Services Levy in the form of Capital Grants, under the Local Government Grant scheme.
35. This capital grant generally covers the building of the station structure, 4 walls in. What is outside of the capital grant is site works, associated external works and infrastructure outside the 4 walls of the fire station. This cost would be incurred by the City and is estimated to be approximately \$500,000.
36. It is to be noted that actual costs to construct will depend on the year that funding is available.
37. There are other funding models available to the City with opportunities from the below competitive grant programs:
- a) Building Better Regions Fund (Federal).
 - b) Preparing Australian Communities – 50% of an infrastructure project of 100K or more (Federal).
 - c) Royalties for Regions – Infrastructure (State).
38. In addition, the broader benefits such a facility would bring to the community makes the project a key candidate for advocacy funding through election cycles.
39. Council also has the option to consider allocating funding through future capital works budgets as the establishment and formalisation of the Pickering Brook BFB progresses.
40. It should also be noted that no funding can be applied for through DFES and other grant funding bodies without the formal establishment of the PBVBFB under the Bush Fires Act.

SUSTAINABILITY

41. The service that the volunteer fire brigade provides for the broader community is an important component of the City's social fabric and is a significant mitigating factor to the increasing bushfire risk and changing climate.

RISK MANAGEMENT

- 42.
- | | | |
|--|-------------------|---------------|
| Risk: The City does not support the establishment of the PBVBFB and bushfire capability in the City's hinterland area remains the same. | | |
| Consequence | Likelihood | Rating |
| Significant | Unlikely | Medium |
| Action/Strategy | | |
| Provide Council the opportunity to form a position and endorse the establishment of the PBVBFB. | | |
- 43.
- | | | |
|---|-------------------|---------------|
| Risk: The community of Pickering Brook and surrounds area with the current and emerging risk of bushfire and modest development and increased tourism is without a dedicated, localised bush fire brigade and station. | | |
| Consequence | Likelihood | Rating |
| Significant | Unlikely | Medium |
| Action/Strategy | | |
| Provide the Pickering Brook and hinterland communities with localised bushfire prevention, preparedness, response and recovery capability and capacity. | | |

CONCLUSION

44. With proposed modest development, increased tourism opportunities and recreational activities in the Pickering Brook and surround area, there is a need for a localised, dedicated bush fire brigade and station to meet the needs for community bushfire prevention, preparedness, response and recovery.
45. It is recommended that Council endorse the BFAC recommendation and establish the PBVBFB as soon as practicable before the High Threat Bushfire period of summer commences.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. NOTE the City of Kalamunda: Bush Fire Advisory Minutes and the recommendation to establish the Pickering Brook Volunteer Bush Fire Brigade.
2. ENDORSE the City of Kalamunda's Bush Fire Advisory's recommendation to establish the Pickering Brook Volunteer Bush Fire Brigade.

10.2. Asset Services Reports**No reports presented.****10.3. Corporate Services Reports****10.3.1. Change in Valuation Method***Declaration of financial / conflict of interests to be recorded prior to dealing with each item.*

Previous Items	N/A
Directorate	Director Corporate Services
Business Unit	Finance
File Reference	FI-RTS-006
Applicant	Various – refer to attachment
Owner	Various

Attachments	Nil
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TYPE OF REPORT

	Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
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STRATEGIC PLANNING ALIGNMENT*Kalamunda Advancing Strategic Community Plan to 2031***Priority 4: Kalamunda Leads****Objective 4.1** - To provide leadership through transparent governance.**Strategy 4.1.1** - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is for Council to support the approval for a change of valuation method from Unimproved Valuation (UV) to Gross Rental Value (GRV) for the following lots:
 - a) Lot 1 (120) Pomeroy Road, Walliston
 - b) Lot 4 (405) Canning Road, Walliston.
2. The Local Government Minister requires Council approval before consideration of changing properties from UV to GRV.
3. It is recommended that Council approve the request for a change of valuation method from UV to GRV for two properties. The request will then be forwarded to the Local Government Minister for consideration and approval.

BACKGROUND

4. Following on from the owners of 120 Pomeroy Road Walliston request for a change of valuation for their property, the City undertook a review into the land use for four surrounding properties.

DETAILS AND ANALYSIS

5. The department of Local Government, Sport and Cultural Industries released an Operational Guideline on the process to be followed when undertaking review of the valuation method of a property. The City followed the process as outlined in the Operational Guide.
6. The guide, it specifies that a form be provided and a questionnaire be completed by the ratepayer in order to determine the predominant land use. Predominant use can be assessed by determining if a property should be categorised as predominantly rural or non-rural. Relevant factors to take into consideration include the activity conducted on the land. The nature, scale and extent of each activity should be taken into account in any assessment of predominant use. Other factors include the development on land and if any income is derived from the use conducted on the land. The land use with the most significant income derived would generally be considered as the predominant use. Town planning scheme restrictions and vacant land use are other factors to be considered. Of the four properties only one other property was no longer used predominantly for rural purposes.

7. A search of all surrounding properties shows that the neighbouring properties with the same property use, being predominantly residential use, have valuations that are based on the GRV method rather than UV method. The proposed change to the valuation method from UV to GRV would provide equity in the rates charges for the above properties.
8. An application to the Minister for Local Government, Sport and Cultural Industries requires the support of Council prior to the Minister making a determination.

APPLICABLE LAW

9. Section 6.28 of the *Local Government Act 1995* provides:
 - (1) *The Minister is to –*
 - (a) *Determine the method of valuation of land to be used by a local government as the basis for a rate; and*
 - (b) *Publish a notice of the determination in the Government Gazette.*
 - (2) *In determining the method of valuation to be used by a local government the Minister is to have regard to the general principle that the basis for a rate on any land is to be –*
 - (a) *Where the land is used predominantly for rural purposes, the unimproved value of the land; and*
 - (b) *Where the land is used predominantly for non-rural purposes, the gross rental value of the land.*
 - (3) *The unimproved value or gross rental value, as the case requires, of rateable land in the district of a local government is to be recorded in the rate record of that local government.*
 - (4) *Subject to subsection (5), for the purposes of this section the valuation to be used by a local government is to be the valuation in force under the Valuation of Land Act 1978 as at 1 July in each financial year.*

APPLICABLE POLICY

10. Nil.

FINANCIAL CONSIDERATIONS

11. The City currently generated combined rates of \$6,003 from the relevant properties under the current valuation method. If the proposal to change the valuation method were to be accepted by the Minister of Local Government, Sport and Cultural Industries, the revised rates due is estimated to be \$2,743. The loss in rates would need to be covered when the City prepares its rates modelling for the coming budget year of 2023/2024.

SUSTAINABILITY

12. The City will undertake a broader review of the valuation methods for properties to ensure that rate changes are in accordance with their predominant land use.

RISK MANAGEMENT

- 13.
- | | | |
|---|-------------------|---------------|
| Risk: The City faces the financial exposure of reduced rates revenue in the future. | | |
| Consequence | Likelihood | Rating |
| Insignificant | Possible | Low |
| Action/Strategy | | |
| Ensure rates modelling is updated to take into account the changes in valuation methodology so that overall rate revenue target is maintained. Furthermore, action requests for review of valuation from ratepayers' timely, to ensure accurate rates base for modelling. | | |

CONCLUSION

14. The change in the valuation methodology from UV to GRV for the two mentioned properties is supported in light of the evidence surrounding the predominate use of the land.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council SUPPORTS the application for the Minister of Local Government, Sport and Cultural Industries to change method of valuation of the following properties:

- a) Lot 1 (120) Pomeroy Road, Walliston
- b) Lot 4 (405) Canning Road, Walliston

10.3.2. Corporate Business Plan - Quarterly Update - July to September 2022

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous
Items

Directorate	Corporate Services
Business Unit	Director Corporate Services
File Reference	3.009509
Applicant	City of Kalamunda
Owner	City of Kalamunda

Attachments	1. Quarterly Corporate Plan Report July- September 2022 [10.3.2.1 - 59 pages]
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TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
□ Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with the progress on the City of Kalamunda's (City's) achievement against "Kalamunda Achieving: Corporate Business Plan 2022-2026" for the period July to September 2022.
2. On average, actions from the Corporate Business Plan are 29.3% complete at the end of the first quarter, 30 September 2022.
3. It is recommended that Council notes the quarterly report for the Corporate Business Plan for the period July to September 2022.

BACKGROUND

4. Kalamunda Achieving: Corporate Business Plan 2022-2026 (the CBP) was endorsed by Council at the Special Council Meeting on 27 June 2022.
5. The CBP outlines the major projects, including capital works and operational recurrent services for the City. It then links those projects and services to the Asset Plans, Long Term Financial Plan and Workforce Plan.
6. The CBP is a component of the City of Kalamunda's integrated planning and reporting framework.
7. The Chief Executive Officer, Directors and Managers have individual performance objectives that are directly linked to their achievement of the CBP in 2022/23.

DETAILS AND ANALYSIS

8. The CBP is comprised of 4 Strategic Priority areas, referred to as 'goals' in this report, being:
 1. Kalamunda Cares and Interacts
 2. Kalamunda Clean and Green
 3. Kalamunda Develops
 4. Kalamunda Leads
9. There are 127 individual actions set out within the CBP for the 2022/23 year. Progress reporting is provided as Attachment 1 to this report.
10. The report reflects the management progress report against the work schedule for each of the individual actions, as at 30 September 2022.

11. The actions contained in the CBP are an average of 29.3% complete. For most actions, the target at the end of the first quarter is 25%, indicating that progress, on average, is on or ahead of schedule.
12. Achievement of target is measured by comparing the target completion % to the actual completion %. For example, if the target is 25%, but the action is actually 50% complete, this represents an achievement of 200%. The average achievement of target across the actions is 120.6%.

APPLICABLE LAW

13. All local governments are required, by legislation, to develop a Corporate Business Plan to fulfil the statutory obligations of section 5.56 of the *Local Government Act 1995 (WA)*, which is effectively the City's 'plan for the future'.
14. The *Local Government (Administration) Regulations 1996* provides detail as to the content of the Corporate Business Plan.

APPLICABLE POLICY

15. Nil.

STAKEHOLDER ENGAGEMENT

16. This report reflects input from Directors and Managers throughout the City.
17. Various external stakeholders and community members have been involved in the achievement of the CBP.

FINANCIAL CONSIDERATIONS

18. This plan is delivered within the City's approved Annual Budget and Long Term Financial Plan.

SUSTAINABILITY

19. Nil.

RISK MANAGEMENT

20.

Risk: The City lacks transparency in its achievement of the statutory requirements of the Corporate Business Plan leading to reputational impacts

Consequence	Likelihood	Rating
Moderate	Unlikely	Low
Action/Strategy		
Quarterly reports are provided to Council of progress against the CBP and are publicly available		

CONCLUSION

21. The City is working to carry out the actions listed in the Corporate Business Plan. On average, actions from the Corporate Business Plan are 29.3% complete at the end of the first quarter.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council NOTE the quarterly report for the Kalamunda Achieving: Corporate Business Plan 2022-2026 for the period July to September 2022.

10.3.3. Reserve 49560 - Lions Lookout

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	Nil
Directorate	Corporate Services
Business Unit	Economic & Cultural Services
File Reference	WL-10/002
Applicant	Nicolas Smeets, Travelling Snack Restaurant
Owner	State of Western Australia
Attachments	Nil

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets
Information	For Council to note
□ Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

Priority 3: Kalamunda Develops

Objective 3.2 - To connect community to key centres of activity, employment and quality amenities.

Strategy 3.2.1 - Ensure existing assets are maintained to meet community expectations.

Strategy 3.2.2 - Develop improvement plans for City assets such as parks, community facilities, playgrounds to meet the changing needs of the community.

Priority 3: Kalamunda Develops

Objective 3.3 - To develop and enhance the City's economy.

Strategy 3.3.1 - Facilitate and support the success and growth of businesses.

Strategy 3.3.2 - Attract and enable new investment opportunities.

Priority 3: Kalamunda Develops

Objective 3.4 - To be recognised as a preferred tourism destination.

Strategy 3.4.1 - Facilitate, support and promote, activities and places to visit.

EXECUTIVE SUMMARY

1. The purpose of this report is to consider whether the City of Kalamunda (City), as management body of Reserve 49560, more commonly known as Lions Lookout, is supportive of a request from the Department of Planning, Lands and Heritage (DPLH) to confirm its support of:
 - a) a proposed bistro at Lions Lookout;
 - b) the excision or removal of an area of the Reserve to facilitate the proposed bistro; and
 - c) the direct lease of the excised portion from the Minister for Lands / DPLH to the Applicant.
2. The DPLH has received a business case from Mr Nicolas Smeets, the owner of the Travelling Snack Restaurant (Applicant), seeking to establish a bistro restaurant on part of Lions Lookout. A copy of the business case providing details of the proposed bistro is included in Confidential Attachment 1.
3. It is recommended that Council support the proposed bistro and the excision of a portion of Lions Lookout to facilitate the bistro, subject to conditions, understanding that all constraints identified in this report will need to be addressed in a development application.

