MINUTES
Corporate and Community Development Committee Meeting
Held on Tuesday 21 November 2017 at 4:00pm
City of Rockingham Boardroom
City of Rockingham
Corporate and Community Development Committee Meeting Minutes
4:00pm Tuesday 21 November 2017

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<table>
<thead>
<tr>
<th>1.</th>
<th>Declaration of Opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Chairperson declared the Corporate and Community Development Committee Meeting open at <strong>4:00pm</strong>, welcomed all present, and delivered the Acknowledgement of Country.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2.</th>
<th>Record of Attendance/Apologies/Approved Leave of Absence</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2.1 Councillors</strong></td>
<td></td>
</tr>
<tr>
<td>Cr Joy Stewart</td>
<td>Chairperson</td>
</tr>
<tr>
<td>Cr Lee Downham</td>
<td></td>
</tr>
<tr>
<td>Cr Mark Jones</td>
<td></td>
</tr>
<tr>
<td>Cr Andrew Burns</td>
<td></td>
</tr>
<tr>
<td>Cr Leigh Liley</td>
<td></td>
</tr>
<tr>
<td>Cr Chris Elliott</td>
<td>Observer</td>
</tr>
<tr>
<td>Cr Matthew Whitfield</td>
<td>Observer</td>
</tr>
<tr>
<td><strong>2.2 Executive</strong></td>
<td></td>
</tr>
<tr>
<td>Mr Andrew Hammond</td>
<td>Chief Executive Officer</td>
</tr>
<tr>
<td>Mr Michael Holland</td>
<td>Director Community Development</td>
</tr>
<tr>
<td>Mr Peter Doherty</td>
<td>Director Legal Services and General Counsel</td>
</tr>
<tr>
<td>Mr Bob Jeans</td>
<td>Director Planning and Development Services</td>
</tr>
<tr>
<td>Mr Allan Moles</td>
<td>Manager Waste Services</td>
</tr>
<tr>
<td>Mr Ben Searcy</td>
<td>Manager Human Resources Development</td>
</tr>
<tr>
<td>Mr Peter Varris</td>
<td>Manager Governance and Councillor Support</td>
</tr>
<tr>
<td>Mr Rafal Kolodynski</td>
<td>Manager Internal Audit</td>
</tr>
<tr>
<td>Mr Nick Brown</td>
<td>Manager Community and Leisure Facilities</td>
</tr>
<tr>
<td>Mr Gary Rogers</td>
<td>Manager Community Infrastructure Planning</td>
</tr>
<tr>
<td>Ms Mary-Jane Rigby</td>
<td>Manager Community Support and Safety Services</td>
</tr>
<tr>
<td>Mrs Jillian Obiri-Boateng</td>
<td>Manager Community Capacity Building</td>
</tr>
<tr>
<td>Ms Alison Oliver</td>
<td>Manager Library and Information Services</td>
</tr>
<tr>
<td>Mrs Jelette Edwards</td>
<td>Governance Coordinator</td>
</tr>
<tr>
<td>Ms Jessica Morgana</td>
<td>Coordinator Business Systems</td>
</tr>
<tr>
<td>Ms Nollaig Baker</td>
<td>Strategic Projects Coordinator – Corporate Risk</td>
</tr>
<tr>
<td>Ms Sue Langley</td>
<td>Governance Officer</td>
</tr>
<tr>
<td>Mrs Diane Zanre</td>
<td>PA to Director Community Development</td>
</tr>
<tr>
<td><strong>2.3 Members of the Gallery:</strong></td>
<td>2</td>
</tr>
<tr>
<td><strong>2.4 Apologies:</strong></td>
<td>Nil</td>
</tr>
<tr>
<td><strong>2.5 Approved Leave of Absence:</strong></td>
<td>Nil</td>
</tr>
</tbody>
</table>
3. **Responses to Previous Public Questions Taken on Notice**

Nil

4. **Public Question Time**

4:01pm The Chairperson invited members of the Public Gallery to ask questions. There were none.

5. **Confirmation of Minutes of the Previous Meeting**

Moved Cr Liley, seconded Cr Downham:

That Committee **CONFIRMS** the Minutes of the Corporate and Community Development Committee Meeting held on 25 October 2017, as a true and accurate record.

Committee Voting – 5/0

6. **Matters Arising from the Previous Minutes**

Nil

7. **Announcement by the Presiding Person without Discussion**

4:02pm The Chairperson announced to all present that decisions made at Committees of Council are recommendations only and may be adopted in full, amended or deferred when presented for consideration at the next Council meeting.

8. **Declarations of Members and Officers Interests**

4:02pm The Chairperson asked if there were any interests to declare. There were none.

9. **Petitions/Deputations/Presentations/Submissions**

Nil

10. **Matters for which the Meeting may be Closed**

4:03pm In accordance with section 5.23(2)(b) of the Local Government Act 1995 – if there are any questions or debate on Confidential Items

- CD-028/17 Recommendation from the Seniors Advisory Committee Meeting held on 12 October 2017
- CD-029/17 Recommendation from the Cultural Advisory Committee Meeting held on 18 October 2017

then the Corporate and Community Development Committee will need to defer the matter for consideration at Agenda Item 18 - Matters Behind Closed Doors.

There were no questions or request for debate.
<table>
<thead>
<tr>
<th><strong>CONFIDENTIAL ITEM</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NOT FOR PUBLIC ACCESS</strong></td>
</tr>
<tr>
<td><strong>Section 5.95(3) Local Government Act 1995 (the Act)</strong></td>
</tr>
<tr>
<td>This item may be discussed behind closed doors as per Section 5.23(2)(b) of the Act</td>
</tr>
</tbody>
</table>

### Community Development

#### Community Capacity Building

<table>
<thead>
<tr>
<th><strong>Reference No &amp; Subject:</strong></th>
<th>CD-028/17 Recommendation from the Seniors Advisory Committee Meeting held on 12 October 2017 (Absolute Majority)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>File No:</strong></td>
<td>CSV/534-05</td>
</tr>
<tr>
<td><strong>Author:</strong></td>
<td>Ms Rebekka Jarvis, Community Development Officer (Seniors)</td>
</tr>
<tr>
<td><strong>Other Contributors:</strong></td>
<td>Ms Jillian Obiri-Boateng, Manager Community Capacity Building</td>
</tr>
<tr>
<td></td>
<td>Ms Belinda Trowbridge, Coordinator Community Capacity Building</td>
</tr>
<tr>
<td><strong>Date of Committee Meeting:</strong></td>
<td>21 November 2017</td>
</tr>
<tr>
<td><strong>Disclosure of Interest:</strong></td>
<td>Executive</td>
</tr>
<tr>
<td><strong>Nature of Council’s Role in this Matter:</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Attachments:</strong></td>
<td>Minutes of the Seniors Advisory Committee Meeting held on 12 October 2017</td>
</tr>
<tr>
<td></td>
<td>Confidential Attachment as per Section 5.95 of the Local Government Act 1995</td>
</tr>
</tbody>
</table>

### Voting Requirements

| **Absolute Majority** |

### Recommendation to the Corporate and Community Development Committee

**Advisory Committee Recommendation 1 of 1:**

That Council **APPOINTS** Mr John Dalgleish to the Seniors Advisory Committee.
<table>
<thead>
<tr>
<th><strong>Officer Recommendation if Different to Advisory Committee Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>That Council <strong>APPOINTS</strong> Mr John Dalgleish to the Seniors Advisory Committee until September 2018.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>The Officer’s Reason for Varying the Advisory Committee Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Committee Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Moved Cr Downham, seconded Cr Jones:</strong></td>
</tr>
<tr>
<td>That Council <strong>APPOINTS</strong> Mr John Dalgleish to the Seniors Advisory Committee until September 2018.</td>
</tr>
<tr>
<td>Committee Voting – 5/0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>The Committee’s Reason for Varying the Officer’s Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Implications of the Changes to the Officer’s Recommendation</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Applicable</td>
</tr>
</tbody>
</table>
CONFIDENTIAL ITEM
NOT FOR PUBLIC ACCESS
Section 5.95(3) Local Government Act 1995 (the Act)
This item may be discussed behind closed doors as per Section 5.23(2)(b) of the Act

Community Development
Community Capacity Building

<table>
<thead>
<tr>
<th>Reference No &amp; Subject:</th>
<th>CD-029/17 Recommendation from the Cultural Advisory Committee Meeting held on 18 October 2017 (Absolute Majority)</th>
</tr>
</thead>
<tbody>
<tr>
<td>File No:</td>
<td>CSV/27-04</td>
</tr>
<tr>
<td>Author:</td>
<td>Mrs Ellie Efijemueh, Community Development Officer (Arts and Culture)</td>
</tr>
<tr>
<td>Date of Committee Meeting:</td>
<td>21 November 2017</td>
</tr>
<tr>
<td>Disclosure of Interest:</td>
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<td>Nature of Council’s Role in this Matter:</td>
<td></td>
</tr>
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<td>Attachments:</td>
<td>Minutes of the Cultural Advisory Committee Meeting held on 18 October 2017</td>
</tr>
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<td></td>
<td>Confidential Attachment as per Section 5.95 of the Local Government Act 1995</td>
</tr>
<tr>
<td>Maps/Diagrams:</td>
<td></td>
</tr>
</tbody>
</table>

Voting Requirements
Absolute Majority

Recommendations to the Corporate and Community Development Committee

Advisory Committee Recommendation 1 of 1:
That Council APPROVE the appointment of Ms Lorri Skinner to the Cultural Advisory Committee

Officer Recommendation if Different to Advisory Committee Recommendation
That Council APPROVES the appointment of Ms Lorri Skinner to the Cultural Advisory Committee until September 2018.
<table>
<thead>
<tr>
<th>The Officer’s Reason for Varying the Advisory Committee Recommendation</th>
<th>Nil</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Committee Recommendation</strong></td>
<td></td>
</tr>
<tr>
<td>Moved Cr Downham, seconded Cr Burns:</td>
<td></td>
</tr>
<tr>
<td>That Council <strong>APPROVES</strong> the appointment of Ms Lorri Skinner to the Cultural Advisory Committee until September 2018.</td>
<td></td>
</tr>
<tr>
<td>Committee Voting – 5/0</td>
<td></td>
</tr>
<tr>
<td><strong>The Committee's Reason for Varying the Officer's Recommendation</strong></td>
<td>Not Applicable</td>
</tr>
<tr>
<td><strong>Implications of the Changes to the Officer’s Recommendation</strong></td>
<td>Not Applicable</td>
</tr>
</tbody>
</table>
### Bulletin Items