BACKGROUND

4. Lions Lookout is Reserve 49560 which is Crown Land set aside for the purpose of “Recreation” and the City holds a management order over the Reserve, with the power to grant licences for that purpose for up to 10 years with the prior written consent of the Minister for Lands.
5. The Applicant has had discussions with City staff and stakeholders outlining his vision to establish a bistro on part of Lions Lookout.
6. During these discussions, the City has advised the Applicant that he would need to formally submit a development application and that there are a number of planning matters that would need to be addressed and that a business case would be required to enable formal consideration of the proposal.
7. DPLH have requested that the City indicate whether it is supportive of the development of a bistro at Lions Lookout and whether it is supportive of an excision of a portion of the Reserve to facilitate a direct lease between the Applicant and DPLH for the bistro.

DETAILS AND ANALYSIS

8. The Applicant currently owns the Travelling Snack Restaurant which operates as a food van on part of the Lions Lookout site.
9. The Applicant has garnered in principal support from several stakeholders to progress his vision of establishing a bistro at the Lions Lookout site.
10. The bistro concept would be attractive from a tourism development perspective. However, from preliminary analysis, it is clear that a number of planning and development considerations would need to be addressed as part of a development application.
11. During the discussions with the Applicant, the City has made it very clear that all costs associated with the development would need to be funded by the Applicant.
12. The development proposal has been assessed by the City from a Traffic, Strategic Planning, Tourism, Environmental and Bushfire, Parks and Environmental, Community Development and Asset Management perspective.
13. From a Traffic perspective, the proposal is not supported in its current form in proposing to retain the existing access and egress arrangements.

14. This particular area has several road safety concerns (supported by crash data) regarding the interaction of:
- a) The full movement intersection of Welshpool Road East and Crystal Brook Road;
 - b) The full movement existing entry and exit to Lions Lookout;
 - c) The existing entry and exit arrangements with the nearby Service Station;
 - d) Welshpool Road East, being a commodities route and the high number of heavy vehicle movements.
15. In consideration of the above, the City developed a concept plan to realign the entrance and exit to Lions Lookout further east. With the proposed additional traffic likely to be generated by the bistro proposal, relocation of the entry and exit is almost certainly required.



16. To be able to construct this new entry and exit road, the current land under which it would sit is required to be excised from the current Korung National Park (Reserve 47881). This process requires Parliamentary approval which usually takes 3 years or so from initiation to approval.
17. From a Strategic Planning perspective, the City has identified several related strategies and plans as identified below.

18. Pickering Brook and Surrounds – Perth Hills Tourism Product Gap Analysis

Tourism Trend – Responsible Tourism

- a) Opportunity: Given high levels of protection from development and policy requirements to minimise environmental impact, the opportunity to market the Perth Hills as a responsible tourism destination is significant. This includes promoting tourism development options with a lighter footprint on the local ecosystem and protecting key landscape values by ensuring developments blend with their surrounds.
- b) Proposal consideration: In regard to the proposal a modular or transportable building with minimal site works may be a reasonable approach that has minimal environmental impact however any design would still need careful consideration to ensure minimal disruption to the natural landscape, and modified sea containers may not be the best outcome.

19. Gap Analysis

- a) Identified gap – destination food and beverage.

Proposal consideration: The proposal would be an opportunity to address this gap.

20. Recommendations Pickering Brook and Surrounds Sustainability and Tourism Part 1

- a) Develop organised tours, self-guided tours / itineraries and experience 'bundling' - Promote hero attractions – Kalamunda town centre, Zig Zag Scenic Drive, Lions Lookout, Core Cider House, the Naked Apple Karragullen, Araluen Botanic Park etc

Proposal consideration: The proposal will generate greater promotion for the Lions Lookout.

- b) Enhance existing and develop new lookouts and viewpoints as bespoke attractions - City of Armadale, City of Kalamunda and DBCA.
- c) to further develop existing hero lookouts and viewpoints – Zig Zag Scenic Drive, Lions Lookout Walk Trail, Araluen Botanic Park, Lesmurdie Falls etc

- d) to audit lookouts and viewpoints currently on offer, amenities provided, quality and accessibility and identify priority actions for upgrades – City of Armadale and City of Kalamunda.

Proposal consideration: The proposal could be considered an enhancement from an expansion of facilities and visitor interest perspective. It is assumed the main intention of this recommendation is to enhance the lookouts themselves and supporting facilities such as increased parking, toilets, security and access.

21. Draft Pickering Brook and Surrounds Sustainability and Tourism Strategy Part 2

- a) Action 14 - Enhance existing and develop new lookouts and viewpoints as bespoke attractions.
 - i. Audit lookouts and viewpoints currently on offer, the amenities provided, their quality and accessibility, and identify actions for upgrades. (Local government, DBCA)
 - ii. Investigate opportunities for scenic lookouts along roads with a focus on safety and limiting any impacts on amenity and natural assets. (Local government)
 - iii. Leverage scenic values of the Victoria Dam with extended walk trails, shelters and toilets, and investigate the possibility of facilitating camping. (DBCA)
 - iv. Investigate opportunities for mural art installations on major infrastructure such as dams, with the aim of becoming an iconic tourist attraction for the Perth Hills. (Tourism WA, Water Corporation).

Proposal consideration: The proposal could be considered an enhancement from an expansion of facilities and visitor interest perspective. It is assumed the main intention of this recommendation is to enhance the lookouts themselves and supporting facilities such as increased parking, toilets, security and access.

22. Tourism Development Strategy

- a) Develop visitor attractions at locations that leverage the stunning views over the Swan Coastal Plain e.g. Zig Zag, Lesmurdie Falls and Lions Lookout.

Proposal consideration: The proposal could be considered an enhancement from an expansion of facilities and visitor interest perspective. It is assumed the main intention of this recommendation is to enhance the lookouts themselves and supporting facilities such as increased parking, toilets, security and access.

23. Environmental and Bushfire Considerations

From a biodiversity management perspective, we note that:

- a) The footprint of any proposed development should be within already cleared areas and not impact on any remnant trees and vegetation.
- b) Any additional lighting installed at the site should be such that it does not impact upon local bird, mammal, insect biology and consideration of 'Dark Sky' objectives noting the proximity of Perth Observatory.
- c) The installation of a food venue should not be considered in isolation of the infrastructure requirements to alleviate/manage the impacts of increased pedestrian and vehicle traffic attracted to the site.

As clearing of native vegetation would not be supported, we strongly encourage the Applicant to engage a Level 2 or Level 3 Fire Protection Association Australia Bushfire Planning and Design accredited practitioner for advice, as there will be limitations to achieving compliant siting of the building. They could possibly use the tourism provisions of the Guidelines.

24. On balance, from a Strategic Planning perspective, there are some significant barriers inherent with the site (bushfire, access, effluent disposal, environmental/landscape impact) that may be too great to overcome for this location if a more formal 'brick and mortar' café is established. The excision of the Reserve will not remove these impediments.
25. From a Strategic Planning perspective, the City acknowledges the potential benefits against the various strategies noted above, however cannot support the concept as currently proposed highlighting the significant constraints that need to be addressed before such a proposal can be considered further.
26. From a Parks and Environmental perspective, the City's position in respect of the proposed bistro at Lions Lookout and the proposed excision to facilitate the bistro is neutral. The City requires that the footprint of the bistro and associated supporting infrastructure, including car park areas, are within areas that are already cleared of vegetation.
27. From a Community Development perspective, the City has no objection to the proposal and supports the proposal from a tourism/community point of view.

28. From an Asset Management perspective, the City has identified that the proposed bistro would require relocation or replacement, at the Applicant's cost to City satisfaction, of City shelters, seating, barbecue, water fountain and hardstand to maintain amenity for existing users of Lions Lookout.
29. If the DPLH considers the proposed bistro to be too large or commercial, the DPLH will require the excision of a portion of the Reserve to facilitate a direct lease between the Minister for Lands / DPLH and the Applicant. The DPLH is seeking the City's support of the excision and direct lease.

APPLICABLE LAW

30. *Land Administration Act 1997 (WA)*

APPLICABLE POLICY

31. Nil.

STAKEHOLDER ENGAGEMENT

32. In 2019, during the development of the City of Kalamunda Tourism Development Strategy, community reference groups highlighted the need for improved amenity and infrastructure at the City's lookouts.

FINANCIAL CONSIDERATIONS

33. The proposal is a commercial business venture. The City will not financially support a private commercial development and the Applicant has been advised of this.

SUSTAINABILITY

34. The City requires that the footprint of the bistro and associated supporting infrastructure, including car park areas, are within areas that are already cleared of vegetation.

RISK MANAGEMENT

35.	Risk: Community and agency stakeholders perceive the City as being inflexible regarding investment in the City's iconic site.		
	Consequence	Likelihood	Rating
	Moderate	Unlikely	Low
	Action/Strategy		
	Active stakeholder engagement which identifies the merits of the project but shows the constraints that need to be addressed before the proposal could progress.		

36.	Risk: The excision of a portion of Lions Lookout proceeds, but a development approval for a bistro at the site is not granted, resulting in the City losing management over a portion of Lions Lookout (including the barbecue area) for no reason.		
	Consequence	Likelihood	Rating
	Moderate	Possible	Medium
	Action/Strategy		
	Any support of the proposed excision to be conditional on the excision only proceeding if and when a development approval has been granted in respect of the proposed bistro at the site.		

CONCLUSION

37. The proposal is beneficial from a tourism perspective.
38. The site is currently constrained and would not easily support increased infrastructure in its current state. Any development application for this site will need to address the constraints identified in the report. It is noted that the timescale for implementation of traffic improvements is estimated at three years.
39. It is recommended that Council support a proposed bistro at Lions Lookout and the excision or removal of an area of the Reserve to facilitate the proposed bistro, subject to conditions:
- a) The Applicant to pay all costs associated with the proposed bistro and existing amenity that needs to be relocated or replaced;
 - b) The Applicant to pay all costs associated with the excision or removal of an area of Reserve 49560 to facilitate the proposed bistro; and

- c) The excision of a portion of Reserve 49560 to only occur if and when a development approval has been granted in respect of the proposed bistro at Lions Lookout.

40. It is not appropriate for the City to fund any portion of a private commercial development. It is, therefore, necessary for Council's support to be conditional on the Applicant paying all costs associated with the bistro and the excision required to facilitate the bistro.

41. If the excision proceeds, but a development approval for a bistro at the site is not granted, the City will lose management over a portion of Lions Lookout (including the barbecue area) for no reason. It is appropriate that the City's support for the excision be conditional on the excision only proceeding if and when a development approval for a proposed bistro at the site is granted.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. SUPPORT the proposed bistro at Reserve 49560, more commonly known as Lions Lookout, and the excision or removal of an area of Reserve 49560, and the direct lease of the excised portion from the Minister for Lands / Department of Planning, Lands & Heritage to the Applicant, to facilitate the proposed bistro, subject to the following conditions:
 - a) The Applicant to pay all costs of and incidental to the proposed bistro and existing amenity that needs to be relocated or replaced;
 - b) The Applicant to pay all costs of and incidental to the proposed excision or removal of an area of Reserve 49560 to facilitate the proposed bistro, including but not limited to survey costs, and document preparation and lodgement costs; and
 - c) The excision to only occur if and when a development approval has been granted in respect of the proposed bistro at Reserve 49560.
2. NOTE that the support of the proposed bistro contained in this Resolution is given by Council in its capacity as management body of Reserve 49560. The development application is a separate process and this Resolution shall not fetter the City of Kalamunda in performing its statutory obligations as planning authority or exercising any discretion.

3. PROCEED to undertake necessary works to seek the excision of part of Reserve 47881 to facilitate a future relocated entry and exit road to Reserve 49560 NOTING that this excision is necessary for allied road safety issues.

10.3.4. Ray Owen Sports Centre Management Committee - New Nomination

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	OCM 353/2021
Directorate	Office of the CEO
Business Unit	Customer & Public Relations
File Reference	
Applicant	N/A
Owner	N/A
Attachments	<ol style="list-style-type: none">1. Ray Owen Sports Centre Management Committee Terms of Reference2. Confidential Attachment - Nomination Forms

REASON for CONFIDENTIALITY : *Local Government Act 1995 (WA) Section 5.23 (2) (b) - "the personal affairs of any person."*

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
□ Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.1 - To be a community that advocates, facilities and provides quality lifestyles choices.

Strategy 1.1.2 - Empower, support and engage all of the community.