**Corporate and General Management Services Information Bulletin – November 2017**

#### Corporate Services
1. Corporate Services Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Team Plan and Budgeting module
   3.2 Mobile Computing - Infringements
   3.3 Email Archive Solution
   3.4 Implementation of a Contracts Register
   3.5 Call Recordings
   3.6 Upgrade System Centre Configuration Manager (SCCM) and Windows 10 Standard Operating Environment (SOE)
   3.7 Electronic Pre-payment Solution Trial
   3.8 Implementation of 3 Bin Collection System
   3.9 Capping of Cells 12 to 15
4. Information Items
   4.1 Amendment to Rate Record - Non-rateable Land s6.26 (2) (g) of the Local Government Act
   4.2 Amendment to Rate Record - Non-rateable Land s6.26 (2) (d) of the Local Government Act
   4.3 List of Payments October 2017
   4.4 Monthly Financial Management Report September 2017
   4.5 Awarding of Tenders by CEO - Delegated Authority
   4.6 Development Contribution Scheme
   4.7 Lease Management
   4.8 Lease Consents and Maintenance Grants
   4.9 Excisions
   4.10 Waste Collection Services; Kerbside Bin Collection
   4.11 Waste Collection Services; Bulk General Waste Kerbside Collection
   4.12 Landfill Services; Landfill Statistics
   4.13 Submission on the Western Australia Container Deposit Scheme (Department of Water and Environmental Regulation)

#### Governance and Councillor Support
1. Governance and Councillor Support Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Review of Local Laws
   3.2 Optimisation of Tablet Technology for Business Papers
   3.3 Review of Council Policy, Code of Conduct, Guides
4. Information Items
   4.1 Local Government Act Review
   4.2 Local Government Elections
   4.3 Global Friendship
   4.4 Freedom of Information (FOI) Requests
   4.5 Australian Coastal Councils Association Inc. Newsletter
   4.6 Citizenships
   4.7 Coming Events
   4.8 Notice of Motion – Status Report
### Human Resources
1. Human Resources Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Employee Wellness Programme
   3.2 Corporate Training Programme
   3.3 RESPECT Programme
   3.4 Occupational Safety and Health (OSH) Programme
   3.5 Leadership and Management Programme
4. Information Items
   4.1 Recruitment and Onboarding
   4.2 Occupational Safety and Health Statistics

### Strategy and Corporate Communications
1. Strategy and Corporate Communications Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Risk Management Framework
   3.2 Re-development of Community Plan
   3.3 Implementation and Printing of Community Plan
   3.4 Governance Portal – Rock Port
   3.5 Community Plan Strategy Focus Groups
   3.6 LGMA Benchmarking Project
   3.7 Replacement of Signage
   3.8 Tourism and Marketing
4. Information Items
   4.1 Organisational performance measurement
   4.2 Community Engagement
   4.3 8th Generation Team Plans
   4.4 Social Media
   4.5 Media Tracking

### Investment Attraction
1. Investment Attraction Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Marketing City of Rockingham
   3.2 Small Business Leadership Forums and Investment Attraction Seminars
   3.3 Hotel Attraction Project
   3.4 Investment Attraction Development
   3.5 City Civic Centre Development Strategy
   3.6 Attracting Foreign Investment
4. Information Items
   4.1 Various Meetings
   4.2 South West Group: Regional Economic Development Group

### Legal Services & General Counsel
1. Legal Services & General Counsel Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information Items
   Provision of Legal Advice
   4.1 Legal Advice – Local Government Operational Matters
   4.2 SAT (State Administrative Tribunal) Matters
   4.3 Supreme Court of Western Australia

**Committee Recommendation**

Moved Cr Liley, seconded Cr Downham:
That Councillors acknowledge having read the Corporate and General Management Services Information Bulletin – November 2017 and the content be accepted.

Committee Voting – 5/0

<table>
<thead>
<tr>
<th>Community Development Information Bulletin – November 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Community Support and Safety Services</strong></td>
</tr>
<tr>
<td>1. Community Support and Safety Services Team Overview</td>
</tr>
<tr>
<td>2. Human Resource Update</td>
</tr>
<tr>
<td>3. Project Status Reports</td>
</tr>
<tr>
<td>4. Information items</td>
</tr>
<tr>
<td>4.1 Youth and Community Support Services</td>
</tr>
<tr>
<td>4.2 Rockingham Connect Community Transport Project</td>
</tr>
<tr>
<td>4.3 Community Safety</td>
</tr>
<tr>
<td>4.4 Compliance Community Engagement</td>
</tr>
<tr>
<td><strong>Library Services</strong></td>
</tr>
<tr>
<td>1. Library Services Team Overview</td>
</tr>
<tr>
<td>2. Human Resource Update</td>
</tr>
<tr>
<td>3. Project Status Reports</td>
</tr>
<tr>
<td>4. Information items</td>
</tr>
<tr>
<td>4.1 September 2017 Library Services Statistics</td>
</tr>
<tr>
<td>4.2 Mary Davies Library and Community Centre</td>
</tr>
<tr>
<td>4.3 Rockingham Central Library</td>
</tr>
<tr>
<td>4.4 Safety Bay Library</td>
</tr>
<tr>
<td>4.5 Warnbro Community Library</td>
</tr>
<tr>
<td>4.6 September 2017 Facebook Statistics</td>
</tr>
<tr>
<td><strong>Community Infrastructure Planning</strong></td>
</tr>
<tr>
<td>1. Community Infrastructure Planning Team Overview</td>
</tr>
<tr>
<td>2. Human Resource Update</td>
</tr>
<tr>
<td>3. Project Status Reports</td>
</tr>
<tr>
<td>3.1 Baldivis District Sporting Complex – Master Planning</td>
</tr>
<tr>
<td>3.2 Veteran’s Memorial Skate Park (Port Kennedy) – Planning and Concept Design</td>
</tr>
<tr>
<td>3.3 Baldivis Outdoor Recreation Space – Planning and Concept Design</td>
</tr>
<tr>
<td>3.4 Rockingham Central (Library / Youth / Community Centre) - Planning and Concept Design</td>
</tr>
<tr>
<td>3.5 Baldivis Outdoor Courts - Planning</td>
</tr>
<tr>
<td>4. Information Items</td>
</tr>
<tr>
<td>4.1 2017 Community Infrastructure Plan Review</td>
</tr>
<tr>
<td>4.2 Baldivis South Community Centre</td>
</tr>
<tr>
<td>4.3 Singleton Youth Space Replacement</td>
</tr>
<tr>
<td>4.4 Koorana Reserve Master Plan</td>
</tr>
<tr>
<td>4.5 Baldivis Enclosed Off-Leash Dog Exercise Area</td>
</tr>
</tbody>
</table>
Community Capacity Building
1. Community Capacity Building Team Overview
2. Human Resource Update
3. Project Status Reports
   3.1 Kidsport
   3.2 Perth Symphony Orchestra
4. Information Items
   4.1 Community Grants Program
   4.2 Community Capacity Building
   4.3 Reconciliation Action Plan (RAP) 2014-2017
   4.4 Disability Access and Inclusion Plan and Strategy 2016-2019
   4.5 Seniors
   4.6 Youth Development
   4.7 Sport, Recreation and Health and Wellbeing
   4.8 Cultural Development and the Arts

Community and Leisure Facilities
1. Community and Leisure Facilities Team Overview
2. Human Resource Update
3. Project Status Reports
4. Information Items
   4.1 Mike Barnett Sports Complex
   4.2 Warnbro Community Recreation Centre
   4.3 Aqua Jetty
   4.4 Gary Holland Community Centre
   4.5 Autumn Centre
   4.6 Mike Barnett Sports Complex Transition Update

Committee Recommendation

Moved Cr Liley, seconded Cr Downham:
That Councillors acknowledge having read the Community Development Information Bulletin – November 2017 and the content be accepted.

Committee Voting – 5/0
12. Agenda Items

Corporate Services

Corporate Services  
Director and Support

Reference No & Subject: CS-017/17 City Business Plan 2018/2019 to 2027/2028

File No: CPM/7

Proponent/s: Mr Scott Wildgoose, Senior Projects Officer

Author: Mr John Pearson, Director Corporate Services

Other Contributors: 21 November 2017

Date of Committee Meeting: Executive

Previously before Council:

Disclosure of Interest:

Nature of Council’s Role in this Matter:

Site: City Business Plan November 2018/2019 to 2027/2028

Lot Area:  

Attachments:

Maps/Diagrams:  

Purpose of Report

The purpose of the report is to adopt the November 2017 revision of the City Business Plan 2018/2019 to 2027/2028.

Background

The City of Rockingham’s Business Plan provides a 10 year financial overview of the City’s operations. Pursuant to the Council Policy – Strategic Development Framework, the City’s Business Plan must be reviewed and adopted by Council in November and May each financial year. The last version of the City Business Plan was adopted at the April 2017 Council meeting.

Details

The City Business Plan provides allocations of financial resources to ensure that the key strategic objectives of the City are achieved. It also ensures that resources exist to safeguard standard operating functions, and ensures funding allocations are provided so capital construction programs can occur.
The November version of the City Business Plan is not designed to meet statutory requirements; rather it is adopted by Council to provide indicative confirmation of the inputs for reconsideration in May. The Community Infrastructure Plan, which is submitted to Council in October each year, forms a key source of data for the November Business Plan review. Of major interest to the City is its ability to finance the construction of new facilities. The project timetable for this is:

<table>
<thead>
<tr>
<th>Project Title</th>
<th>Cost</th>
<th>Start Year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baldivis District Sporting Complex Stage 1 (4 x Ovals, 2 x Pavilions)</td>
<td>20,123,000</td>
<td>2018</td>
</tr>
<tr>
<td>Rockingham Foreshore Activity Node</td>
<td>2,206,000</td>
<td>2018</td>
</tr>
<tr>
<td>Koorana Reserve Master Plan</td>
<td>3,539,000</td>
<td>2018</td>
</tr>
<tr>
<td>City Centre Development</td>
<td>700,000</td>
<td>2018</td>
</tr>
<tr>
<td>Baldivis South Outdoor Courts</td>
<td>1,035,000</td>
<td>2019</td>
</tr>
<tr>
<td>Baldivis Indoor Sports Complex</td>
<td>18,325,000</td>
<td>2019</td>
</tr>
<tr>
<td>Baldivis Outdoor Recreation Space</td>
<td>1,297,000</td>
<td>2019</td>
</tr>
<tr>
<td>Baldivis District Sporting Complex Stage 2 (Outdoor Hard Courts)</td>
<td>7,029,000</td>
<td>2020</td>
</tr>
<tr>
<td>Stan Twight Reserve Clubroom Extension</td>
<td>4,352,000</td>
<td>2020</td>
</tr>
<tr>
<td>Aqua Jetty Stage 2 (Expansion)</td>
<td>12,044,000</td>
<td>2021</td>
</tr>
<tr>
<td>Secret Harbour Community Library</td>
<td>2,155,000</td>
<td>2022</td>
</tr>
<tr>
<td>East Baldivis Recreation Reserve (Shared Use)</td>
<td>6,555,000</td>
<td>2023</td>
</tr>
<tr>
<td>Anniversary Park Master Plan</td>
<td>4,018,000</td>
<td>2024</td>
</tr>
<tr>
<td>Waikiki/Warnbro Outdoor Recreation Space</td>
<td>777,000</td>
<td>2025</td>
</tr>
<tr>
<td>Arpenteur Park Master Plan</td>
<td>2,551,000</td>
<td>2026</td>
</tr>
<tr>
<td>Rockingham Central (Library/Youth/Community Centre)</td>
<td>11,531,000</td>
<td>2026</td>
</tr>
<tr>
<td>Rockingham Aquatic Centre Redevelopment</td>
<td>27,833,000</td>
<td>2027</td>
</tr>
</tbody>
</table>

The above table represents a start date only and should be read in context with the Key Assumptions contained in the Business Plan document and Community Infrastructure Plan. These dates may change depending on the accuracy of these assumptions.