Priority 1: Kalamunda Cares and Interacts

Objective 1.3 - To support the active participation of local communities.

Strategy 1.3.1 - Support local communities to connect, grow and shape the future of Kalamunda.

Priority 4: Kalamunda Leads

Objective 4.2 - To proactively engage and partner for the benefit of community. Strategy 4.2.1 - Actively engage with the community in innovative ways.

EXECUTIVE SUMMARY

1. The purpose of this report is to consider community member nominations for the Ray Owen Sports Centre Management Committee (ROSCMC) for the term 2021- 2023.
2. In August 2022, ROSCMC accepted the resignation of one of the Kalamunda and Districts Basketball Association (KDBA) representatives. KDBA has now nominated a new ROSCMC representative and a deputy representative for the consideration of Council.
3. This report recommends that Council endorse the nominations for new memberships for the ROSCMC for the period from November 2022 to October 2023.

BACKGROUND

4. Council has the ability, under *Local Government Act 1995*, to establish Advisory Committees to assist in the provision of advice on various matters.
5. The Ray Owen Sports Centre (ROSC) is a City of Kalamunda (City) asset managed under a Licence Agreement between the City, the Kalamunda and Districts Basketball Association (KDBA) and Kalamunda and Districts Netball Association (KDNA).
6. The ROSCMC advises and makes recommendations to Council on a range of strategic and/or policy issues regarding the development, care and management of the ROSC.
7. One of the previously appointed nominees for the ROSCMC, representing KDBA resigned in August 2022.

DETAILS AND ANALYSIS

8. The purpose of each of the City of Kalamunda Advisory and Management Committees is outlined in their respective terms of reference. (Attachment One)
9. The ROSCMC as per the Terms of Reference (Attachment One) consists of up to six (6) members, five (5) voting members and one (1) non-voting member comprising:
 - i. Two representatives from KDBA
 - ii. Two representatives from KDNA
 - iii. Two representatives from the City of Kalamunda, one member being a Councillor and a staff member appointed as a non-voting member.
10. Further to this, the ROSCMC Terms of Reference, allow each member association to nominate a Deputy Member, who is entitled to attend in the absence of an appointed member.
11. KDBA has now nominated a new ROSCMC representative and a deputy representative in line with the Terms of Reference for the consideration of Council (Attachment Two).

APPLICABLE LAW

12. Section 5.8 of the *Local Government Act 1995* – Establishment of Committees.

Section 5.9(2)(c) of the *Local Government Act 1995* – Types of Committees.

Section 5.11(2)(d) of the *Local Government Act 1995* – Tenure of Committee Membership.

APPLICABLE POLICY

13. Council Policy Governance 13: Appointment of Community Members to Advisory Committees and Reference Groups.

STAKEHOLDER ENGAGEMENT

14. KDBA has endorsed nominations for the ROSCMC.

FINANCIAL CONSIDERATIONS

15. Nil.

SUSTAINABILITY

16. Nil.

RISK MANAGEMENT

17.	Risk: Uneven representation between the member associations (KDBA and KDNA) may affect equitable decision making.		
	Consequence	Likelihood	Rating
	Moderate	Unlikely	Low
	Action/Strategy		
	Regular review of the Terms of Reference to ensure equal representation for both member associations.		

CONCLUSION

18. The City recommends appointing the KDBAs nominations for a new ROSCMC representative and a deputy representative in line with the Terms of Reference and in accordance with Attachment Two.

Voting Requirements: Absolute Majority

RECOMMENDATION

That Council:

1. APPOINT the Ray Owen Sports Centre Management Committee Nominations as per Attachment Two.
2. NOTE the City of Kalamunda will write to nominees and advise of the outcome.

10.4. Office of the CEO Reports

10.4.1. Kalamunda Futures: Youth Plan 2023-2028 - DRAFT

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate	Office of CEO
Business Unit	Community Development
File Reference	
Applicant Owner	
Attachments	1. Kalamunda Futures: Youth Plan 2023-2028 (DRAFT) 2. Youth Plan 2023-2028 Community Engagement Report 3. Youth Plan on a Page

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
□ Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.1 - To be a community that advocates, facilities and provides quality lifestyles choices.

Strategy 1.1.1 -- Ensure the entire community has access to information, facilities and services.

Strategy 1.1.2 - Empower, support and engage all of the community.

Strategy 1.1.3 - Facilitate opportunity to pursue learning.

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

Strategy 1.2.2 - Advocate and promote healthy lifestyle choices by encouraging the community to become more active citizens.

Strategy - 1.2.1 Facilitate a safe community environment.

Priority 1: Kalamunda Cares and Interacts

Objective 1.3 - To support the active participation of local communities.

Strategy 1.3.1 - Support local communities to connect, grow and shape the future of Kalamunda.

Strategy 1.3.2 - Encourage and promote the active participation in social and cultural events in the City of Kalamunda.

Priority 3: Kalamunda Develops

Objective 3.4 - To be recognised as a preferred tourism destination.

Strategy 3.4.1 - Facilitate, support and promote, activities and places to visit.

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.2 - Build an effective and efficient service based organisation.

Priority 4: Kalamunda Leads

Objective 4.2 - To proactively engage and partner for the benefit of community.

Strategy 4.2.1 - Actively engage with the community in innovative ways.

Strategy 4.2.2 - Increase advocacy activities and develop partnerships to support growth and reputation.

EXECUTIVE SUMMARY

1. The purpose of this report is to seek endorsement of the DRAFT Kalamunda Futures – Youth Plan 2023-2028 (the Plan) for the purpose of seeking public comment.
2. The Plan provides a framework to ensure early years, children, young people and families have equal access to opportunities for connection and growth, as well as being actively engaged in our community.

3. This report recommends that Council endorse the draft Kalamunda Futures – Youth Plan 2023-2028 for the purpose of advertising for public comment for a period of 28 days, pursuant to the City of Kalamunda (City) Engagement Strategy.

BACKGROUND

4. The first Youth Strategy was endorsed in 2011, the second version revised in 2016, with the new draft set to become the City's third 5-year youth-specific strategy.
5. The current Youth Plan 2017-2022 (endorsed December 2016) expires at the end of 2022, with major achievements against the following targets:
 - **Youth Council** (Leadership) – Youth Action Kalamunda, U-Lead Program, The Influence, Student Leadership Day, Council Chambers Tours, Mock Council, School Presentations, Student Citizenship Awards
 - **Employment** – Helping young people secure employment, including the Youth and Community Assistant Position (6 successful appointments of local students to the year-long Youth & Community Assistant position), as well as the establishment of an annual careers program including Employment 101, Barista Workshops, Careers Week and the SEED Young Entrepreneurs Program
 - **Engagement** – year-long engagement in programs including Youth Week WA, Young Creatives Kalamunda, School's Out Pool Party, In the Mix program, Corymbia, Skate Clinics, Pop Up Play days and the Find A Fairy Trail. Youth Services manage two social media channels on Facebook and Instagram, and upload content to the City's YouTube channel, as well as attend community events, schools and partner programs.
6. To ensure the City continues to build on this progress, a reviewed and updated plan that reflects changes to priorities and needs of the community is now presented for consideration.

DETAILS AND ANALYSIS

7. The Plan identifies the youth interests, issues and aspirations of the entire Hills and Foothills community and establishes priorities and strategies to guide the City over the next five years. It informs how support will be provided and the collaborative approach to achieving the targets across the organisation.

8. The Plan has been modified to include early years and children in the broad scope of the strategic direction within the Plan to reflect the changes made to the Youth Officer position in 2017, incorporating Early Years as a focus.
9. The Plan is divided into four focus areas with associated action items with the aim to achieve a holistic approach to youth support:
 1. Empowered – under 25s are given the tools and support to find purpose.
 2. Connected – under 25s and their supports are informed and part of a community network.
 3. Active – under 25s are involved and have opportunities for participation and engagement to become active citizens.
 4. Represented – under 25s are considered at all levels of local government.
10. The focus areas have been further developed into specific outcomes (8 overall), with associated actions, timeframes, measurable outputs and responsible City officers, which are outlined in detail in section 3: the action plan.
11. The Plan also commits to working in partnership with other groups and organisations, as its implementation will require cooperation with stakeholders across the community.
12. To achieve a holistic representation of feedback on the document, the Draft Kalamunda Futures Plan will be shared with all schools and Youth Action Kalamunda members to promote covering the Hills and Foothills, the Zig Zag Early Years Partnership and network members connected to the partnership including playgroups and childcare services.
13. Additional community engagement will also be achieved through
 - a) the City's social media channels,
 - b) at physical events attended by Community Development staff, and
 - c) displayed on the website.

APPLICABLE LAW

14. *Children and Community Services Amendment Act 2021.*
Working with Children (Criminal Record Checking) Act 2004.

APPLICABLE POLICY

15. Nil.

STAKEHOLDER ENGAGEMENT

16. The Plan was created through review of feedback from an extensive community consultation (attachment 2) undertaken during the period from April 2021 – January 2022. In delivering the overarching campaign the City hosted:
- 3 x community surveys separated into Generation Alpha (children aged 6-11), Generation Z (youth aged 12-24) and Not Youth (parents, caregivers, teachers, services etc.) available on the Engage HQ platform and in hardcopy form, receiving 329 submissions (60% from Gen Z). The survey was co-designed and reviewed by Youth Action Kalamunda.
 - A targeted social media campaign garnering 512 Link Clicks, 68,746 Impressions (number of times the online content reaches a person's device), and 44 Landing Page Views including videos, polls and competitions.
 - Printed media including flyers, survey and a newspaper advert.
 - Website news and media releases.
 - 12 individual face-to-face engagement events that reached over 800 youth and community members.
 - A commissioned flagship artwork created by a local young artist to raise awareness of the consultation.
 - Informal and anecdotal feedback from existing programs was also used in developing the Plan.
17. Additional data was reviewed and incorporated from:
- Associated City strategies and policies, including
 - Arts Strategy
 - Innovate Reconciliation Action Plan (2019-2021)
 - Community Health and Wellbeing Plan (2018-2022)
 - Inclusive Kalamunda – Social Inclusion Plan (2021-2025)
 - Kalamunda Clean and Green: Local Environment Strategy (2019-2029)
 - The Australian Early Development Census (2021)
 - The WA Youth Action Plan 2020-2022
 - The WA Youth Health Policy 2018-2023
 - Telethon Kids Institute Impact Report 2021
 - Child Safe Organisations National Principles 2018
 - Commissioner for Children and Young People
 - Speak Out Survey 2021
 - Strategic Plan 2021-2026
 - My Place in WA 2021
 - Profile of Children and Young People in WA 2021

The draft strategy and outcomes identified in the Plan has been viewed, and supported, by Youth Action Kalamunda, the City's youth advisory committee.

FINANCIAL CONSIDERATIONS

18. It is proposed that actions identified within the Plan will be funded through existing staffing and budgets, requiring no additional resources.

SUSTAINABILITY

19. **Social Implications**
Young people are an important part of any community as they represent the future generation of leaders. The provision of youth services is essential for the successful integration and transition of young people into our society, to live healthy and independent lives.

RISK MANAGEMENT

20.

Risk: The City does not endorse a new Youth Plan		
Consequence	Likelihood	Rating
Significant	Unlikely	Medium
Action/Strategy		
Establish and maintain a 5 - year document to provide strategic direction for youth services for the City of Kalamunda.		

CONCLUSION

21. The existing Youth Plan has provided a sound basis from which current Youth Services programming has gradually developed over the last five years.
22. The level of awareness, participation, partnerships and expectation in the community for what the City is doing for young people locally has also grown considerably during this time.
23. Whilst the new Plan has been developed to ensure existing levels of service delivery is maintained, new elements have been introduced and the focus areas have shifted towards child safety, relationships, learning, leadership and connection to others and the community.
24. This is an operational plan, so will be used on a daily basis. It is intended to be a 'living' document, regularly reviewed, so that it can remain flexible and responsive to changing needs, circumstances and opportunities.

25. Further endorsement will also be sought from local advisors, including the Zig Zag Early Years Partnership and Youth Action Kalamunda (Forrestfield group) who will have an active involvement in achieving the Plan's targets.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council ENDORSE the draft Kalamunda Futures – Youth Plan 2023-2028 for the purpose of advertising for public comment for a period of 28 days, pursuant to the City of Kalamunda Engagement Strategy.

10.4.2. Kalamunda Advancing: Strategic Community Facilities Plan - Community Engagement

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	Nil
Directorate	Office of the Chief Executive Officer
Business Unit	Various
File Reference	
Applicant	N/A
Owner	N/A
Attachments	<ol style="list-style-type: none">1. Strategic Community Facilities Plan - Supporting Report [10.4.2.1 - 61 pages]2. Strategic Community Facilities Plan - Information Graphic [10.4.2.2 - 1 page]

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
□ Executive	When Council is undertaking its substantive role of direction setting and oversight (e.g. accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 1: Kalamunda Cares and Interacts

Objective 1.2 - To provide a safe and healthy environment for community to enjoy.