**Implications to Consider**

a. Consultation with the Community
   Nil

b. Consultation with Government Agencies
   Nil

c. Strategic
   Community Plan
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:
   
   **Aspiration C:** Quality Leadership

   **Strategic Objective:** Governance - Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. Policy
   The Strategic Development Framework Policy requires a City Business Plan to be reviewed twice per year with formal briefings provided to Council prior to adoption. This requirement has been met.
e. Financial

There are significant financial implications related to the adoption of this document. Numerous assumptions have been made in order to ensure the outcomes proposed in the plan are achieved.

Key Assumptions

- All revenues and expenses from the Millar Road Landfill Facility have been quarantined and clearly indicated where included.
- The figures included within the plan are based upon present conditions, as well as projections based on current knowledge.
- Rate increases for the term of the plan need to be at least 3%. This is net of natural rate growth which is expected to be approximately 1.5%. In essence, the average ratepayer can expect an annual rate increase of approximately 3%.
- The City of Rockingham is a minimum Financial Assistance Grant (FAGS) local government and receives FAGS in line with population growth. This is anticipated to grow in line with population and can be reasonably anticipated.
- The assumption has been made that grants for major capital programs will be available on some occasions. With the exception of road grants, capital grants have been included where known and approved. Capital road grants have been averaged for the duration of the plan.
- Recurring grants have been calculated to increase in line with inflation.
- Contributions and reimbursements have been calculated to increase in line with inflation.
- All of the City’s fees and charges will be put before Council prior to budget adoption, with the majority of these expected to be increased by at least the level of inflation.
- Increases in the sanitation charges will be in line with expense requirements.
- Interest on investments of the City’s “unrestricted funds” will remain similar to previous years. Over a longer term view this is considered acceptable. There will be variations to the interest earnings on each of the City’s cash reserve accounts due to the fluctuations in the amounts transferred into and out of the respective reserve accounts. All interest related to cash reserves is earmarked to be deposited into the related reserve.
- State Planning Policy 3.6 allows for local governments to collect revenue from “new” land parcels created within the City boundaries. The City has implemented a Developer Contribution Scheme and is collecting revenue for newly created land within the City boundaries. Ongoing adjustments need to be made to this revenue stream. This is a best estimate with current information available.
- For all other income, allowances have been made for these to merely increase in line with inflation, where these are expected to continue into future years.
- Employee costs are expected to increase moderately in the forthcoming years. This will need to be reviewed annually in line with staff number increases related to population growth. A 1.5% increase in the employee cost is directly related to population growth.
- Materials and contractors is an area where there can be large cost fluctuations depending upon what is planned. A base figure from prior years has been used and this has been increased or decreased depending on planned operational works. The trend is for this to increase over future years.
- Utilities have been calculated to increase in line with inflation and known charge increases. Historically this has been difficult to estimate, particularly related to electricity costs. Unit rates for power have been known to increase in past years by as much as 25%.
• Insurances have been calculated to increase by inflation in future years.

• Transfers to and from reserves are to occur as per the separate Reserves Summary which is included in section 4 of this document. Cash reserves are a mixture of cash held by statutory requirement and by decision of Council. The ratio of this mixture will adjust year in year out according to prevailing conditions.

• The details of loans projected to be repaid each year are shown on the Loans Summary which is included in section 4 of this document. Proposed borrowings are directly related to projects. The City has implemented a modified Gross Debt to Operating Revenue Ratio to measure suitable debt to be held on the balance sheet. This ratio for any given year should not exceed 45%. A Debt Servicing Ratio is also utilised which is not to exceed 8%.

• The opening balance remains $0 for the duration of the plan. This will obviously adjust as budget reviews predict the opening balance for the annual budget.

• The discretionary money for each year is an important figure as to how the City will be able to finance its new projects into the future. A great deal of effort has been put into identifying a figure which is relatively reliable for use in future years, however, various assumptions have had to be made so as to arrive at this figure. Historically it tends to be conservative by nature to restrict unsustainable spending patterns. This plan takes a less conservative approach.

• The Team Plans are used to inform major operating outcomes for City operations. Details of specific operational functions will be available in the next version of the Business Plan.

f. Legal and Statutory

This version of the City Business Plan is not intended to comply with regulation 19DA. of the Local Government (Administration) Regulations 1996. These requirements will be met in the May version of the City Business Plan.

g. Risk

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment: High and Extreme Risks
Finance / Personal Health and Safety: Medium, High and Extreme Risks

Nil

Comments

There is the ability for Council to amend any part of this document as it sees appropriate. It should be remembered that the first year of the Business Plan is essentially the first year of the annual budget thus an adoption of this plan is instructing staff that Council is satisfied with the proposals as configured. The Business Plan is divided into sections to assist in reading and dissecting the information. Functions generally termed to be standard are contained in notes 3.1 to 3.9. Detailed Team Plan information will be contained in the next version.

Notes 4.1 and 4.2 articulate the planned loans to be raised and cash backed reserve transfers that will need to occur. It is important to note that cash backed reserves are all formed pursuant to section 6.11 of the Local Government Act 1995 and they have many and varied purposes. Cash backed reserves are required to be restricted out of general municipal funds. For reasons of financial planning these reserves have been used to:

1. Support existing legislative requirements (e.g. requirements to have reserves created and maintained to support specified area rates or developer contributions)
2. Support planned future needs (e.g. strategic master planning or city centre development)
3. Support well planned and good governance practices (e.g. employee leave liability reserve, legal expenses reserve or waste and landfill preservation reserve).
With the exception of point 1 noted above, Council may resolve to increase or decrease reserves at its discretion. It should be noted that the cash backed reserves for the City of Rockingham are not excessive and are similar to other like local governments in the metropolitan area.

Note 2.1 will be of most interest to Councillors as it clearly articulates the major community infrastructure program for the next 10 years and aligns this with sustainable debt. Council may resolve as it chooses to move the order of priority of these projects. It should be noted that Note 2.1 demonstrates the start year only and not the completion year. Some of the infrastructure projects proposed may have a construction phase spanning more than one year. It is believed that the overall objectives of this plan, targeted towards building new infrastructure in high population growth areas, are achievable. The ability always exists to make modifications to City plans should significant unplanned difficulties be encountered.

Most importantly, the Business Plan demonstrates the nexus between the Community Infrastructure Plan (CIP) and the City’s ability to fund its construction through the Business Plan. Of significance, the Business Plan matches the proposed construction dates in the CIP. These timings, which are subject to often unpredictable changes, are considered reasonable and appropriate.

It is also worth noting that this plan in its current form depends upon over $73 million being provided from unconfirmed revenue sources which the City is currently pursuing. Should the City be unable to obtain this revenue, the projects contained within the current CIP post 2023 are likely to be delayed until revenue is available.

**Voting Requirements**

Simple Majority

**Officer Recommendation**


**Committee Recommendation**

Moved Cr Downham, seconded Cr Jones:


Committee Voting – 5/0

**The Committee’s Reason for Varying the Officer’s Recommendation**

Not Applicable

**Implications of the Changes to the Officer’s Recommendation**

Not Applicable
## Purpose of Report


## Background

Section 5.54 of the Local Government Act 1995 requires Council to accept the Annual Report no later than 31 December each year.

Should the auditor’s report not be available in time for the Annual Report to be accepted by 31 December, then the local government is to accept the Annual Report no later than two months after the auditor’s report becomes available.

Preparation of the Annual Report has progressed in anticipation that the Audit Committee would consider the Annual Financial Statements and Audit Report for 2016/2017 by late October 2017 with a recommendation to Council at this ordinary meeting. As a part of the process the Annual Report is also presented for consideration at this meeting.
In accordance with section 5.27 of the Local Government Act 1995, a general meeting of electors of a district is to be held once every financial year. The meeting is to be held not more than 56 days after the local government accepts the annual report for the previous financial year.

**Details**

A draft of the Annual Report for 2016/2017 has been prepared by the Strategy and Corporate Communication Team and earlier distributed to Councillors to provide comment and feedback.

Industry best practice is to endeavour to hold the Annual Meeting of Electors in the same calendar year that the financial year ended. This is often dependent on the timing of the audit of the City's financial statements and the receipt of the audit statement.

The Audit Committee considered the Audited Annual Financial Reports for 2016/2017 (a key component of the Annual Report) on 31 October 2017, with a Committee recommendation presented to this Ordinary Council Meeting.

The acceptance of the Annual Report will trigger the timeline for the Annual Meeting of Electors, necessitating it to be held by Tuesday 23 January 2018.

It is proposed to hold the Annual Meeting of Electors for 2016/2017 at 6:00pm, Wednesday 20 December 2017 in the Reception Area of the Administration Centre.

**Implications to Consider**

a. **Consultation with the Community**
   
The availability of the Annual Report is advertised in conjunction with the statutory advertising required for the Annual Meeting of Electors. Advertising will appear in the local press, City website, social media platform, libraries and notice boards.

Statutory advertising is required to be carried out requiring the Chief Executive Officer to convene an electors' meeting by giving at least 14 days' local public notice.

b. **Consultation with Government Agencies**
   
   Nil

c. **Strategic**
   
   **Community Plan**
   
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration C:** Quality leadership

   **Strategic Objective:** Governance – Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. **Policy**
   
   Nil

e. **Financial**
   
   Funds for advertising the electors’ meeting are provided for in Account 210018.1204 – Advertising Governance and Councillor Support. The cost is anticipated to be less than $750.

f. **Legal and Statutory**
   
   Part 5 Division 5 of the Local Government Act 1995 (the Act) specifies the legislative requirements for preparation and acceptance of the Annual Report.

   Section 5.53(1) of the Act requires a local government to prepare an annual report for each financial year.
Section 5.53(2) specifies the content of the Annual Report, including a report from the Mayor, a report from the Chief Executive Officer, an overview of the plan for the future, the financial reports for the year under review, the auditor’s report, and specified information including that relating to employees, disability services, and complaints.

Section 5.54(1) specifies that the Annual Report is to be accepted by Absolute Majority decision.

Section 5.55 notes that the Chief Executive Officer is to give local public notice of the availability of the annual report as soon as practicable after the report has been accepted by the local government.

Section 5.27 of the Local Government Act 1995 and Part 3 of the Local Government (Administration) Regulations 1996 specify the legislative requirements for annual meeting of electors, including when a meeting is to be held, the matters to be discussed (Annual Report and other General Business), who may vote and how, and the procedure at the meeting.

g. Risk

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

- Customer Service / Project management / Environment: High and Extreme Risks
- Finance / Personal Health and Safety: Medium, High and Extreme Risks
- Nil

Comments

To facilitate the process of holding the Annual Meeting of Electors in a timely manner Council consideration of the Annual Report is sought.

In accordance with Section 5.55 of the Local Government Act 1995 local public notice of the availability of the Annual Report will be given.

The Annual Meeting of Electors for 2015/2016 was held at 6:00pm on 21 December 2016 and was held in December the previous two years.

The Local Government Act 1995, Section 5.33 notes that all decisions made at an electors’ meeting are to be considered at the next ordinary council meeting or, if that is not practicable, at the first ordinary council meeting after that meeting; or at a special meeting called for that purpose, whichever happens first.

It is anticipated that the outcomes of the 2016/2017 Annual meeting of Electors will be presented to the ordinary Council Meeting in January 2018.

Voting Requirements

Absolute Majority

Officer Recommendation

That Council:
1. **ADOPTS** the Annual Report for the financial year ending 30 June 2017.
2. **APPROVES** the Annual Meeting of Electors for 2016/2017 on Wednesday 20 December 2017 commencing at 6:00pm in the Reception Room in the City Administration Centre.

Committee Recommendation

Moved Cr Downham, seconded Cr Burns:

That Council:
1. **ADOPTS** the Annual Report for the financial year ending 30 June 2017.
2. **APPROVES** the Annual Meeting of Electors for 2016/2017 on Wednesday 20 December 2017 commencing at 6:00pm in the Reception Room in the City Administration Centre.

Committee Voting – 5/0

<table>
<thead>
<tr>
<th>The Committee's Reason for Varying the Officer's Recommendation</th>
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<tr>
<td>Not Applicable</td>
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<tr>
<th>Implications of the Changes to the Officer’s Recommendation</th>
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<tr>
<td>Not Applicable</td>
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Community Development

Community Development
Community Capacity Building

File No: PBH/2207
Proponent/s: Ms Jillian Obiri-Boateng, Manager Community Capacity Building
Author: Mr Michael Holland, Director Community Development
Other Contributors: Date of Committee Meeting: 21 November 2017
Previously before Council: Disclosure of Interest: Executive
Nature of Council’s Role in this Matter: Purpose of Report
Site: To seek Council’s endorsement of the draft Health and Wellbeing Strategy 2018 – 2022 for the purpose of public comment.
Lot Area: Background
Maps/Diagrams:

The City’s previous Health and Wellbeing Plan 2007-2011 was the first of its kind for any Western Australian local government, and was considered best practice planning throughout the industry. Since the plan was completed in 2011, the City has continued to focus on physical activity and lifestyle, information delivery, mental health, primary health care and participation in community life.

Additionally the City’s Sport, Recreation and Physical Activity Strategy 2013 – 2016 has also been completed. This strategy focused on raising awareness and activation, partnering with local providers, providing linkages to accessible and sustainable opportunities and enhancement of mental, social, and economic health benefits in the community.

Due to the overlapping nature of health and wellbeing and sport and recreation approaches, it was decided to combine both into one overarching health and wellbeing strategy.
The development of a current health and wellbeing strategy is required to provide strategic direction for the Rockingham community to support the development of a healthy community, encouraging healthy lifestyles, physical activity, engagement in sport and recreation and social engagement.

A discussion paper was provided to a Councillor Engagement session on 28 October 2015, where the strategic discussion informed the development of key elements that will provide direction for the next five years. Implementation actions were then developed within each key element to reflect consultation and research outcomes, as well as professional knowledge and opinion.

### Details

The draft Health and Wellbeing Strategy 2018 – 2022 identifies four key elements based on research and consultation outcomes that provide clear directions for the city over the next five years.

- **Key Element 1**: Sport, Recreation and Physical Activity
- **Key Element 2**: Social Cohesion
- **Key Element 3**: Healthy Lifestyles
- **Key Element 4**: Community Education and Awareness

There is significant synergy between the identified key elements and the strategic challenges identified within the Western Australian Health Promotion Strategic Framework. These challenges recognise the need to focus on healthy eating, curbing the rise in overweight and obesity, a more active WA, reducing harmful alcohol use and making smoking history.

At the Councillor Engagement session held on 14 November 2017, Councillors were given the opportunity to provide feedback in relation to the Strategy. Feedback was received, in relation to:

- including sustainability within the Vision
- acknowledging the role of private providers in relation to the community’s health and wellbeing
- acknowledging the role of local Not for Profit and faith based organisations in relation to the community’s health and wellbeing
- strengthening the implementation action in relation to delivery of financial literacy workshops and information to the community.
- extending the education to community regarding inappropriate alcohol advertising to other health issues.

This feedback has now been incorporated into the Health and Wellbeing Strategy 2018 - 2022.

### Implications to Consider

**a. Consultation with the Community**

Consultation was undertaken with 601 community members through surveys and focus groups, many of the City’s sporting and community groups, Aqua Jetty and Mike Barnett staff and an Aboriginal community representative.

**b. Consultation with Government Agencies**

Five of the major government agencies concerned with health and wellbeing and/or sport and recreation were consulted including:

- Mentally Healthy WA
- Department of Sport and Recreation
- National Heart Foundation
- Department of Health – South Metropolitan Population Health Unit
- Rockingham General Hospital
c. **Strategic**

**Community Plan**

This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objectives contained in the Community Plan 2015-2025:

**Aspiration B:** Strong Community

**Strategic Objective:** Capacity Building and Wellbeing – a healthy community that volunteers, embraces lifelong learning and cultural awareness, and is involved with a diverse range of vibrant and sustainable community, sporting, cultural and artistic organisations and pursuits.

**Strategic Objective** Services and facilities - Contemporary facilities and services that accommodate contemporary community’s expectation and are justified, well used, cost effective and where appropriate multi-functional.

**Strategic Objective** Mobility and Inclusion – Community services, programs and infrastructure that effectively cater for all residents including seniors, youth and vulnerable populations.

d. **Policy**

The Strategic Development Framework Policy (for Community Plan Strategies) which stipulates Councillors, staff, stakeholders and members of the community should be involved or participate in the strategic development process.

e. **Financial**

The costs associated with the implementation actions outlines in the Health and Wellbeing Strategy 2018 – 2022 will be incorporated in the relevant team plans over the strategy timeframe and where required incorporated into the City’s Business Plan.

f. **Legal and Statutory**

Nil

g. **Risk**

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

- Customer Service / Project management / Environment : High and Extreme Risks
- Finance / Personal Health and Safety : Medium, High and Extreme Risks

Nil

**Comments**

The development of the draft Health and Wellbeing Strategy 2018-2022 provides Council a strategic guide for the development of partnerships and provision of opportunities to the community across the demographics to engage in physical activity, sport and recreation and social connections as well as receive knowledge and skills regarding healthy eating and lifestyles.

The next step in the development of the strategy is for Council to consider the draft strategy for endorsement. Public comment will then be sought over a 6 week period, taking into consideration the impact of the festive season via Rockport, the City Website, copies provided to Libraries and Administration Building and to relevant external stakeholders. Following the public comment period, all feedback will be reviewed for possible inclusion into the final Health and Wellbeing Strategy 2018 – 2022 to be presented to Council for approval

**Voting Requirements**

Simple Majority
**Officer Recommendation**

That Council *ENDORSES* the draft Health and Wellbeing Strategy 2018 – 2022\(^1\) for the purposes of public comment.

**Committee Recommendation**

Moved Cr Liley, seconded Cr Downham:

That Council *ENDORSES* the draft Health and Wellbeing Strategy 2018 – 2022 for the purposes of public comment.

Committee Voting – 5/0

**The Committee's Reason for Varying the Officer's Recommendation**

Not Applicable

**Implications of the Changes to the Officer's Recommendation**

Not Applicable

\(^1\) Correction of typographical error.
### 13. Reports of Councillors

Nil

### 14. Addendum Agenda

Nil
15. Motions of which Previous Notice has been given

Corporate Services

The Committee was advised that Cr Whitfield gave permission for Cr Downham to move his notice of motion on his behalf.

<table>
<thead>
<tr>
<th>Reference No &amp; Subject:</th>
<th>CS-018/17 Notice of Motion - Tender Opportunities for Local Businesses</th>
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<tr>
<td>File No:</td>
<td>CPM/35</td>
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<tr>
<td>Proponent/s:</td>
<td>Cr Matthew Whitfield</td>
</tr>
<tr>
<td>Author:</td>
<td>Mr John Pearson, Director Corporate Services</td>
</tr>
<tr>
<td>Other Contributors:</td>
<td>Mr Scott Wildgoose, Senior Projects Officer</td>
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<tr>
<td>Date of Committee Meeting:</td>
<td>21 November 2017</td>
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<tr>
<td>Previously before Council:</td>
<td>February 2016 (GMS-004/16)</td>
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<td>April 2016 (GMS-010/16)</td>
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<td>Disclosure of Interest:</td>
<td>Executive</td>
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<tr>
<td>Nature of Council’s Role in this Matter:</td>
<td>Executive</td>
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</table>

Purpose of Report

To provide officer comment and advice on the Notice of Motion submitted by Cr Whitfield.

The Notice of Motion reads:

“That Council:

1. **DIRECTS** the Chief Executive Officer to implement measures that could better prepare and inform local businesses on how to more effectively tender specifically for City of Rockingham contracts.

2. **DIRECTS** the Chief Executive Officer to facilitate an annual event for City of Rockingham registered business owners. The purpose of this event would be for key operational decision makers to outline future and past tender opportunities and offer assistance and advice to those present.”
Background

In February 2016 Council resolved:

1. **Acknowledges** the importance of business owners, operators and entrepreneurs within the City of Rockingham.

2. **Directs** the CEO to investigate further options that could potentially assist small businesses within the City of Rockingham and prepare a report to Council.

On 26 April 2016 a report was presented to Council providing the outcomes of an investigation into options for the City of Rockingham to assist small businesses. Council resolved:

“That Council **ENDORSES** the current approach to supporting small business by way of investment attraction for major infrastructure projects and support of the Economic Development Strategy via the Rockingham Kwinana Chamber of Commerce, Tourism Rockingham and Business Foundations through existing means.”

Details

Two of the key recommendations of the Economic Development Strategy 2014-2017 are:

a) The City’s major economic development focus and priority resource allocation be directed towards projects and activities that:

   • are unique and attractive to prospective investors
   • come under the control, management and influence of the Local Government
   • fall within the capabilities and expertise of the City as a corporation to deliver successfully
   • provide increased revenue streams for the City as a corporation
   • benefit the community at large
   • will facilitate measurable new investment realistically linked to those projects and activities.

b) Explore outsourcing opportunities with the Rockingham Kwinana Chamber of Commerce and Business Foundations Inc. based upon normal contractual commercial arrangements for small business support, investment attraction events and other appropriate economic development projects currently being undertaken in-house.

Subsequently the City has worked with the Rockingham Kwinana Chamber of Commerce and Business Foundations Inc. to provide them with financial assistance and empower them to deliver assistance and events to the Rockingham business community. Details of this work were presented in the April 2016 report.

Between September 2016 and July 2017, Business Foundations Inc. facilitated eight workshops targeting owners of small businesses within the City of Rockingham municipality. A total of 88 individuals attended these workshops and on average attendees rated the workshops as excellent. A workshop was conducted in February 2017 with a specific focus on “How to Master the Art of Tendering”. This workshop had 11 attendees and the majority of attendees found the workshop relevant to their business and meeting their expectations.

Implications to Consider

a. Consultation with the Community
   
   Nil

b. Consultation with Government Agencies
   
   Nil
c. Strategic

Community Plan

This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

Aspiration A: Tourism Lifestyle

Strategic Objective: Investment Attraction - A strategic and focussed approach to attracting major investment to the City’s coastal nodes, City Centre and inland settlements that promotes quality retail, commercial and residential development, improved civic infrastructure and leisure tourism experiences for residents and visitors.