Strategy - 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

Priority 3: Kalamunda Develops

Objective 3.2 - To connect community to key centres of activity, employment and quality amenities.

Strategy 3.2.2 - Develop improvement plans for City assets such as parks, community facilities, playgrounds to meet the changing needs of the community.

EXECUTIVE SUMMARY

1. The purpose of this report is to update Council and community on the City of Kalamunda's (City's) thinking in how it will provide the community with strategic community facilities aligned to anticipated growth in the City and to seek community feedback on the Strategic Community Facilities Plan (Plan).
2. The Plan envisages that over time, several key hubs of community facilities will be developed, allowing the City to consolidate activities that are currently undertaken in underutilised or aged buildings along with potential development strategies to assist in the funding of these new facilities.
3. The Plan also outlines major upgrades to key parks, roads and cycleways across the City as well as its vision for developing key tourist sites and destinations.
4. Subject to further community engagement, the Plan is intended to be utilised as a key document for advocacy to target the funding required to implement the strategic projects over time.
5. It is recommended that Council endorse the Strategic Community Facilities Plan for the purposes of community engagement to inform the community and seek their input.

BACKGROUND

6. The City has been cognisant of the ageing community facilities that exist in the district as well as the changing needs of the community who use these facilities. It is evident that a renewed approach is required to meet the needs of current and future generations.
7. Community have been advocating for new facilities in the City for the past decade, with the City advocating for funding for the development of such facilities. To date, the City has attracted well over \$100m in funding through effective advocacy and the Plan being presented provides the community with a complete picture of how the City will continue to

pursue external funding to deliver the “Big Picture” projects presented in the Plan.

8. The City has over the past decade been developing masterplans for its many and varied projects. These masterplans have now been brought together into one Plan to show the community all the projects we seek to implement over time. In total there are 27 strategic projects 15 of which are in the hills district and 12 in the foothills.
9. This “Big Picture” thinking is driven by two key factors:
 - a) To provide modern 21st Century facilities that are effective, efficient and serve the needs of current and future generations.
 - b) To reduce, over time, the cost burden to ratepayers from the City operating, maintaining, and renewing poorly utilised ageing facilities, and to remove duplication of services.
10. In developing the thinking regarding community facilities (especially sporting facilities), the following key drivers exist:
 - a) Regard for existing facilities that have significant barriers to allowing expansion or redevelopment.
 - b) Where possible, consideration to co-locating user groups to maximise utilisation of the facility rather than underutilised (and thus more expensive) single use facilities.
 - c) Regard for upcoming major capital renewal needs in existing facilities within the City’s Long Term Financial Plan.
 - d) Regard for the increasing impact of depreciation upon the capacity of the City’s operating budget.
 - e) Accessibility and equity need, especially with the growth of female participants in sports and those less abled.
 - f) Meeting the expectations of the broader community that sustainable and carbon neutral outcomes become imbedded in works.
 - g) Providing over time financially prudent costs of provision of these facilities that are borne by ratepayers and users alike.
11. Whilst it may be possible to redevelop and expand some existing facilities to achieve some of the outcomes in this report, assessment suggests that this is a suboptimal outcome in terms of cost and amenity.
12. The framework of the Plan has been developed with the input of the Council, notably with the City of Kalamunda Advocacy Reports in 2018 and 2021, along with the annual Council Strategic Retreats undertaken in March 2021 and 2022.

DETAILS AND ANALYSIS

13. The City can be distinguished by two very distinct communities. The City has developed its thinking along these two main themes, recognising the differing needs of the foothills and the hills communities and the outcomes that will be delivered. These themes are referred to as:
 - a) Foothills Advancing
 - b) Hills Advancing
14. The details of the Plan shown as Attachment 1 are broken into several categories:
 - a) Foothills Advancing
 - b) Hills Advancing
 - c) Funding Strategies
 - d) Building and Land Rationalisation
 - e) Resourcing Implications
15. Where possible, cost estimates for the various initiatives are provided. It's important to note that these estimates are current day (2022) dollars. Actual project costs will need to be revised regularly until such time each project proceeds closer to implementation.

PART ONE - CITY OF KALAMUNDA: FOOTHILLS ADVANCING

16. The City has developed the vision for the Foothills by outlining how important the Foothills are to the City, what makes it unique and what challenges lay ahead. The essence of this need is to provide social infrastructure including a variety of sporting and non-sporting community assets that meet the needs of our diverse and growing community.
17. The 12 key strategic Projects for the Foothills are briefly outlined as follows with further details shown in Attachment 1:
18. **High Wycombe Community Hub**
Located immediately outside the High Wycombe Train Station, this Node envisages development of a substantial Aquatic and Recreation Centre, Indoor and Outdoor and indoor Community meeting spaces, Child Care Centre, and possible allied commercial facilities.
19. Funding of \$60m has been secured jointly pledged by the State and Federal Governments. Over the next six months or so, it's anticipated that allocation of budgets will be undertaken, and a funding agreement provided to the City. The City can then undertake the necessary tasks to bring this hub to life including design, consultation, approvals, and construction.

20. **Civic and Administration Facility**
In discussions with the State Government, it's understood that there would be benefits if early activation of the High Wycombe Transit Oriented Development (TOD) area could be achieved.
21. Investigations are underway to explore the potential of the City's Civic and Administrative facility being located as part of a mixed use (civic / residential) development.
22. **Scott Reserve Masterplan**
The Scott Reserve Masterplan adopted in 2020 requires review considering the recent developments with the High Wycombe TOD Community Node outcomes which will see a duplication of community space facilities unless there is an amendment to the Scott Reserve Masterplan.
23. The City is progressing design leading up to construction of the new Scott Reserve Sporting Pavilion. This \$4m project will be fully funded and would be due for completion in the 2024 calendar year.
24. **Kalamunda Road Streetscape and Upgrades – Roe to Abernethy**
In August 2020 (OCM 169/2020), Council endorsed a master plan for improvements to Kalamunda Road between Roe Highway and Abernethy Road.
25. These improvements are aimed at creating a main street local access road, with heavy vehicles encouraged to use the higher capacity highways and improvements underway by Main Roads WA. The streetscapes will be improved including pedestrian and cycling amenity. Key intersections would also be modified to improve road safety. The estimated cost of this project is \$17m.
26. Stage 1 (from Roe Highway to east of Cyril Road) of this project is currently under detail design and subject of a funding application under the Main Roads WA Road Improvements Grants scheme. If successful, construction will occur over 2024/25 and 2025/26.
27. Stages 2 (Cyril Road to Wittenoom Road) and 3 (Wittenoom Road to Abernethy Road) will be subject to subsequent grant funding outcomes.
28. **Fleming Reserve District Park**
Fleming Reserve is a reserve that contains a modicum of playground amenity, BMX / Skate Facility and some picnic / BBQ facilities. It adjoins both a turf playing field and an area of native bushland.

29. The City is investing through 2021/22 and 2022/23 in improvements to the bushland space and play areas, however these measures are an interim step in the overall intent for Fleming Reserve.
30. As population growth occurs, Fleming Reserve will need to grow into a District Level Park with a higher level of amenity and facilities.
31. It would be expected that a further investment of \$1.65m is required to further improve playground spaces, youth areas and the BMX / Skate Area. The redevelopment of the Fleming Reserve will require consultation in the design phase with the community. This process is yet to be scheduled.
32. **Woodlupine Community Hub**
The City has been advocating for funding for the Woodlupine Hub for the past decade. This project brings together City facilitated community facilities with the opportunity for the commercial sector to provide health services to the community.
33. Given the scale and nature of the project, it is envisaged that the existing Woodlupine Community Centre would be demolished, and the new Community Hub be located on an expanded footprint in this area. Existing users of the Community Centre would be temporarily relocated elsewhere during construction works. The existing Community Centre is of such an age and condition that it would not be feasible to redevelop and expand the building to suit the needs of the new Hub.
34. This facility would incorporate a Library and Digital Technology Hub, a mix of dedicated and for hire community, youth and family spaces serving the needs of the Forrestfield and nearby communities as well as the possibility of providing space for health / community services not currently readily accessible to the local community.
35. **Cambridge Reserve Development**
The City has identified an opportunity for a portion of Cambridge Reserve to form part of an urban development that will deliver critical aged residential care, childcare, new diverse housing opportunities, as well as providing for significant improvements to the remaining reserved land.
36. Significant progress has been made in bringing this project to fruition, including assembling the various developable land tenures under City ownership and engagement of marketing support for identification of the aged care industry providers to consider this opportunity

37. The City anticipates that after investment of approx. \$7.5m into land assembly, subdivision and marketing that a gross return of \$12.7m is feasible, providing a net return to the City for reinvestment in Community Facilities exceeding \$5.0m
38. **Hartfield Park Masterplan**
In August 2021 it adopted Stage 2 of the Hartfield Park Master Plan specifically aimed at improving facilities for the various sports clubs in the Park focussing on a co-location strategy of differing sports into common building facilities where it made sense.
39. The following Stage 2 Projects are funded (or subject to some minor grant funding applications in progress) and will commence design and construction:
- a) New AFL Pavilion fronting John Reid oval with female change rooms.
 - b) Little Athletics Long Jump area and pits.
 - c) Rugby League pavilion redevelopment including female change rooms.
 - d) Collocation of Tennis and Bowls club buildings (including 2 x courts and LED floodlighting).
 - e) Initial phases of car parking expansion.
 - f) Change Rooms and Public Toilets for Forrestfield United Football Club.
40. The following Stage 2 Projects form the remaining aspects of the current Hartfield Park Masterplan:
- a) Foothills Men's Shed
 - b) New Rugby Union & Cricket Co-located Pavilion
 - c) Improved Sports Field Lighting
 - d) Car Parking Improvements
 - e) Cricket nets
41. It would be estimated that further funding of \$8m would be needed to complete the Stage 2 masterplan.
42. **Woodlupine Brook Living Stream (Forrestfield)**
Woodlupine Brook is a primary stormwater drainage system provided by Water Corporation to convey storm water from the suburbs of Forrestfield and Wattle Grove to beyond the City's boundary.
43. The Water Corporation and the City have been developing the concept of transforming what is a drainage channel into a "living stream" where through careful construction, new vegetation within the drainage channel and associated surrounding public open space would thrive and provide a home for a significant variety of plants and animals to improve the biodiversity of the area. Open space amenity would also be improved.

44. **All Abilities Playground**

The City has a strong focus on access and inclusion and with the support of the State Government, the City will be embarking on the design and construction of an All-Abilities Playground to be located in part of Magnolia Reserve, Forrestfield.

45. The \$1.1m facility is fully funded and will provide safe and inviting facilities for children of all abilities. The Playground is currently in concept design phase with community consultation planned to take place over the coming months.

46. **National and Regional Parks – Visitor Amenity**

The City of Kalamunda is home to Kalamunda National Park, Gooseberry Hill National Park, Mundy Regional Park, Helena National Park, Beelu National Park, Lesmurdie Falls National Park, Banyowla Regional Park and Korung National Park.

47. Whilst these National parks show off the grandeur and splendour of the natural environment, heavy visitation rates do impact local residents in terms of traffic, parking and overall amenity.

48. The City has initiated a partnership with DBCA to commence the development concepts planning for the Lower Whilst pipe gully site. The walking trails which are also water ways in this area are very popular, funding will be sought for improvements at the Lower Lesmurdie Falls and Whistlepipe Gully area's in Forrestfield

49. **City of Kalamunda Cycling Masterplan**

In 2018, the City adopted its Bicycle Plan which set out an overarching vision of making the City easily accessible from Perth City and to provide movement in and around the City

50. Within the Foothills, the priority cycling improvements are seen as:
- a) Linking primary routes such as Principal Shared Paths along Roe and Tonkin Highways and the rail corridor
 - b) Secondary connection routes to High Wycombe Rail Station
 - c) Local routes through Forrestfield, High Wycombe and Wattle Grove including safe active streets
 - d) Connection of a Hills Cycle Training Rout via Welshpool Rd

51. The estimated City funding of the Foothills aspects of the Cycle Plan would be in the order of \$1m.

PART TWO - CITY OF KALAMUNDA: HILLS ADVANCING

52. In the same context that the vision statement for the Foothills has been discussed above, the City has a different take on the needs for the Hills Community. The precis of this need is to enhance the Hills as a tourism destination, provide modern facilities for the community to enjoy and facilitate economic growth especially in the Kalamunda Town Centre.
53. The 15 key strategic Projects for the hills are outlined as follows:
54. **Kalamunda Activity Centre Plan – Streetscapes**
The Kalamunda Activity Centre Plan (KACP) was adopted by Council in March 2020. Contained within was the Streetscape Masterplan which set out the proposed themes and outcomes to be achieved for each part of the Kalamunda Town Centre.
55. The City has completed the first of these new streetscapes being Central Mall. Design is underway for the second streetscape enhancement being Haynes Street.
56. The anticipated cost (based on 2022 figures) to complete the Streetscape Masterplan is in the order of \$18m to \$20m. Consideration should also be given to completing Haynes Street construction in 2023/2024 and Barber Street in 2026/2027 so as to maximise the commercial opportunities for businesses once streetscapes are renewed.
57. **Kalamunda Activity Centre Plan – Cultural Precinct**
Within the KACP is the area denoted as Town Square (generally encompassing the Cultural Centre, Library and associated car park).
58. It is proposed that this area take on a holistic planning outcome as the Cultural Centre for Kalamunda with planning to extend from the History Village to the Library car park. The outcomes will be augmented with additional functionality to create the “Kalamunda Hub” such as further community spaces, City customer service centre and integration with the History Village and Bibbulmun Track centre.
59. At this stage, proposed built form outcomes are not known. The indicative cost of the Kalamunda Hub as depicted above (including library redevelopment) is \$16m.
60. **Stirk Park Masterplan**
In November 2017 the City adopted its long-term strategic vision for Stirk Park. In 2022, the first stage of this vision was realised with reconstruction of the central lake and associated drainage system

61. The City is now in the process of awarding a construction tender to undertake a fully funded \$3m development of a new Playground and Skate Park. It is expected that this will open in 2023.
62. Subsequent stages of the masterplan will include:
a) redevelopment of the sound shell and associated backstage areas;
b) redevelopment of kerbside parking as demand dictates; and
c) redevelopment of the Kalamunda Club (Bowls) facility
The timing of these subsequent phases is dependent on funding
63. **Zig Zag Scenic Drive – Gooseberry Hill National Park Visitor Amenity**
After some years of the City grappling with the issues of anti-social behaviour in and around the Zig Zag Scenic Drive, a series of options for use of the road were tested between 2020 and 2022. It is now viewed that the current arrangements where pedestrians and cyclists have evening / early morning dedicated access and shared use with vehicles during most of the day to early evening is the optimal outcome for all stakeholders.
64. The City is in discussions with DBCA to have them consider undertaking a concept plan for a suitable visitor parking, amenity, and reserve access trail at the top of the Drive from which advocacy with the State can then occur. Upon the completion of concept designs the City intends advocating for State and Federal Government funding and for a state managed upgrade of the Gooseberry Hill National Park
65. **Lion's Lookout – Tourism and Economic Development Opportunity**
The land on which the Lion's Lookout in Welshpool Road East Lesmurdie sits is Crown land under care and control of the City. The management order in place only provides for use as Recreation. The ability exists for the City to grant concessions such as the coffee van that currently operates from the area, however, the City has no ability to approve any substantial tourism or commercial development on the site without approval from DPLH to change land use.
66. The City believes that a significant opportunity exists for the State Government to facilitate development of part of Lion's Lookout for tourism facilities and possibly a café / restaurant that takes the sweeping views of the Perth suburbs and CBD and opens them to the public in a much better format than that exists.
67. **Kalamunda Tourism and Economic Development Opportunity**
Understanding the activation opportunity that exist for High Wycombe Station precinct, the State Government in consultation with the City is undertaking preliminary planning and feasibility analysis of this project.

68. Given this possibility, the City is examining land use options for the footprint of the current Administration Building, the old Rollerama building as well as the future potential of the Kalamunda Water Park should Council determine that it not be redeveloped. These lands are Crown land owned by the State.
69. The possible redevelopment of these sites presents as an ideal location for creating a site comprising short stay accommodation, possible aged care facility and / or residential or commercial development.
70. It is possible within a short stay 'resort' style accommodation facility that the pool provided for guests can also be accessed by the public – subject to suitable arrangements in place.
71. The intention of the investigations is to identify if the land development opportunity could offset the cost of the build for a new civic and administration building therefore alleviating the cost to the City's ratepayers.
72. **Maida Vale Reserve Masterplan**
Maida Vale Reserve Masterplan was adopted by Council in 2018. The capacity of facilities, parking areas and active spaces are stretched beyond capacity due to increased demand and ageing facilities.
73. The City has commenced design for the redevelopment of the Norm Sadler Pavilion with a view to undertake construction in 2023/24 with the funding support provided by the State Government.
74. It is estimated that future funding of \$10m will be required to complete the works entailed in the Masterplan for Maida Vale Reserve.
75. **Ray Owen Reserve Masterplan**
Ray Owen Reserve is an existing regional level reserve originally developed in the early 1970s. Much of the reserve's infrastructure is now coming to the end of its useful life, with its facilities at capacity as demand continues to grow rapidly.
76. The site is extensively used by several well-established clubs including AFL, cricket, BMX, basketball and netball. The collective membership of these organisations exceeds 4,000 members, with a large portion being junior members. The reserve's capacity constraints are currently impairing the operations of local clubs and precluding their ability to expand.

77. The key outcomes of the masterplan that have not been funded as yet include the development of the indoor 4 court building expansion, BMX facilities, carparking, public toilets and landscaping.
78. It is estimated that \$21.4m of funding is needed to complete the masterplan works.
79. **Hills Trails Master Plan**
In August 2013, Council endorsed the Perth Hills Trails Master Plan which covers both the Shire of Mundaring and City of Kalamunda. This plan aimed at identifying opportunities and issues surrounding the needs of:
- a) Walkers / Runners
 - b) On road and Mountain Bike Cyclists
 - c) Horse Riding
 - d) 4WD and off-road motorised vehicles
80. Stage 1 of the Perth Hills Trails Loop was completed in 2021 with improvements in and around the Railway Heritage Trail in Kalamunda.
81. Significant tourism (with associated economic benefits) and resident amenity would be created through ongoing development of this Loop and the overarching Master Plan.
82. The remainder of the project is currently unfunded and requires approvals from various landowners and government agencies forming a risk to the project. .
83. **Lesmurdie Hall**
Lesmurdie Hall is located within Ray Owen Reserve. There is capability within the land and building that Lesmurdie Hall is redeveloped and expanded to provide additional shared community spaces. At this level of planning there is no estimate as yet of this cost
84. The City will embark on developing a redesign based on community consultation to determine future needs to create a community hub for Lesmurdie community groups.
85. **Pickering Brook Townsite Expansion and Sustainability and Tourism Strategy**
The City and State Government with community representation have been working on developing a two stage Townsite Expansion Plan and Sustainability and Tourism Strategy for the Pickering Brook area aimed at:
- a) Facilitating Sustainable Growth
 - b) Cultivating a Tourist Economy
 - c) Securing the Agricultural Future

86. As these strategies unfold, there will be a series of key initiatives and actions that the City will need to explore to implement the strategy. These may include:
- a) Advocating for infrastructure enhancements to better mitigate against bushfire risk and emergencies.
 - b) Advocating for improvement road transport infrastructure including cycling access.
 - c) Development and implementation of Agritourism sub strategies.
 - d) Implement the Hills Trail Masterplan.
 - e) Advocate for tourism related activities in DBCA.
 - f) Support for the agricultural future.
87. **Pickering Brook Community Hub**
Allied to the Pickering Brook Sustainability and Tourism Strategy is also planning for the Pickering Brook Township and surrounds to grow the number of residences in this area. As the community grows, so will their need for community facilities.
88. The City has been working closely with the Pickering Brook Sports Club and allied Community Group to identify a pragmatic outcome to being able to provide a new community facility on this site which would entail demolition of the Alan Fernie Pavilion.
89. Subject to budget allocation, this conceptual work can commence in 2023/24. This will require community engagement to establish the vision and functional specifications to inform concept design. Funding can then be pursued through advocacy.
90. **Walliston Transfer Station**
The City has undertaken \$2m of investment in Walliston Transfer Station to improve customer access, infrastructure changes to better manage surface water run off and noise and provide improve waste separation facilities.
91. Over time, it is envisaged that the Transfer Station could be expanded to provide more waste separation facilities for residents and potentially further waste management initiatives such that the City continues to provide residents with every opportunity to divert waste from landfill. The long term implementation of this plan is estimated at a further \$8m investment.
92. **Pickering Brook Fire station**
The City has been working closely with the Department of Fire and Emergency Services and the Kalamunda Volunteer Fire Brigade to establish the Pickering Volunteer Fire Brigade and to build a fire station within the George Spriggs Reserve.

93. Establishing the new fire station and brigade has several benefits including but not limited to:
- a) Increased capability in the City's hinterland areas.
 - b) Close proximity to significant bushfire risk.
 - c) Assist with mitigating the risk of increased development activity in a bushfire prone area.
 - d) Assisting in the establishment of George Spriggs reserve as the community hub of Pickering Brook.
94. The City is required to undertake all relevant site works associated with the construction of the station with DFES paying for the building structure itself. The City's preliminary estimates for the site works and station is approx. \$1.5 – 2m with approx. \$500,000 of City funding allocated to siteworks.
95. The City is currently in the process of finalising the requirements for the new station and formation of the new volunteer brigade through Council.
96. **Cycling Plan**
As noted earlier in this report, the City Bicycle Plan covers a wide range of needs and outcomes. For the Hills, the focus is on:
- a) Lesmurdie and Kalamunda Local Access routes
 - b) Canning Rd from Kalamunda to Pickering Brook for active cycle training
97. City funding of \$2.6m has been identified as necessary to deliver the short (0 to 5 years) and medium term (5 to 10 year) priorities for the Hills with a further \$19m beyond the 10-year horizon for both Hills and Foothills Cycling infrastructure.
- FUNDING STRATEGIES**
98. The scale of investments in new community facilities required cannot be met with City rates funded resources alone. The City relies heavily on being able to achieve grants from the State and Federal Governments through various broader funding schemes and pledges made during elections.
99. The City has been highly successful over the past decade in securing government funding through advocacy and this is key funding strategy that will continue to be pursued. Since becoming a City over \$100m has been granted for community facilities and upgrades.

100. To continue to be successful however the City needs to demonstrate that it is also contributing to the funding for these initiatives with a combination of hard dollar funding towards projects and 'in kind' contributions for aspects such as project management.
101. The City is therefore proposing a strategy of raising funding for capital works through the release of freehold land and creating a Future Investment Reserve. Council may consider two ways in which this Reserve is managed:
- a) proceeds from land sales are reinvested in community facilities in the same area / suburb as the land being sold; or
 - b) proceeds from land sales are kept in a centralised Reserve allowing its use as opportunities for grant funds arise throughout the whole District.
102. A key feature of this land rationalisation strategy would be that, if the buildings on the relevant land parcel are currently providing a community facility, the provision of an alternate location for the community use is undertaken first in collaboration.
103. The City is reviewing all its freehold land for potential to support the funding of the City's Strategic Community Facilities Plan.
104. Further, the City is proposing that it undertake commercial land developments that generate ongoing lease returns to the City. These secured lease revenues could then be used to pay loans that the City takes out from Western Australian Treasury Corporation for investment in community facilities. Notable proposals include:
- a) Commercial office spaces within the High Wycombe TOD Community Node.
 - b) Food & Beverage facilities (with possible function centre) within the High Wycombe TOD Community Node.
 - c) Commercial child care centre within the High Wycombe TOD Community Node.
 - d) Allied Health facilities and café within the Woodlupine Community Hub.
 - e) Commercial Land and/or Building leases in 88 Hale Rd Forrestfield (near existing Woodlupine Community Centre).
 - f) Possible café or similar offering in Headingly House lot adjacent to Stirk Park.
105. The feasibility of these proposals will be explored by the City in coming years. There is the potential as well that the City undertakes the development around the Jack Healey Centre in Kalamunda as spaces for lease rather than land sale. This too will be examined in due course.

106. Discussions have been held with the Darling Range Seniors Hub for a relocation of their group and similar discussions are to follow with all other user groups in coming years once the feasibility proposals are completed.

BUILDING RATIONALISATION TO REDUCE ONGOING COSTS

107. The City does not have in place an optimal level of community facilities, with many examples of facilities serving limited use of only a few users rather than contemporary multi-purpose 'hall for hire' facilities that have high usage (and thus efficiency).
108. In development of this Plan, consideration must be given that the City cannot continually add to the portfolio of community facilities without very significant impacts upon rates funded expenses. In other words, the more buildings the City builds, the more it costs to operate, maintain and depreciate them. Rationalisation of underutilised and aged buildings in favour of contemporary facilities shared by many is an effective means of providing maximum services for minimum cost.
109. A key factor in the City's need to rationalise underutilised facilities is the impact of depreciation upon the operating budget. Since 2016, when the Accounting Standards changed requiring all assets to be valued at fair value, the City's depreciation costs have increased significantly. The impact has meant that services and cost cutting had to be undertaken.
110. The following table highlights this significant accounting change.