The focus of the Community Plan is strategically placed on Investment Attraction and the Economic Development Strategy 2014-2017 aligns with this requirement.

d. Policy

Nil

e. Financial

Nil

f. Legal and Statutory

Provision of goods and services are bound by Part 4 of the Local Government (Functions and General) Regulations 1996. These regulations provide very clear instruction on tender activities and how they are to be performed. It is very important that any role the City performs in promoting its tenders and the tender process is both transparent and fair, providing all organisations with the opportunity to receive similar support.

Part 4A of the Local Government (Functions and General) Regulations 1996 states that only local governments located outside of the metropolitan area may give a regional price preference to a regional tenderer.

g. Risk

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment : High and Extreme Risks
Finance / Personal Health and Safety : Medium, High and Extreme Risks

Nil

Comments

Council Policy – Strategic Development Framework outlines how Community Plan Strategies relate to the aspirations of the community in the Community Plan. The Economic Development Strategy 2014-2017 is a Community Plan Strategy and is due for review. Council inputs will be sought during the strategy development phase in accordance with the requirement of Council Policy – Strategic Development Framework.

Notwithstanding this, in the past the City has contracted Business Foundations Inc to provide training on understanding City of Rockingham tender processes as required by the Local Government Act 1995. As such, the concept of training for all businesses is supported; it is not appropriate or supported for any staff in the City to provide advice or assistance.

The City has continued to implement the requirements of the Economic Development Strategy 2014-2017 and given this strategy will commence review shortly, it is recommended that all matters to do with small business support, including measures to assist businesses to understand tendering processes be considered as part of this strategy review.

The City needs to be seen as impartial in its procurement activities and the role of upskilling the local Rockingham business community sits with organisations such as the Rockingham Kwinana Chamber of Commerce and Business Foundations Inc.
Voting Requirements

Simple Majority

Officer Recommendation

That Council:
1. **SUPPORTS** the concept of increasing the awareness and understanding of City of Rockingham tender processes
2. **DIRECTS** the Chief Executive Officer to implement measures to better inform businesses of City of Rockingham procurement processes.

Notice of Motion from Cr Matthew Whitfield

That Council:
1. **DIRECTS** the Chief Executive Officer to implement measures that could better prepare and inform local businesses on how to more effectively tender specifically for City of Rockingham contracts.
2. **DIRECTS** the Chief Executive Officer to facilitate an annual event for City of Rockingham registered business owners. The purpose of this event would be for key operational decision makers to outline future and past tender opportunities and offer assistance and advice to those present.

Committee Recommendation

Moved Cr Downham, seconded Cr Burns:

That Council:
1. **DIRECTS** the Chief Executive Officer to implement measures that could better prepare and inform local businesses on how to more effectively tender specifically for City of Rockingham contracts.
2. **DIRECTS** the Chief Executive Officer to facilitate an annual event for City of Rockingham registered business owners. The purpose of this event would be for key operational decision makers to outline future and past tender opportunities and offer assistance and advice to those present.

Committee Voting – 4/1
(Cr Stewart voted against)

The Committee’s Reason for Varying the Officer’s Recommendation

The Committee supported Cr Whitfield’s Notice of Motion.

Implications of the Changes to the Officer’s Recommendation

Not Applicable
To provide officer comment and advice on Cr Downham’s Notice of Motion.

The Notice of Motion reads:

“That Council DIRECT the CEO to produce a ‘Revenue Action Plan’ with all potential/possible sources of extraordinary revenue over the next ten-year period. Within this plan should be an analysis of each potential revenue source, its viability and means of execution, estimated timeframes of execution, and milestones and/or KPI’s. The plan is to be produced within 3 months. The plan is to be tracked against performance for both timeframe and volume of revenue (actuals vs budgeted). An update of the plan is to be presented to Council on a monthly basis with information on performance against the plan timeframes and milestones.”

Purpose of Report

Background

At the June 2017 Council meeting Council resolved:

“That Council DIRECTS the CEO, for deliberation as part of the 2018/2019 - 2027/2028 Business Plan, to prepare a report on the strategic revenue challenges and potential new revenue sources for the City of Rockingham, to be facilitated pursuant to the Strategic Development Framework Policy”
The Director, Corporate Services wrote a detailed discussion paper for Council outlining the strategic financial challenges for the City. This paper gave a thorough analysis of the situation. It was facilitated with Councillors at the Councillor Engagement Session on 10 October 2017. It outlined the legal framework local government operates in, current and potential revenue sources for the City and their potential financial impact.

**Details**

The City of Rockingham is a large metropolitan local government with revenues (2016/2017) in excess of $175 million per annum including a rate yield of over $79 million. The rates coverage ratio to the City is approximately 46% – that is 54% of all revenues received by the City come from sources other than rates.

Operating expenditures exceed $195 million of which $75 million is depreciation.

Approximately 96% of rateable properties in the City are classified as residential.

**Implications to Consider**

a. **Consultation with the Community**
   
   Nil

b. **Consultation with Government Agencies**
   
   Nil

c. **Strategic**
   
   **Community Plan**
   
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration C:** Quality Leadership

   **Strategic Objective:** Financial Sustainability – A City that understands the importance of sustainable revenue streams, long term resource planning and allocation, and the need to prioritise spending on core services and strategic asset management programs

d. **Policy**

   The Council Policy – Strategic Development Framework is prepared to assist the City to meet statutory requirements of the Integrated Planning Framework and provide guidance to Council on how this works. This policy defines the City Business Plan, the Annual Budget, Team Plans and Community Plan Strategies. The Integrated Planning Framework is designed to support the long term viability of local government.

   The Business Plan is defined as the City’s principal business planning tool projecting each year’s revenue and expenditure over a 10-year period, the first three years being detailed and the following seven years of a more general nature. The City Business Plan is developed and adopted by Council on a bi-annual basis.

   One of the main components of the City Business Plan is the revenue strategy that predicts the revenue (rates, grants, fees and charges, debt, developer contributions and reserve transfers) that the City anticipates receiving over the life of the plan. This revenue strategy is supported by the development and implementation of team plans.

   Community Plan strategies are strategies that focus on specific areas of Council involvement or activity. All strategies must be congruent with the higher level key focus areas and aspirations established in the community plan and contain discrete, costed and deliverable tasks that will facilitate effective and measureable outcomes.

   Team plans are 10-year planning documents that detail the key activities, including major operating projects, anticipated expenditures and all predicted revenues. This is prepared for every management team and major facilities. For the first three years each team plan is as
specific as possible, becoming more general in context for the remaining seven years. The team plan’s role is to demonstrate how the “day-to-day” functions of the team will be undertaken, what services will be delivered and what operating projects will be undertaken over the life of the plan. Operating projects deliver actions identified in community plan strategies. Team plans form the basis of the operational component of the budget and financial projections contained therein are used to formulate the draft budget that is submitted to Council for approval.

The Annual Budget is a statutory document that activates and delivers year one of the City Business Plan. The requirements of the budget are clearly articulated in Part 6 of the Local Government Act 1995.

The culmination of all these documents provides the Council with a robust understanding of the City’s strategic financial position, outlining all the major sources of revenue and expenditure at various intervals throughout the year.

The development timeframes and engagement process of the above is also covered by this policy. All Community Plan strategies, business plans, team plans and annual budgets are worked through with Councillors at Councillor Engagement Sessions. Further, each project contained within the team plans are reported on monthly in the relevant council information bulletin. Every attempt is made to inform about matters related to the City so far as possible.

e. Financial

Nil

f. Legal and Statutory

The City of Rockingham is constituted by the Local Government Act 1995 and performs all of its functions within this jurisdiction. This includes the manner in which it collects revenue – in any form.

Section 3.59 of the Local Government Act 1995 gives very clear directions on commercial enterprises by local governments. It refers to commercial enterprises as major trading undertakings and requires a local government to prepare a business plan prior to entering each major trading undertaking and publicly advertise it calling for submissions. The undertaking, once commenced, needs to be reported against the requirements of the business plan. Major trading undertakings include any activity that is performed with a view to making a profit. This includes land transactions. As the City of Rockingham is a metropolitan local government, any major trading undertaking with anticipated expenses of more than $5 million, or $10 million for land transactions, must comply with this requirement. The City has one major trading undertaking in the form of the Millar Road Landfill Facility. The income from this facility could be classed as extraordinary income for the City, but not in accordance with Australian Accounting Standards.

Section 3.60 of the Local Government Act 1995 states that a local government cannot form or take part in forming, or acquire an interest giving it the control of, an incorporated company or any other body corporate except a regional local government or regional subsidiary. This section of the Local Government Act is very clear; the City of Rockingham cannot form or acquire a controlling interest in an incorporated company.

The City is required to consider the requirements of National Competition Policy (NCP). NCP introduced the concept of competitive neutrality and aims to enable fair competition between local government and private sector businesses; any advantages or disadvantages that the government businesses may experience, simply as a result of government ownership, must be neutralised. This policy position restricts the ability of local governments to operate easily in many functions, particularly retail.

Section 6.2 (1) of the Local Government Act 1995 states that a local government is to prepare an Annual Budget in the form and manner prescribed for its municipal fund for the year ended 30 June. Section 6.2 (2) states that in preparing the Annual Budget a local government is to have regard to the contents of the plan for the future of the district and to prepare a detailed estimate for the current year of:
a) The expenditure by the local government; and

b) The revenue and income, independent of general rates, of the local government; and

c) The amount required to make up the deficiency, if any, shown by comparing the estimated expenditure with the estimated revenue and income.

The above essentially requires a local government to prepare a budget estimating all of the revenues – excluding rates – and expenditures for the local government and clearly indicate rates required to be levied for the purposes of covering any shortfall.

In summary, the legislative framework as it applies to the City of Rockingham (and all local governments in Western Australia) means it cannot form any part of a truly commercial entity and any major activity performed by the City of Rockingham with a view to making a profit must fully disclose everything intended to occur. This removes any “commercial in confidence” competitive advantage. Further, Rockingham must not take advantage of its local government status to achieve greater returns; however any commercial activity should make a commercial return.

g. Risk

All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment : High and Extreme Risks

Finance / Personal Health and Safety : Medium, High and Extreme Risks

Nil

Comments

The City of Rockingham is in a unique position. It has revenue from a landfill that provides a net contribution to the City’s bottom line of approximately $10 million per annum. While not without its risks, most local governments would willingly take such facilities in their municipality provided they have mitigated its risks on operations.

There is no “silver bullet” for reducing a local government’s reliance on rate revenues, and indeed the City of Rockingham receives less than half of its revenue from rates. Further, the local government sector is significantly inhibited by legislation from generating entrepreneurial revenues.

As detailed in the Legal and Statutory section of this report, The Local Government Act 1995 is written to ensure rates are used to balance the budget only.

The City has in the past and continues to look for strategic revenue sources to reduce rate increases. These include:

- The management and expansion of the City of Rockingham Millar Road Landfill to ensure that all risks are effectively managed so to allow the revenues to be directed to the construction of new community infrastructure. Specifically, the landfill licensing has been expanded to allow the facility to store “waste” pending recycling, thereby providing alternate revenue streams.