Year	Operating result	Revenue	% change	Expenditure	% change	Depreciation	% change
2016	\$1,969,451	54,068,330	2%	-52,098,879	-1%	-6,043,120	-20%
2017	-\$3,323,410	59,797,673	11%	-63,121,083	21%	-10,130,153	68%
2018	-\$1,309,521	57,244,212	-4%	-58,553,733	-7%	-10,237,301	1%
2019	-\$2,374,918	57,432,478	0%	-59,807,396	2%	-10,986,630	7%
2020	-\$1,581,874	61,668,012	7%	-63,249,886	6%	-11,316,721	3%
2021	-\$2,461,194	59,139,456	-4%	-61,600,650	-3%	-13,327,727	18%

As the City's asset base continues to grow the impact of depreciation will continue to erode the City's operating capacity. This is the key reason why there's a need for rationalisation of assets if new assets are to be created.

111. Over time, opportunities will be explored with stakeholders to ascertain feasibility of relocation to newer or alternate spaces that may open the opportunity for rationalisation of underutilised facilities.

RESOURCING IMPLICATIONS

112. The City has a comprehensive capital works program underway over the coming years utilising available leadership, management and delivery resources.
113. With recent funding announcements, the City is embarking in the immediate term on design and delivery of several key Strategic Community Facilities:
- a) High Wycombe TOD Precinct – Community Node - \$60m
 - b) Hartfield Park Stage 2 works - \$8m
 - c) Planning for Woodlupine Community Hub and 88 Hale Road - \$50,000
 - d) Possible design of the High Wycombe TOD Admin and Civic Facility
 - e) Subdivision and development investigations at Edney Road, High Wycombe
 - f) Cambridge Reserve subdivision and development - \$15m
 - g) Scott Reserve Pavilion Redevelopment \$4m
 - h) Maida Vale Reserve Pavilion Redevelopment - \$2.4m
 - i) Ray Owen Reserve – New Ovals, Lighting and Water Supply - \$5m
 - j) Stirk Park New Playground and Skate Park - \$3.8m
114. Allied to the Strategic Community Facilities Plan is also the need for the City to complete its Community Facilities Plan which takes into account all of the facilities provided across the City. This is currently under-resourced. The City proposes to review its organisational structure which will enable better resourcing of the plans outlined in this report.

APPLICABLE LAW

115. *Local Government Act 1995* notably Local Government (Financial Management) Regulations.

APPLICABLE POLICY

116. Governance 5 – Investments
Governance 8 – Risk Management
Service 4 – Asset Management
Service 5 – Communication and Engagement

STAKEHOLDER ENGAGEMENT

117. The City has been advocating for funding for new community facilities for a number of years, following community feedback through various engagement processes over a number of years and in accordance with the Strategic Community Plan.

118. Similarly, adopted Master Plans for key reserves (Ray Owen, Scott, Maida Vale and Hartfield Park) have stemmed from extensive community engagement.
119. However, this is the first opportunity for the Community to be appraised of the City's "Big Picture" thinking so that they can see the overarching intent of a myriad of individual projects.
120. Given the significance of this Plan an extensive community engagement process is being proposed as follows.

121. **Community Feedback Survey**
a) Community Survey/ Feedback form
b) Free form submissions

Road Show Launch and Feedback workshops

Two launches proposed

1. High Wycombe Recreation centre
2. Kalamunda Agricultural Hall

Open information / drop in sessions at: March to June 2023

- i. High Wycombe Recreation Centre
- ii. Hartfield Park Recreation Centre
- iii. Kalamunda Community Centre
- iv. Ray Owen Lesmurdie Hall
- v. Pickering Brook Sports Club
- vi. Local Shopping Centres
- vii. All libraries

Direct Contact with Community Groups

Write letters to all our community groups who would like the Plan presented at their meetings.

Focus group sessions

Four focus groups one in each ward April to June 2023.

Close engagement by September 2023.

October to November finalise analysis and report to Council by December 2023.

122. It is proposed that consultation takes place to ensure community continues to be supportive of the need for new facilities and can directly influence the future direction by providing input on the high-level overarching plan related to Community facilities that has now been developed. Subsequent specific development 'sub-projects' will entail further community engagement as required.

FINANCIAL CONSIDERATIONS

123. Unless specifically mentioned above, each strategic community facility proposal will require future funding which will be dependent upon advocacy, surplus land development and other funding mechanisms. The timing and nature of funding will be undertaken on a case-by-case basis and will form part of the annual budget requiring adoption by Council.
124. Community engagement will be undertaken in accordance with the approved Budgets for relevant financial years.

SUSTAINABILITY

125. Achievement of this Plan over time will see the following benefits to the City and Community:
- a) New facilities that are energy and water efficient compared to existing facilities.
 - b) Providing equitable access to facilities for all the community.
 - c) Financial sustainability of City is improved.
 - d) Community care and a sense of ownership for new facilities that they have assisted to develop through the community engagement process.

RISK MANAGEMENT

126.	Risk: Some parts of the Community and User Groups wish to retain aged and underutilised facilities impacting the financial viability of the City unless rates are significantly increased.		
	Consequence	Likelihood	Rating
	Significant	Almost Certain	High
	Action/Strategy		
	The City manages the matter through engagement and evidence-based outcomes.		

127.	Risk: That significant time delays occur in achieving grants to facilitate the Plan leading to the City needing to maintain aged assets in poor condition.		
	Consequence	Likelihood	Rating
	Significant	Almost Certain	High
	Action/Strategy		
	The City considers each facility on case-by-case basis in determining if further funding can be applied to deliver the outcomes.		

128.	Risk: That the City cannot provide sufficient community facilities for a growing population due to lack of funding.		
	Consequence	Likelihood	Rating
	Significant	Almost Certain	High
	Action/Strategy		
	The City continues to strongly advocate to State and Federal Government, exploring all grant opportunities for community facilities projects that are currently unfunded.		

CONCLUSION

129. This report sets out the City's long-term aspirations for its Strategic Community Facilities. Our successes in achieving grant support for past projects demonstrates the need for the City to provide its own part funding support for new initiatives coming from strategic land developments.
130. The City in exploring its funding options, is cognisant of the need to minimise the impact of new community facilities on municipal rates.
131. The report also identifies current poorly utilised facilities which will become financial drains upon the City unless action is taken to rationalise their use.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council:

1. ENDORSE the general intent of the City's Strategic Community Facilities Plan including planning activities to be undertaken with the State Government.
2. UNDERTAKE community engagement on the City's vision for Strategic Community Facilities, highlighting links to the Strategic Community Plan and the process involved in the funding and development of new facilities, to assess if the Plan will meet the needs and aspirations of the community into the future.

10.4.3. Payment of Conference Registration Fees

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	N/A
Directorate Business Unit	CEO's Office Governance
File Reference	
Applicant Owner	City of Kalamunda
Attachments	1. Invoice 1249 from Australian Local Government Womens Association WA Branch [10.4.3.1 - 1 page]

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
✓ Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is for Council to consider and approve a request by Cr Janelle Sewell and Cr Sue Bilich to pay for a MentorNet event/conference organised by WA Branch of the Australian Local Government Women's Association, which she attended in August 2022.

2. In accordance with Governance 3 – Elected Members – Entitlements, Travel and Professional Development Policy, Cr Sewell and Cr Bilich have submitted a request for payment of the registration fees of \$200.
3. It is recommended that Council approve the request for payment of the registration fee.

BACKGROUND

4. Council Policy Governance 3 – Elected Members – Entitlements, Travel and Professional Development provides that each Elected Member will be allocated a maximum of \$1000 per financial year to pay for all training, conferences or memberships, including mandatory training.

DETAILS AND ANALYSIS

5. MentorNet is a program targeted at female elected members within local government who are aspiring to build on their leadership skills and influence. MentorNet aims to support and guide women currently elected to local government to:
 - a) Broaden their knowledge of leadership.
 - b) Build their networks both internally and externally.
 - c) Create personal and professional development opportunities.
 - d) Engage with senior leaders.
6. Participants are matched with a mentor (another elected member) who will guide them on a regular basis to discuss issues or problems they maybe facing.
7. The aims and content of the MentorNet program meet the criteria for professional development/training established in the Council Policy and costs incurred can be meet by the City of Kalamunda.

APPLICABLE LAW

8. *Local Government Act 1995*

APPLICABLE POLICY

9. *Governance 3 – Elected Members – Entitlements, Travel and Professional Development.*

STAKEHOLDER ENGAGEMENT

10. N/A

FINANCIAL CONSIDERATIONS

11. Cr Sewell and Cr Bilich were not aware they needed to advise the CEO prior to their attendance and hence a purchase order was not raised in advance.
12. Sufficient funds are available for payment of this account.

SUSTAINABILITY

13. N/A

RISK MANAGEMENT

14.	Risk: Negative public perception or media reports.		
	Consequence	Likelihood	Rating
	Possible	Unlikely	Low
	Action/Strategy		
	Issue a public statement if required outlining the benefits Elected Members gain from attending industry learning and development Opportunities.		

CONCLUSION

15. The aims and content of the MentorNet program meet the criteria for professional development/training established in the Council Policy and costs incurred can be met by the City of Kalamunda.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council APPROVE payment of MentorNet registration fee of \$200 each for Cr Janelle Sewell and Cr Sue Bilich.

10.4.4. Ward and Representation Review 2022/2023

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous
Items
Directorate Office of the CEO
Business Unit Governance
File Reference
Applicant
Owner

Attachments 1. City of Kalamunda Ward and Representation Review
Discussion Paper 2022/2023 [**10.4.4.1** - 40 pages]

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
□ Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person’s rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

EXECUTIVE SUMMARY

1. The purpose of this report is to seek Council endorsement to issue the City of Kalamunda (City) Ward Review Discussion Paper 2022 for community consultation.

2. On the 20 September 2022, the Minister for Local Government formally advised the City, in writing, of the forthcoming amendments to the Local Government Act and requested the Council to provide written formal response on these matters by the 28 October 2022.
3. Council agreed it would pursue the voluntary pathway option and in doing so would undertake a ward review process.
4. This report recommends Council approve the City of Kalamunda Ward Review Discussion Paper 2022 for the purpose of community consultation until 20 January 2023 when the submission period will close.

BACKGROUND

5. On 3 July 2022, the Minister for Local Government the Hon. John Carey announced the final package of proposed local government reforms, following a review of public submissions.
6. As part of the reforms to strengthen local democracy and increase community engagement, new requirements will be introduced to provide for:
 - a) The introduction of optional preferential voting.
 - b) Directly elected Mayors and Presidents for band 1 and 2 local governments. Note: The City of Kalamunda is a band 2 Local Government.
 - c) Councillor numbers based on population.
 - d) The removal of wards for band 3 and 4 local governments.
7. Work on a Bill to amend the Local Government Act 1995 (the Act) is ongoing, and a Bill is expected to be introduced into Parliament in early 2023.
8. According to the Minister's advice many of the reform proposals relating to Council representation are based on recent trends and are intended to provide greater consistency between districts.
9. The reform proposals do require the City of Kalamunda to reduce the number of elected members in accordance with proposed population thresholds as follows:
 - a) For a population of up to 5,000 – five councillors (including the President)
 - b) For a population of between 5,000 and 75,000 – five to nine councillors (including the Mayor/President)

- c) population of above 75,000 – nine to fifteen councillors (including Mayor).
10. The City has a population of 60,803 and hence will be required to reduce to no more than 8 councillors and a Mayor which gives a total of nine elected members.
11. The Council at its Ordinary Council meeting on 25th October resolved by absolute majority as follows:
1. *AGREE to undertake a voluntary election reform process.*
 2. *Pursuant to section 2.11 (2) of the Local Government Act 1995 AGREE to change the method of filling the office of mayor from the Council method to the election by the electors' method in 2023.*
 3. *REQUEST the Chief Executive Officer to prepare a Ward Boundary Review discussion paper, including all possible appropriate options, for consideration by Council in November 2022 and for the purpose of issuing the discussion paper for an 8-week public advertising period.*
 4. *REQUEST the Chief Executive Officer to advise the Department of Local Government, Sport of Cultural Industries by the 28 October 2022 of Council's intention to undertake the voluntary reform pathway and will submit a high-level plan outlining the potential changes to be implemented for the ordinary elections to be held in 2023 (and in 2025, if applicable) as outlined in this report.*
12. **Voluntary Pathway**
Using this method, the City may formulate a plan to implement these changes on a voluntary basis. This pathway will require the City to commence the steps outlined in the Minister's advice immediately and could involve staging any larger changes in the number of Councillors over two ordinary elections. This pathway provides the greatest possible lead time to plan for the 2023 ordinary elections.