- The implementation in 2011 of the Developer Contributions Scheme pursuant to State Planning Policy 3.6 – Development Contributions for Infrastructure. This scheme, running for 20 years, is estimated to generate $71.25 million over its life – of which over $16 million has already been received as at June 2017.

- The receipt of grants by the City for the construction of assets. The City has received from the Commonwealth Government: $6.7 million of the construction of Kulija Road, $5 million for the construction of the Mary Davies Library, $5 million for the Rockingham Beach Foreshore Project and $785,000 for upgrades to CCTV across the City. The City has also received over $2.5 million in grants from the state government for building of new community facilities. The success of grants applications is directly related to the strategic planning framework the City has created.
• Very clear debt management rules and planning to borrow money to ensure that cost of facilities is spread across a generation of users and does not borrow to such an extent that it becomes unsustainable. Cash flow management in the City has allowed for minimum borrowings to be taken up thereby enabling the City to raise over $70 million in debt over the next decade should it be needed.

Local government is a duly constituted statutory authority that is responsible for overseeing or implementing more than 200 pieces of legislation. It is very important for the City to ensure its decision making framework is never compromised. By way of example, a local government may choose to offer major facilities for commercial naming rights. This is allowable under law; however the City may unintentionally compromise itself by accepting revenue from an organisation that forms a significant advocacy position on a particular matter. The public perception may occur that the City is no longer impartial as it is receiving revenue from the advocacy organisation.

As opportunities arise for alternate revenue streams they are explored and implemented thereby reducing the rate burden. These opportunities are fully evaluated through existing strategies and team plans. It is recommended this approach continues, coupled with orderly strategic planning to maximise grant growth yield.

The City makes every attempt to maximise revenues from sources outside of rates within the statutory provisions allowed. The City's Strategic Development Framework is very clear on the planning and development processes to be followed by the City. The Community Plan and its subsequent Community Plan Strategies provide the strategic direction for the City. The financial planning that underpins the City's strategic direction is done through the Business Plan, Annual Budget and Team Planning processes. The development of an “Action Plan” would be outside of the Strategic Development Framework.

The previous discussion paper presented to Council was very clear on what actions are being taken to generate revenue and to adopt a motion to prepare an “Action Plan” does not make more revenue available. Extra material revenue, beyond what the City already does or is planning on doing, does not exist. Every known action is already been taken and has been done for at least a decade. Further, the preparation of an “Action Plan” falls outside the Strategic Development Framework. It is recommended that the City applies a consistent approach to the management of strategic issues. As such, Cr Downham’s motion is not supported.

**Voting Requirements**

Simple Majority

**Officer Recommendation**

Cr Downham’s Notice of Motion is not supported.

**Notice of Motion from Cr Lee Downham**

That Council **DIRECTS** the CEO to produce a ‘Revenue Action Plan’ with all potential/possible sources of extraordinary revenue over the next ten-year period. Within this plan should be an analysis of each potential revenue source, its viability and means of execution, estimated timeframes of execution, and milestones and/or KPI’s. The plan is to be produced within 3 months.

The plan is to be tracked against performance for both timeframe and volume of revenue (actuals vs budgeted). An update of the plan is to be presented to Council on a monthly basis with information on performance against the plan timeframes and milestones.

**Committee Recommendation**

Moved Cr Downham, seconded Cr Burns:

That Council **DIRECTS** the CEO to produce a ‘Revenue Action Plan’ with all potential/possible sources of extraordinary revenue over the next ten-year period. Within this plan should be an analysis of each potential revenue source, its viability and means of execution, estimated timeframes of execution, and milestones and/or KPI’s. The plan is to be produced within 3 months.
The plan is to be tracked against performance for both timeframe and volume of revenue (actuals vs budgeted). An update of the plan is to be presented to Council on a monthly basis with information on performance against the plan timeframes and milestones.

Committee Voting – 3/2
(Cr Liley and Cr Stewart voted against)

The Committee’s Reason for Varying the Officer’s Recommendation

The Committee supported Cr Downham’s Notice of Motion.

Implications of the Changes to the Officer’s Recommendation

Not Applicable
**Purpose of Report**

To provide advice in response to the following Notice of Motion from Cr Downham –

“That Council **AMENDS** the Governance & Meeting Framework policy to incorporate the following changes –

- Limited timeframe for Councillor membership of two years for any committee position (including advisory) and a minimum break of two years prior to applying for membership of the same committee.

- Limit to the number of committees any Councillor can hold in a two-year period unless there is difficulty filling those committee positions from other elected members.”

**Background**

Cr Downham has provided his reasons for his Notice of Motion as follows –

“Some elected members have served several years on Council and have been members of the same committee(s) throughout or for the majority of their elected member service. This can put newly elected members at a disadvantage when applying for these committees.

This will ensure rotation, greater human capital across Council and fairness for all. This will also prevent collusion between Elected Members to gain positions of more favoured committees.”
The Local Government Act 1995 specifies the legislative requirements about the establishment and composition of, appointment to, and membership tenure of, Council committees. In context of Cr Downham’s Notice of Motion, the positions of committee member become vacant at the next ordinary elections day.

It is Council’s practice to fill those committee member vacancies at the Special Council meeting held post-election to swear in new and re-elected Councillors, and to elect the Mayor and Deputy Mayor.

### Implications to Consider

- **Consultation with the Community**
  - Nil

- **Consultation with Government Agencies**
  - Nil

- **Strategic**
  - **Community Plan**
    This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:
    
    **Aspiration C:** Quality Leadership
    
    **Strategic Objective:** Governance - Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

- **Policy**
  Council’s Governance and Meeting Framework Policy provides guidance to the City’s decision-making process within the legislative requirements of the Local Government Act 1995.

  The Policy outlines a concept for membership of the Standing committees and guidance on non-Councillor membership of advisory committees. There are currently no provisions to limit the tenure of Councillors on committees.

- **Financial**
  - Nil

- **Legal and Statutory**
  
  **5.10. Committee members, appointment of**
  
  (1) A committee is to have as its members —
    
    (a) persons appointed* by the local government to be members of the committee (other than those referred to in paragraph (b)); and
    
    (b) persons who are appointed to be members of the committee under subsection (4) or (5).
    
    *Absolute majority required.

  (2) At any given time each council member is entitled to be a member of at least one committee referred to in section 5.9(2)(a) or (b) and if a council member nominates himself or herself to be a member of such a committee or committees, the local government is to include that council member in the persons appointed under subsection (1)(a) to at least one of those committees as the local government decides.
(3) Section 52 of the Interpretation Act 1984 applies to appointments of committee members other than those appointed under subsection (4) or (5) but any power exercised under section 52(1) of that Act can only be exercised on the decision of an absolute majority of the local government.

(4) If at a meeting of the council a local government is to make an appointment to a committee that has or could have a council member as a member and the mayor or president informs the local government of his or her wish to be a member of the committee, the local government is to appoint the mayor or president to be a member of the committee.

(5) If at a meeting of the council a local government is to make an appointment to a committee that has or will have an employee as a member and the CEO informs the local government of his or her wish —

(a) to be a member of the committee; or

(b) that a representative of the CEO be a member of the committee,

the local government is to appoint the CEO or the CEO's representative, as the case may be, to be a member of the committee.

5.11A. Deputy committee members

(1) The local government may appoint* a person to be a deputy of a member of a committee and may terminate such an appointment* at any time.

* Absolute majority required.

(3) A deputy of a member of a committee may perform the functions of the member when the member is unable to do so by reason of illness, absence or other cause.

(4) A deputy of a member of a committee, while acting as a member, has all the functions of and all the protection given to a member.

5.11. Committee membership, tenure of

(1) Where a person is appointed as a member of a committee under section 5.10(4) or (5), the person's membership of the committee continues until —

(a) the person no longer holds the office by virtue of which the person became a member, or is no longer the CEO, or the CEO's representative, as the case may be; or

(b) the person resigns from membership of the committee; or

(c) the committee is disbanded; or

(d) the next ordinary elections day,

whichever happens first.

(2) Where a person is appointed as a member of a committee other than under section 5.10(4) or (5), the person's membership of the committee continues until —

(a) the term of the person’s appointment as a committee member expires; or

(b) the local government removes the person from the office of committee member or the office of committee member otherwise becomes vacant; or

(c) the committee is disbanded; or

(d) the next ordinary elections day,

whichever happens first.

g. Risk

All Council decisions are subject to risk assessment according to the City's Risk Framework. Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment : High and Extreme Risks
Finance / Personal Health and Safety : Medium, High and Extreme Risks

Nil
Comments

The appointment of Councillors to committees is legislatively underpinned by the Local Government Act 1995. Every Councillor is entitled to be on at least one committee, and appointments are made through democratic means. Each Councillor is provided the opportunity to present their credentials to be appointed to a committee.

The reasoning used by Cr Downham for his Notice of Motion is to encourage the participation on committees of all Councillors, and prevent a monopolisation of committee membership by a few, more experienced Councillors.

The implementation of a limit of the number of committees a Councillor can be member of, and the length of continuous tenure of those committees, could prevent the most able, experienced and available Councillors from providing input into the committees, and therefore be adverse to the sound decision making processes of the City.

Notwithstanding the above, it would be unlawful prevent a Councillor from being considered for appointment to a committee of their choosing. A change to the Governance and Meeting Framework Policy of the nature suggested by Cr Downham cannot override the legislative requirements in respect to appointments to Committees.

To bring the most recent appointments (excluding deputy positions) of Council committees to bear –

- Cr Sammels (Mayor) – 7 committees
- Cr Hamblin – 7 committees
- Cr Burns – 9 committees
- Cr Downham – 3 committees
- Cr Elliott – 6 committees
- Cr Jones – 4 committees
- Cr Liley – 7 committees
- Cr Stewart – 8 committees
- Cr Summers – 3 committees
- Cr Whitfield – 4 committees

There is an average of 5.8 committee positions per Councillor, with a low of 3 to a high of 9. The most committee positions went to Cr Burns, a newly elected Councillor.

Of primary importance is that a Councillor needs to be informed on decisions before Council. There are currently no committees delegated the power to make a decision on behalf of Council, with all decisions residing at the Council level. Therefore, every committee recommendation is subject to Council deliberation, providing every Councillor an opportunity debate the matters before Council.

Voting Requirements

Simple Majority

Officer Recommendation

Cr Downham’s Notice of Motion is not supported.

Notice of Motion from Cr Lee Downham

That Council AMENDS the Governance & Meeting Framework policy to incorporate the following changes –

- Limited timeframe for Councillor membership of two years for any committee position (including advisory) and a minimum break of two years prior to applying for membership of the same committee.
Committee Recommendation

Moved Cr Downham, seconded Cr Burns:

That Council AMENDS the Governance & Meeting Framework policy to incorporate the following changes –

- Limited timeframe for Councillor membership of two years for any committee position (including advisory) and a minimum break of two years prior to applying for membership of the same committee.

- Limit to the number of committees any Councillor can hold in a two-year period unless there is difficulty filling those committee positions from other elected members.