DETAILS AND ANALYSIS

13. In accordance with Council's resolution of 25 October 2022, the City has prepared a Ward Review Discussion Paper shown as Attachment 1 to this report, which is now presented to Council for consideration to issue the paper into the community to seek public comment.
14. Requirements and timeframes associated with the ward review are formulated based on the requirements outlined in the Minister's advice letter dated 20th September 2022. This letter stated Council was required to submit its review report and decision to the Local Government Advisory Board (LGAB) by 10 February 2023.

15. Given the deadlines set by the Minister the City has acted quickly to develop a Ward Review Discussion paper shown as Attachment 1. This will allow the maximum amount of time possible for community to consider the review paper. The proposed consultation process will commence on Friday 25 November 2022 and close on Friday 20 January 2023.
16. The following steps will need to occur to allow the City to meet the 30 June 2023 timeframe of publication in the Government Gazette of any proposed ward and representation review changes, ahead of the October 2023 local government elections.

17.	Process	Due Date
	1. Council resolves to change the method for election of the Mayor and to undertake a ward and representation review.	25 October 2022 – Completed
	2. Council formally advise the DLGSC of Council's decisions.	28 October 2022 Completed
	3. A comprehensive discussion paper is developed and adopted by Council at the Ordinary Council Meeting in November.	22 November 2022 Purpose of this Report
	4. Council advertises it is conducting a review and the associated Discussion paper is published and community consultation commences.	25 November 2022
	5. Community consultation closes	20 January 2023
	6. Assessment of all submissions are considered against the relevant factors to be considered, and a draft report is prepared for Council decision.	31 January 2023
	7. The draft review report is presented to Council containing the outcome of the community consultation and will make recommendations for submitting to the Advisory Board.	Special Council Meeting 7 February 2023.

8.	The Council's adopted preferred option is submitted to the Advisory Board via the formal report, for the Board's consideration and recommendation.	10 February 2023
9.	The Advisory Board considers the Council's review report, and a recommendation is submitted to the Minister, which can either be accepted or rejected.	February to June 2023

18. The City, by virtue of this report, has completed the City of Kalamunda Ward Review Discussion Paper 2022 shown as Attachment 1.

APPLICABLE LAW

19. *The Local Government Act 1995 Section 2.2. states:*
Districts may be divided into wards
(1) The Governor, on the recommendation of the Minister, may make an order dividing a district into wards; or
creating new wards in a district that is already divided into wards; or
changing the boundaries of a ward; or
abolishing any or all of the wards into which a district is divided; or
as to a combination of any of those matters.
(3) Schedule 2.2 (which deals with wards and representation) has effect.
(4) The Minister can only make a recommendation under subsection (1) if the Advisory Board has recommended under Schedule 2.2 that the order in question should be made.

The Local government Act 1995 Schedule 2.2 states:
Point 8. Matters to be considered in respect of wards
Before a local government proposes that an order be made —
(a) to do any of the matters in section 2.2(1), other than discontinuing a ward system; or
(b) to specify or change the number of offices of councillor for a ward, or proposes under clause 4(2) that a submission be rejected, its council is to have regard, where applicable, to —
(c) community of interests; and
(d) physical and topographic features; and
(e) demographic trends; and
(f) economic factors; and

(g) the ratio of councillors to electors in the various wards

APPLICABLE POLICY

20. Service 5: Communication and Engagement

STAKEHOLDER ENGAGEMENT

21. The Act requires a ward review discussion paper to be made available for public consultation for a minimum of six weeks.

In considering the Christmas break the City has been able to have a review paper ready to be issued to the community by 25 November 2022.

Thus, enabling the discussion paper to be available for 8 weeks and distributed through engage HQ for online submissions to be received as well as in all libraries across the City. Submissions will close on 20 January 2023.

FINANCIAL CONSIDERATIONS

22. The cost of advertising and promoting the consultation process will be in the order of \$1,000-\$2,000 and funded from the Council's approved advertising budget.

SUSTAINABILITY

23. Nil.

RISK MANAGEMENT

24.	Risk: The Council decides upon a ward review that does not meet the criteria outlined in Section 2.2 (8) of the Local Government Act 1995.		
	Consequence	Likelihood	Rating
	Moderate	Possible	Medium
	Action/Strategy		
25.	The Council should carefully consider the merit of any decision against the criteria required for establishing wards to avoid the decision not being accepted by the Local Government Advisory Board..		
	Risk: The submission period being over the Christmas period causes community concerns.		

Consequence	Likelihood	Rating
Moderate	Possible	Medium
Action/Strategy		
The City will advise community members of the imposed requirements regarding timing of this ward review given the review has to be completed and ready for Council decision on 7 th February 2023. The City proposes to increase the time to 8 weeks, rather than the mandatory 6 weeks and commence community consultation on the 25 th of November 2022 following the Ordinary Council Meeting decision to maximise community awareness of the opportunity to provide input into the ward boundary review process and the closing date.		

CONCLUSION

26. There are many options that could be considered and submitted by the community through the consultation process. Notwithstanding this, the discussion paper presents several options viewed by the City as being feasible and justifiable against the key factors and would likely be accepted by the LGAB and the Minister.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council AGREE to issuing the City of Kalamunda Ward Review Discussion Paper 2022 shown as Attachment 1 for community consultation from 25 November 2022 until 20 January 2023.

10.4.5. Organisational Structure & Capacity Review – 2022

Declaration of financial / conflict of interests to be recorded prior to dealing with each item.

Previous Items	Nil.
Directorate	Chief Executive Officer
Business Unit	Office of the Chief Executive Officer
File Reference	
Applicant	N/A
Owner	N/A
Attachments	Nil
Confidential Attachment	1. City of Kalamunda Organisational Review Report 2022

Reason for Confidentiality: Local Government Act 1995 (WA) Section 5.23 (2) (a) - "a matter affecting an employee or employees."

TYPE OF REPORT

Advocacy	When Council is advocating on behalf of the community to another level of government/body/agency
Executive	When Council is undertaking its substantive role of direction setting and oversight (eg accepting tenders, adopting plans and budgets)
Information	For Council to note
Legislative	Includes adopting Local Laws, Town Planning Schemes and Policies. When Council determines a matter that directly impacts a person's rights and interests where the principles of natural justice apply. Examples include town planning applications, building licences, other permits or licences issued under other Legislation or matters that could be subject to appeal to the State Administrative Tribunal

STRATEGIC PLANNING ALIGNMENT

Kalamunda Advancing Strategic Community Plan to 2031

Priority 4: Kalamunda Leads

Objective 4.1 - To provide leadership through transparent governance.

Strategy 4.1.1 - Provide good governance.

Strategy 4.1.2 - Build an effective and efficient service-based organisation.

EXECUTIVE SUMMARY

1. The purpose of this report is to provide Council with the outcomes of a review of the current organisational functionality and capability. The review seeks to assess if the existing structure will meet the requirements of the future demands facing the City.
2. The findings of the review indicate the current structure is no longer suitable to meet the future growth needs of the City and can be made more effective if structural changes are adopted.
3. This report recommends the City of Kalamunda adopt a four-directorate structural model.

BACKGROUND

4. In December 2011, the then Shire of Kalamunda underwent an organisational review at which time the organisation moved from four directorates to two. In 2013, as pressures and delivery issues began to arise from the minimised structure, the Council approved a three-directorate model to be implemented and the Director Asset Services was reinstated. This same structure has been in place since August 2013.
5. Over the past decade, the City of Kalamunda has undergone significant changes. In 2014, the threat of being abolished through Local Government Reform took centre stage for 2 years which constrained the organisation's ability to move forward with this uncertainty. Since 2016, when forced amalgamations were abolished, the City has focussed on strengthening its position as a viable and sustainable Local Government and has been reinventing itself as a growth area.
6. In 2017, Council voted to change the status of the Local Government from a Shire to a City. This signalled the emergence of a new era and change was inevitable. A constant stream of Local Government reforms as well as financial reforms perpetuated more change and challenges.
7. The foothills have become a growth area, new subdivisions and infill commenced, and the City has witnessed a change in our demographics and increased population diversity and density across the foothills as well as the demand for increased servicing.

8. The hills areas have remained relatively stable in terms of population growth, however with a renewed focus needed to be placed on the renewal of ageing assets. Furthermore, economic and tourism development have become major drivers as the hill's communities search for new opportunities for the economic growth and ongoing prosperity given the limited ability for subdivision and population growth.
9. The changes occurring have, and will, continue to place immense pressure on the City's administration to evolve, manage and coordinate the delivery of a diverse range of services to the community in an era of fast-moving growth and rapid change.
10. The desire for new modern community assets, growing the economic strengths of the City, supporting small industries such as tourism to diversify, as well as and protecting the environment from development and climate change impacts such as bushfire threat, has placed immense pressure on the existing structure, capacity, and capability of the organisation.
11. The changes and pressures occurring required a thorough examination of the organisation's structure to ensure it is best placed to deliver on the City's vision for the future.

DETAILS AND ANALYSIS

12. Council has responsibility for ensuring an adequate structure is in place as well as the resources required to deliver on Council's Strategic Community Plan. Council can address any deficiencies through reducing service levels, removing services, or increasing revenues through, fees, charges or finding alternative revenue streams.
13. Council must also ensure that adequate human resources are employed to ensure it meets the requirement under occupational health and safety and providing an adequate organisational structure and resources is key to ensuring employees have manageable workloads.
14. Notwithstanding the above, it is also recognised that any substantial increase in employee costs will exacerbate the already strained operational budget. It is with this issue in mind any proposed redesign of the organisation must enable further ongoing service reviews of all areas to find additional cost savings within the operational budget if revenues are not increased.
15. In March 2022, at its annual Strategic Retreat, Council supported the view presented by the CEO that it was time for an organisational structural and capacity review.

16. There are several key drivers for change emerging which have facilitated the need for the 2022 organisational structural review. They are:
- Resourcing the City to deliver the Strategic Community Facilities.
 - Resolving the declining Operating Surplus ratio through services consolidation and efficiency.
 - Ensuring the health and wellbeing of staff are not impinged by an inadequate structure.
 - Ensuring resources are placed where maximised efficacy and synergies can be gained with minimum adverse impact on operational budget.
17. The 2022 Organisational Structure and Capacity Review was based on the following terms of reference and objectives:
- Assessing levels of efficiency and effectiveness of the services.
 - Constraining costs to limit impact upon the existing employee cost budget
 - Identifying opportunities where multiskilling or job rotation can occur.
 - Identifying improved synergies in functional areas with other areas.
 - Identifying communication barriers across service areas.
 - Identifying functional gaps that need to be addressed.
 - Identifying key risks to address.
 - Make recommendations on structural and capacity changes.

Details of findings from the review are shown in Confidential Attachment 1.

18. The following diagram shows the existing structure and the service areas highlighted in green that have been inserted into the existing directorates due to the lack of a fourth director.



19. There are several factors why the City has operated with a three-directorate structure since 2013 and they all relate to external factors being imposed upon the City as well as monitoring the City's financial capacity.

These factors include but are not limited to:

- a) Local Government Reform
- b) Accounting standards for depreciation and asset valuations
- c) Minimising rate increases
- d) Minimising employee costs.

Each of the factors are discussed below as follows:

20. **Local Government Reform**

Proposed amalgamation with the City of Belmont announced by the State Government in 2014 caused the City to constrain the organisation until a known outcome was delivered. The City was advised in 2016 that the amalgamations would not be going ahead.

21. **Accounting Standards Applied Fair Value Methodology**

In 2016 the City was facing another threat by way of depreciation increases upon the asset base. The change of accounting standards to Fair Value Asset Revaluations has negatively impacted the operating results of the City as existing and new asset values have created significant changes in the amount of depreciation the City has to disclose in its financial reporting.

22. Depreciation since 2016 has on average increased by 8% per annum compared to revenue growth of 3% per annum. The following chart demonstrates the impact that depreciation is having upon the organisations budget.

YEAR	DEPRECIATION	% CHANGE YEAR ON YEAR
2016	\$6,043,120	
2017	\$10,130,153	68%
2018	\$10,237,301	1%
2019	\$10,986,630	7%
2020	\$11,316,721	3%
2021	\$13,327,727	18%

23. The City continues to budget to spend significant amounts on the construction of assets which will lead to further increases in depreciation in the future. The best way to manage this ever-increasing impact is through rationalising assets that no longer serve a fit for purpose function, have reached the end of their useful life or are underutilised.