Committee Voting – 1/4

(Crs Jones, Liley, Burns and Stewart voted against)

The Committee’s Reason for Varying the Officer’s Recommendation

Not Applicable

Implications of the Changes to the Officer’s Recommendation

Not Applicable
Purpose of Report

To provide advice in response to the following Notice of Motion from Cr Downham –

“That Council **DIRECTS** the Chief Executive Officer to provide and maintain a Councillor attendance record for all committee meetings (local, metro and regional), Council meetings, workshops, training sessions and engagement sessions from 2014 onwards. A separate list is to be maintained of councillors who have been elected to a committee and for how many years they have served on this committee from 2010 onwards.”

Background

Cr Downham stated his reasoning for his Notice of Motion as, “It is a councillor’s duty to attend these committees on behalf of the ratepayer. It is also a Councillor’s duty to attend all the training/engagement sessions to be kept fully up-to-date with information.”

Details

The City does not currently maintain a register of Councillor attendance of Council and committee meetings, Councillor Engagement Sessions, training sessions or workshops, beyond the statutory requirement to record their attendance in the minutes of Council and committee meetings.

Councillor representative attendance to non-Council bodies is not monitored, however Councillors are encouraged to report on the significant issues arising from those bodies.
Implications to Consider

a. Consultation with the Community
   Nil

b. Consultation with Government Agencies
   Nil

c. Strategic
   Community Plan
   This item addresses the Community’s Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration C:** Quality Leadership
   **Strategic Objective:** Governance - Governance systems that enable Council to make informed and considered decisions, effectively supported by an executive informing and implementing those decisions; all within an accountable, legally compliant, transparent and ethical environment.

d. Policy
   Council’s Governance and Meeting Framework Policy provides guidance to the City’s decision-making process within the legislative requirements of the Local Government Act 1995. The Policy is silent on the keeping of attendance records of committee members.

e. Financial
   The development and maintenance of a ‘Committee Attendance Record’ would be undertaken using existing officer resources.

f. Legal and Statutory
   The Local Government Act 1995 (the Act) Act specifies that the role of councillor is -
   (a) represents the interests of electors, ratepayers and residents of the district; and
   (b) provides leadership and guidance to the community in the district; and
   (c) facilitates communication between the community and the council; and
   (d) participates in the local government’s decision-making processes at council and committee meetings; and
   (e) performs such other functions as are given to a councillor by this Act or any other written law.

   Section 2.25(4) of the Act states that a councillor who is absent, without obtaining leave of the Council, throughout 3 consecutive ordinary meetings of the council is disqualified from continuing his or her membership of the council, unless all of the meetings are within a 2 month period.

   Sections 5.9, 5.10, 5.11A and 5.11 of the Act provides the legislative requirements for the composition, appointment to, and tenure of committees.

   Regulation 11 of the Local Government (Administration) Regulations 1996 ‘Minutes, content of’ requires that the minutes of a committee meeting is to include “(a) the names of members present at the meeting”.

g. Risk
   All Council decisions are subject to risk assessment according to the City’s Risk Framework.
   Implications and comment will only be provided for the following assessed risks.

   Customer Service / Project management / Environment : High and Extreme Risks
   Finance / Personal Health and Safety : Medium, High and Extreme Risks
   Nil
Comments

The Local Government Act 1995 specifies the role of Councillor including that he or she participates in the local government’s decision-making processes at council and committee meetings. A Councillor is entitled under the Act to be a member of at least one Council committee, and can be disqualified for three consecutive non-attendance of Council meetings (without leave of absence).

There is no legislative requirement to maintain a register of Councillor attendance of Council and committee meetings, or other Council forums beyond the requirement to record attendances in Council and committee meeting minutes.

Council’s Governance and Meeting Framework Policy and Code of Conduct is silent on the matter of Councillor attendance records.

The collation of attendances for Council meetings, committee meetings, and Councillor engagement sessions would be a relatively simple task, as the information would be sourced directly from the minutes/record of the meeting.

The record of Councillor attendance of non-Council bodies and organisations would be more challenging, as it would be at the governing body’s discretion to collate and/or release the information to the City. The City would likely be advised should there be concern regarding the level of attendance or participation of Councillor representation on these bodies.

Cr Downham’s Notice of Motion extends to keeping a record of Councillor attendance of other workshops and training sessions, presumably those run under the auspices of the City. Any policy development on this matter would need specify the range of forums which are to be included.

It is up to each Councillor to determine his or her level of involvement in undertaking their statutory role as an elected member, a committee member or representative on a non-Council body. A Councillor’s level of participation and ability to attend meetings can be influenced for a range of reasons, which should not be considered as ‘non-performance’ by that member. In many cases, a deputy member is appointed to represent the Council in the event that a member is unable to attend.

Of primary importance is that a Councillor needs to be informed on decisions before Council. There are currently no committees delegated the power to make a decision on behalf of Council, with all decisions residing at the Council level. Therefore, every committee recommendation is subject to Council deliberation, providing every Councillor an opportunity debate the matters before Council.

Councillors are elected through a democratic process, both as a member of Council and as a committee member. Ultimately a Councillor’s performance will be subject to this democratic process.

Cr Downham’s Notice of Motion seeks the register of attendance backdated to 2014. This will present a challenge given the lack of clarity of the type of forums to be included.

The practical way forward would be to publish the record of Councillor attendance at Council and Standing Committees (Planning and Engineering Services Committee, Corporate and Community Development Committee) meetings by way of the annual report, which would bring the City in line with contemporary corporate practice.

Voting Requirements

Simple Majority

Officer Recommendation

That Council APPROVES the publication in each annual report the record of Councillor attendance of the following meetings held during the financial year in review –

- Council meetings
- Planning and Engineering Services Committee meetings
- Corporate and Community Development Committee meetings
Notice of Motion from Cr Lee Downham

That Council DIRECTS the Chief Executive Officer to provide and maintain a Councillor attendance record for all committee meetings (local, metro and regional), Council meetings, workshops, training sessions and engagement sessions from 2014 onwards. A separate list is to be maintained of councillors who have been elected to a committee and for how many years they have served on this committee from 2010 onwards.

Committee Recommendation

Moved Cr Downham, seconded Cr Burns:

That Council DIRECTS the Chief Executive Officer to provide and maintain a Councillor attendance record for all committee meetings (local, metro and regional), Council meetings, workshops, training sessions and engagement sessions from 2014 onwards. A separate list is to be maintained of councillors who have been elected to a committee and for how many years they have served on this committee from 2010 onwards.

Committee Voting – 3/2

(Cr Liley and Cr Stewart voted against)

The Committee’s Reason for Varying the Officer’s Recommendation

The Committee supported Cr Downham’s Notice of Motion.

Implications of the Changes to the Officer’s Recommendation

Not Applicable
### Purpose of Report

To provide officer comment and advice on Cr Downham’s Notice of Motion.

The Notice of Motion reads:

1. “That Council **DIRECT** the CEO to provide Council a detailed presentation/workshop on how the City administration carries out Project Management for Major projects.

   The presentation is to cover the following as a minimum:
   - Tendering Process
   - Project Planning
     - Scoping (including specifications)
     - Risk Management
     - Costing
     - Planning
       - Planning tools used (software)
       - Milestones, predecessors, successors and constraints
   - Contract Management
     - Penalties for delays by the contractor
     - Any special conditions such as defect liability periods and how these are managed and integrated into the contract
     - Issue Management – Contract resolution
• **Project Execution**
  o **Project Tracking (Earned Value Management)**
    ▪ Time frames
    ▪ Costs
      ▪ Labour
      ▪ Materials
    ▪ Risks
  o Management of delays
• **Project Commissioning**
  o **Practical completion process (inspections against specifications etc.)**
  o **Contract**

2. *The presentation is to be executed within 1 (one) month.*

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**Background**

Nil

**Details**

Section 2 of the Business Plan 2018/2019 – 2027/2028 outlines all the major construction projects for the City listed by year of predicted commencement. This aligns with the Community Infrastructure Plan. Project management functions are performed across all divisions in the City. Councillors receive regular updates on the progress of projects in monthly information bulletins to Council. The City website is regularly updated to keep the community abreast of pending and actual projects.

The City uses Australian Standard contracts for all major projects.

City employees are trained in project management and receive a nationally accredited Diploma of Project Management.

**Implications to Consider**

a. **Consultation with the Community**
   Nil

b. **Consultation with Government Agencies**
   Nil

c. **Strategic**
   Community Plan

   This item addresses the Community's Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   **Aspiration C:** Quality Leadership

   **Strategic Objective:** Infrastructure - Civic buildings, sporting facilities, public places and transport infrastructure planned, designed, constructed and maintained using best practice principles and life cycle cost analysis, and implemented in line with informed population growth analysis.

d. **Policy**

   Council Policy – Procurement Framework was adopted by Council in January 2016. This policy’s objective is to ensure procurement functions in the City are statutorily compliant, provide uniform fairness and equity, are transparent and accountable and achieve best value for the City.
The policy requires the Chief Executive Officer to ensure the following areas are understood and embraced by the organisation in order to achieve best value:


2. Ethics, Misconduct, Conflict and Disclosure of Interest - procurement functions must be undertaken in adherence with the principles and rules as detailed in the City of Rockingham Code of Conduct.

3. Best Value – when procuring on behalf of the City, employees shall balance factors such as price, quality, timeliness of services, experience and other relevant selection criteria to ensure the best value for the City.

4. Process Uniformity and Consistency – suppliers, contractors and persons dealing with the City will be treated consistently, equally and fairly.

5. Risk Management – processes and practices are to minimise risk to the City but will be balanced against the cost of achieving this. It is recognised that it will never be possible to completely eliminate risk but the Chief Executive Officer must ensure appropriate procedures are in place to reduce risk.

6. Strategic Alignment – when undertaking the procurement functions on behalf of the City, regard shall be had for initiatives listed in its forward planning documents.

7. Contract Management – The contractual obligations and responsibilities of suppliers to the City must be managed, measured and monitored to ensure that the City receives best value and its full contractual entitlements. The Chief Executive Officer must ensure that organisational systems are in place that provide for an enterprise wide contract management effort.

8. Organisational Awareness and Training – the Chief Executive Officer shall ensure employees undertaking procurement activities on behalf of the City receive appropriate training in procurement and contract management.

9. Supply of Goods and Services under $150,000 – Prepare and implement policies and procedures that satisfy the provision of Local Government (Functions and General) Regulations 1996 (11A).

In order to achieve the above, pursuant to the requirements of the Council Policy – Policy Framework, a suite of operational Executive Policies and Procedures has been written and are followed by the organisation. This includes:

- Executive Policy – Purchasing Goods and Services
- Executive Policy – Contract Management
- Executive Policy – Project Management
- Better Practice Procurement Procedure
- Better Practice Contract Management Procedure

Council Policy – Governance and Meeting Framework provides for Councillor Engagement Sessions. These sessions are for information exchange between elected members and Council officers. Specifically, engagement sessions have three different modes for engagement:

1. Information Exchange: Staff, consultants or relevant stakeholders present to Council on complex strategic and operational issues.

2. Strategic Discussion: A facilitated discussion between Councillors on major and or complex strategy and policy issues.

3. CEO Briefing Session: A session dedicated solely for the Chief Executive Officer and Councillors to discuss and provide feedback on matters of strategic significance.
e. Financial
Nil

f. Legal and Statutory
Section 2.7 of the Local Government Act 1995 states the role of Council is to govern the local government affairs and is responsible for the performance of the local government's functions. Without limiting these roles, the Council is to oversee the allocation of the local government’s finances and resources and determine the local government’s policies.