24. The City since 2018 has also maintained relatively low-rates income growth increases which has been consumed by depreciation increases. The following chart shows this impact.

RATES		
Year	Total Received	% CHANGE (YEAR ON YEAR)
2014	\$28,939,389	
2015	\$30,599,405	6%
2016	\$32,769,644	7%
2017	\$35,066,848	7%
2018	\$35,992,132	3%
2019	\$37,436,125	4%
2020	\$37,864,554	1%
2021	\$38,342,129	1%

25. Employee numbers grew between 2014 and 2016 in response to the need to address resource shortages created by the 2011 restructure that saw 10 FTEs removed across the organisation, including two Director positions and 3 management positions.
26. During the period 2014/15, the Council approved a restructure which reinstated key management roles within the Asset Services directorate. The Asset Services Director position was reinstated, as well as an Asset Planning Manager. In 2016, an additional two management roles, (Asset Delivery Manager and Parks & Environment Manager) were reinstated to address delivery issues within those business units because of increasing demand to grow services and deliver larger CAPEX programs.
27. The following chart demonstrates the changes in staffing levels and costs which highlights the organisation's staffing levels have remained relatively stable since 2016.

EMPLOYEE FULLTIME EQUIVALENTS				
YEAR	FTE	FTE % CHANGE (YEAR ON YEAR)	\$ ACTUAL	% CHANGE (YEAR ON YEAR)
2014	245		\$21,036,954	
2015	250	2.0%	\$23,036,210	10%
2016	259	3.6%	\$24,003,114	4%
2017	260	0.4%	\$25,907,535	8%
2018	259	-0.4%	\$24,026,597	-7%
2019	257	-0.8%	\$25,256,690	5%
2020	251	-2.3%	\$25,144,391	0%
2021	254	1.2%	\$24,892,251	-1%

28. This result was achieved through ongoing service reviews, contract reviews and redesigning roles through natural attrition where feasible. Whilst this approach has been useful to keep the costs and staffing levels down, over the recent past it is no longer sustainable and workload pressures are now building across the organisation. This issue is reflected in all staff surveys and ongoing feedback from senior staff.
29. The 2022 Staff Survey highlighted key issues where staff voices identified three major challenges.
- a) Staff workspaces are dated, need upgrading and are not conducive to an attractive and high performing work environment.
 - b) More staff needed for volumes of work and additional regulatory requirements set through local strategies and the State Government.
 - c) Inadequate funding for on-going maintenance of aging and degrading assets.
30. Over the past three years, the Council has adopted a range of new strategies, masterplans and attracted significant grants to deliver new assets and programs. The impact of growth and increasing expectation from the community to deliver better services and assets is now having an impact on the organisation's staffing capacity
31. The current structure is placing significant pressure upon existing senior staff and is no longer sustainable. Work health and safety must take a priority and the organisation needs to restructure and build capacity over the coming years within several business units if service delivery levels are to be met.
32. Furthermore, several senior staff, including the CEO role, will retire in the next 3-5 years. Substantial corporate knowledge and experience will be lost, and it is now the time for the City to ensure it has a suitable structure in place that can attract the talent needed to fulfil these roles.
33. Following consultation with Council in March 2022 to undertake an organisational structural and capacity review, the CEO implemented the following process:
- a) Service reviews – January – February 2022.
 - b) Workshop with the Kalamunda Leadership Team (KLT).
 - c) Presentation to Council Strategic retreat March 2022.
 - d) Staff announcement an organisational review will occur in 2022.
 - e) Consultation with Senior Staff – May – July 2022.
 - f) Staff Perceptions Survey – June-July 2022.
 - g) Benchmarking with other local Governments.

- h) Analysis of feedback – July – September 2022.
- i) Compiling findings into associated reports – September 2022.
- j) Presentation to Council – October 2022.

34. All senior staff across the organisation were invited to provide their input and views on the organisational structural and capacity review. Several themes resonated from this exercise which has resulted in the proposed new structure being considered. Many new ideas and suggestions were also made about how the City could improve processes and explore service delivery efficiencies within service areas. These findings will be used by KLT as they progress service reviews into the future.
35. Benchmarking against 14 metropolitan Local government show that 10 have adopted a four-directorate model. It is noted that those with three directorates have a much smaller population and smaller areas to service than the City of Kalamunda, which has a population of nearing 61,000.

LGA	Population		Number & Titles of Executive Positions
Shire of Mundaring	40,541	4	<ul style="list-style-type: none"> • Director of Infrastructure Services • Director Corporate Services • Director Strategic & Community Services • Director Statutory Services
Shire of Serpentine-Jarrahdale	36,403	4	<ul style="list-style-type: none"> • Director Community & Organisational Development • Director Corporate Services • Director Development Services • Director Infrastructure Services
City of Armadale	91,000	4	<ul style="list-style-type: none"> • Executive Director Corporate Services • Executive Director Development Services • Executive Director Technical Services • Executive Director Community Services
City of Bayswater	71,796	4	<ul style="list-style-type: none"> • Director Major Projects and Commercial Activities • Director Community and Development • Director Corporate & Strategy • Director Works and Infrastructure
City of Gosnells	131,381	4	<ul style="list-style-type: none"> • Director Community Engagement • Director Planning & Development • Director Infrastructure • Director Business Services
City of Rockingham	140,595	4	<ul style="list-style-type: none"> • Director Planning & Development Services • Director Corporate Services • Director Community Development • Director Asset services

City of Joondalup	160,995	4	<ul style="list-style-type: none"> • Director Corporate Services • Director Infrastructure Services • Director Governance and Strategy • Director Planning and Community Development
City of Canning	95,860	4	<ul style="list-style-type: none"> • Director Canning Corporate & Commercial • Director Canning Environment • Director Canning Community • Director Canning Development
City of Cockburn	122,211	5	<ul style="list-style-type: none"> • Chief of Built and Natural Environment • Chief Operations Officer • Executive Governance & Strategy • Chief Financial Officer • Chief Community Services
City of Fremantle	33,109	4	<ul style="list-style-type: none"> • Director City Business • Director Community Development • Director Infrastructure and Project Delivery • Director Strategic Planning and Projects
City of Vincent	37,865	3	<ul style="list-style-type: none"> • Executive Director Community & Business Services • Executive Director Planning & Place • Executive Director Infrastructure & Environment
Town of Cambridge	29,836	3	<ul style="list-style-type: none"> • Director Corporate & Commercial Services • Director Planning and Community Services • Director Infrastructure and Works
Town of Victoria Park	36,889	3	<ul style="list-style-type: none"> • Chief Financial Officer • Chief Operations Officer • Chief Community Planner
City of South Perth	44,982	3	<ul style="list-style-type: none"> • Corporate Services • Infrastructure Services • Development & Community Services

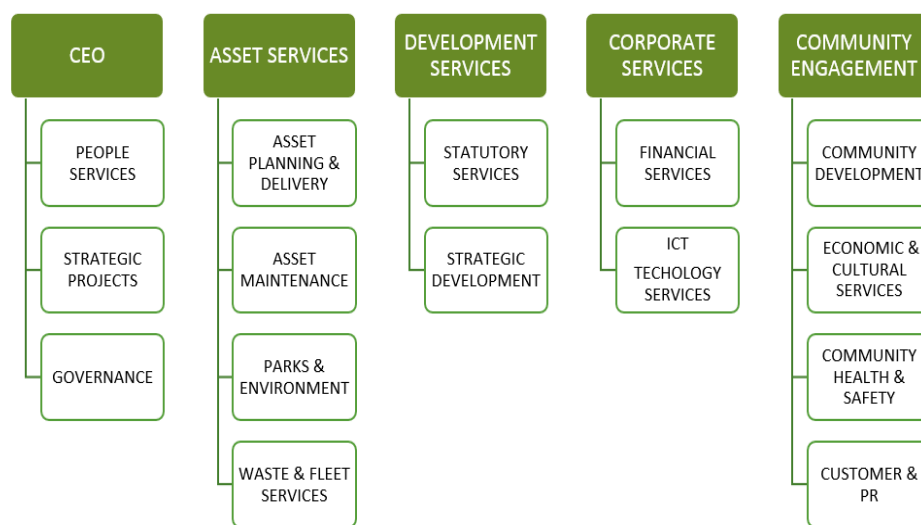
36. The outcome of the organisational review and the evidence gathered indicates the City could increase capacity and improve service delivery outcomes if a four-directorate structure is adopted.

The key changes being proposed to the structure include:

- a) Relocating all community-oriented services into a new Community Engagement directorate.

- b) Creating a new role of Strategic Projects Director to oversee the delivery of the Strategic Community Facilities projects that have been substantially funded through government grants.
- c) Merging Asset Planning and Asset Delivery to streamline the asset capital works management processes.
- d) Creating a dedicated Waste & Fleet Services management unit to facilitate the significant changes about to occur with the introduction of FOGO, Waste to Energy, improved recycling process as the Walliston Transfer Station expands and implementing an optimised fleet maintenance and renewal process.

37. The new proposed organisation structure is as shown below.



38. The revised structure will not result in any existing positions being removed but rather to facilitate an improved alignment of services.
39. The new structure will enable the CEO, Director Corporate Services, and the Director Development Services the time to focus on the core business affairs of their areas and alleviate the pressures from excessive, overly diverse, and complex workloads.
40. The Director Community Engagement will be able to give greater attention to the delivery of social, economic and community services and effect greater levels of multiskilling and job rotations making the service areas more efficient over time.
41. The new position Strategic Project Director will report to the CEO and work on the major projects associated with large scale grants. It is envisaged this position will be required at least over the next 3-5 years to bring to fruition the High Wycombe Hub, the Woodlupine Hub, Hartfield Park redevelopment, Cambridge Reserve development, and other large-scale

projects that have been funded through government grants and alternative funding streams. The position itself will be funded from grant funding and not require an increase from municipal funds.

APPLICABLE LAW

42. The Local Government Act 1995 section 5.2 states *“The Council of a Local government is to ensure that there is an appropriate structure for administering the Local government.” recognising the requirements of section 2.7 of the Act regarding the role of Council*

APPLICABLE POLICY

43. Nil.

STAKEHOLDER ENGAGEMENT

44. The review utilised the community survey 2022, the Staff Survey 2022 and internal consultation was with all senior staff.

FINANCIAL CONSIDERATIONS

45. The proposed recommended structure will require the appointment of an additional Director of Community Engagement and a Strategic Project Director.
46. The cost implications for the organisational restructure are cost neutral due to savings being identified as outlined in Confidential Attachment 1.

SUSTAINABILITY

Social Implications

47. The creation of a Community Engagement Directorate will facilitate all the City’s social cultural and economic plans from within one team

The City has an extensive range of associated plans to deliver:

- a) Social Inclusion Plan
- b) Reconciliation Action Plan
- c) Youth Plan
- d) Community Facilities Plan
- e) Masterplans for all major Reserves and District parks
- f) Economic Development Strategy
- g) Tourism Development Strategy
- h) Community Health Plan
- i) Community Arts Strategy

- j) Community Safety and Crime Prevention Plan
- k) Community Engagement Strategy

48. It is envisaged that synergies can be derived to deliver increased social value when all teams responsible for delivering community facing strategies and services are co-located together under one directorate.

Economic Implications

49. It is envisaged that by placing economic development under the community engagement directorate will provide greater levels of support and synergies with other services that interface with economic development activities.

Environmental Implications

50. As the City evolves its key environmental strategies around biodiversity, urban forest and climate change there will be a need to provide greater resourcing and support to engage the community of these important emerging initiatives.
51. The Community Engagement Directorate will play a key role in partnership with the Parks and Environment and the Strategic Planning teams around public open space and management.

RISK MANAGEMENT

- 52.
- | | | |
|---|-------------------|---------------|
| Risk: By not regularly reviewing and realigning the organisation to its deliverables will likely result in stress related issues upon staff and higher turnover. | | |
| Consequence | Likelihood | Rating |
| Significant | Likely | High |
| Action/Strategy | | |
| Ensure the City has a fit for purpose organisation structure in place and that workloads are analysed, monitored, and reported to the Council. | | |
- 53.
- | | | |
|--|-------------------|---------------|
| Risk: An ineffective organisational structure will not deliver projects and services required by the Community efficiently. | | |
| Consequence | Likelihood | Rating |
| Significant | Likely | High |
| Action/Strategy | | |
| Ensure the organisation has the right people resources in place to oversee and deliver upon Council's plans. | | |

CONCLUSION

54. The change to a four-directorate model for the organisation will better serve the community as well as providing a structure that can better facilitate social value and economic development outcomes for the City.

Voting Requirements: Simple Majority

RECOMMENDATION

That Council APPROVE the Chief Executive Officer to implement a four-directorate organisational structure as detailed in Confidential Attachment 1.

11. Closure