Section 2.10 states the role of a Councillor is to:
(a) Represent the interests of electors, ratepayers and residents of the district
(b) Provide leadership and guidance to the community in the district
(c) Facilitate communication between the community and the council
(d) Participate in the local government’s decision-making processes at council and committee meetings
(e) Perform such other functions as are given to a councillor by the Local Government Act or any other written law.

Section 5.41 states the functions of the Chief Executive Officer are to:
(a) Advise the council in relation to the functions of a local government under this Act and other written laws; and
(b) Ensure that advice and information is available to the council so that informed decisions can be made; and
(c) Cause council decisions to be implemented; and
(d) Manage the day to day operations of the local government; and
(e) Liaise with the mayor or president on the local government’s affairs and the performance of the local government’s functions; and
(f) Speak on behalf of the local government if the mayor or president agrees; and
(g) Be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees); and
(h) Ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and
(i) Perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

Pursuant to the statutory provisions as detailed above, the Council is responsible for the performance of the local government’s functions and determines local government policy. In order to achieve this the Council appoints the Chief Executive Officer and the Chief Executive Officer manages the day-to-day operations of the local government, implements the decisions of Council and ensures Council policies are followed.

g. Risk
All Council decisions are subject to risk assessment according to the City’s Risk Framework.

Implications and comment will only be provided for the following assessed risks:
Customer Service / Project management / Environment : High and Extreme Risks
Finance / Personal Health and Safety : Medium, High and Extreme Risks

Nil
Comments

The Notice of Motion as moved by Cr Downham encompasses elements of procurement, contract management and project management. Each are covered by associated Council Policy, Executive Policy and procedures. The objects contained within the motion are very operational by nature and are therefore contrary to the intent of the Section 5.41 (d). If it is believed by Council that there are material deficiencies in procurement, contract management and project management, it is reasonable and appropriate this be raised as a Key Focus Area in the Chief Executive Officer’s performance requirements for the 2018 year.

Officers will always support an informed Council in accordance with the Local Government Act 1995 and will actively pursue open communication through approved channels; however detailed operational understanding of complex operational practices within the Chief Executive Officer’s statutory responsibility are outside the role of Council and contrary to the intent of the Local Government Act 1995. Projects, their reasoning and implementation through various stages, are presented to Council each month for their consideration.

Should Council wish to have an Engagement Session, in accordance with the requirements of Council Policy - Governance and Meeting Framework, to receive an overview the procurement, contract management and project management practices in the City, this may be arranged.

Voting Requirements

Simple Majority

Officer Recommendation

Cr Downham’s Notice of Motion is not supported.

Notice of Motion from Cr Lee Downham

That Council:

1. **DIRECTS** the Chief Executive Officer to provide Council a detailed presentation/workshop on how the City administration carries out Project Management for Major projects.
   
   The presentation is to cover the following as a minimum:
   
   - Tendering Process
   - Project Planning
     - Scoping (including specifications)
     - Risk Management
     - Costing
     - Planning
       - Planning tools used (software)
       - Milestones, predecessors, successors and constraints
   - Contract Management
     - Penalties for delays by the contractor
     - Any special conditions such as defect liability periods and how these are managed and integrated into the contract
     - Issue Management – Contract resolution
   - Project Execution
     - Project Tracking (Earned Value Management)
       - Time frames
       - Costs
         - Labour
         - Materials
       - Risks
Committee Recommendation

Moved Cr Downham, seconded Cr Jones:

That Council:

1. DIRECTS the Chief Executive Officer to provide Council a detailed presentation/workshop on how the City administration carries out Project Management for Major projects. The presentation is to cover the following as a minimum:
   - Tendering Process
   - Project Planning
     - Scoping (including specifications)
     - Risk Management
     - Costing
     - Planning
       - Planning tools used (software)
       - Milestones, predecessors, successors and constraints
   - Contract Management
     - Penalties for delays by the contractor
     - Any special conditions such as defect liability periods and how these are managed and integrated into the contract
     - Issue Management – Contract resolution
   - Project Execution
     - Project Tracking (Earned Value Management)
       - Time frames
       - Costs
         - Labour
         - Materials
       - Risks
     - Management of delays
   - Project Commissioning
     - Practical completion process (inspections against specifications etc.)
     - Contract

2. The presentation is to be executed by the end of January 2018.

Committee Voting – 5/0

The Committee’s Reason for Varying the Officer’s Recommendation

The Committee supported Cr Downham’s Notice of Motion with a variation to have the presentation executed by the end of January 2018.

Implications of the Changes to the Officer’s Recommendation

Not Applicable
The Committee was advised that Cr Whitfield gave permission for Cr Downham to move his notice of motion on his behalf.

General Management Services
General Management

Reference No & Subject: GMS-025/17 Notice of Motion – Review of Planning Department

File No: GOV/7

Proponent/s: Cr Matthew Whitfield

Author: Mr John Pearson, Acting Chief Executive Officer

Other Contributors: 

Date of Committee Meeting: 21 November 2017

Previously before Council: 

Disclosure of Interest: 

Nature of Council’s Role in this Matter: Executive

Site: 

Lot Area: 

Attachments: 

Maps/Diagrams: 

Purpose of Report

To provide officer comment and advice on Cr Whitfield’s Notice of Motion.

The Notice of Motion reads:

1. “That Council DIRECTS the CEO to conduct a review of the Planning department. This review should be widely advertised and seek public submissions into how we can potentially improve how the City assists ratepayers and business owners.”

2. The scope of the review is to see if there are ways to improve how we can assist residents, businesses and ratepayers in their dealings with the City.

3. That Council DIRECTS the CEO to present those findings, along with all submissions, to the Council before May 2018 with recommendations.”

Background

Nil
Details

Land use planning is divided into two broad functions, Statutory Planning and Strategic Planning.

Statutory Planning

In the two-year period from July 2015 the City determined more than 876 Development Applications. Of the Development Applications determined by the City, 81.5% were completed within the required statutory timeframes.

The City actively sends each applicant a Quality of Service Survey (feedback form) with their approval/refusal notification. During this period the City received 80 applicant responses about the quality of service they received with 96% of respondents reporting that the quality of the service they received was good or excellent. 4% of respondents believed the quality of service was fair or poor.

Strategic Planning

In the two-year period from July 2015 the City received 19 Structure Plans for assessment. 100% of the assessments made by the City were in accordance with regulatory timeframes. Of these assessments only one approval from the Western Australian Planning Commission was not substantively consistent with the Council’s recommendation.

Annual Customer Satisfaction Survey

The City of Rockingham conducts a customer satisfaction survey annually to measure performance across its services and facilities. This commenced in 2009. The service description applied to Planning and Development Services was titled “Development Approvals and Building Licenses”. In 2015 this description was amended to “Building Approvals”. It was changed in an attempt to give a better descriptor so survey members have a better understanding of what they are assessing. The 2016 survey results stated that 89% of responses rated the performance of the service as Fairly Well, Well or Very Well with 11% rating the performance as Poor or Very Poor.

Survey respondents are also prompted to provide a general comment if they wish. Out of 255 relevant comments that were received (cumulatively 2014 – 2016) for Planning and Development Services, 10 were attributed to dissatisfaction with the level of service delivery for this division (approximately 4%).

The main themes of all other comments were:

- Opposition to development of Point Peron
- Off leash dog management
- Provision of additional services such as bus/train stations/shopping centres.

Implications to Consider

a. Consultation with the Community
   Nil

b. Consultation with Government Agencies
   Nil

c. Strategic
   Community Plan
   This item addresses the Community's Vision for the future and specifically the following Aspiration and Strategic Objective(s) contained in the Community Plan 2015-2025:

   Aspiration D: A Sustainable Environment

   Strategic Objective: Land Use and Development Control - Planning for population growth and guiding development and land use to ensure that future generations enjoy a sustainable city and a genuinely desirable lifestyle.
d. Policy
Nil

e. Financial
Nil

f. Legal and Statutory
Nil

g. Risk
All Council decisions are subject to risk assessment according to the City's Risk Framework. Implications and comment will only be provided for the following assessed risks.

Customer Service / Project management / Environment: High and Extreme Risks
Finance / Personal Health and Safety: Medium, High and Extreme Risks

Nil

Comments

The City of Rockingham’s Planning Department is regarded as being an industry leader in the local government sector. In 2015 the City of Rockingham was recognised at the Planning Institute of Australia Awards for Excellence, winning the award for Improving Planning Processes and Practices, and also received a commendation in the Hard Won Victory Category for its work addressing the negative impacts and inconsistent applications of R-Code variations.

In 2015 the Director, Planning and Development Services was inducted into the Local Government Planners’ Association Hall of Fame for his excellent work, commitment and improvements made within the industry and also received the “Most Significant Contribution to Planning” award. In 2016 he was accepted as a finalist in the prestigious category of “Planner of the Year” in the Planning Institute of Australia Awards for Excellence.

The City supports continuous improvement and seeks regular feedback regarding the level of service customers receive from the City. Both the Annual Customer Satisfaction Survey and the Development Applications Quality of Service Survey indicate very low customer dissatisfaction.

The City’s Planning Department must consistently and transparently provide professional advice and implement planning law, which on occasions may not be supported by the proponent. Despite this, every available measure indicates that the Planning Department performs its work to a very high standard with only 4% (or 11% if using the Annual Customer Satisfaction Survey results) rating the service provided by them as poor.

On this basis, without any substantive facts demonstrating consistent planning anomalies, Cr Whitfield’s motion is not supported.

Voting Requirements
Simple Majority

Officer Recommendation
Cr Whitfield’s Notice of Motion is not supported.

Notice of Motion from Cr Matthew Whitfield

1. That Council DIRECTS the CEO to conduct a review of the Planning department. This review should be widely advertised and seek public submissions into how we can potentially improve how the City assists ratepayers and business owners.

2. The scope of the review is to see if there are ways to improve how we can assist residents, businesses and ratepayers in their dealings with the City.
3. That Council **DIRECTS** the CEO to present those findings, along with all submissions, to the Council before May 2018 with recommendations.

**Committee Recommendation**

Moved Cr Downham, seconded Cr Burns:

1. That Council **DIRECTS** the CEO to conduct a review of the Planning department. This review should be widely advertised and seek public submissions into how we can potentially improve how the City assists ratepayers and business owners.

2. The scope of the review is to see if there are ways to improve how we can assist residents, businesses and ratepayers in their dealings with the City.

3. That Council **DIRECTS** the CEO to present those findings, along with all submissions, to the Council before May 2018 with recommendations.

   Committee Voting – 2/3
   
   (Crs Liley, Jones and Stewart voted against)

**The Committee’s Reason for Varying the Officer’s Recommendation**

Not Applicable

**Implications of the Changes to the Officer’s Recommendation**

Not Applicable
<table>
<thead>
<tr>
<th>16.</th>
<th>Notices of motion for Consideration at the Following Meeting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Nil</td>
</tr>
<tr>
<td>17.</td>
<td>Urgent Business Approved by the Person Presiding or by Decision of the Committee</td>
</tr>
<tr>
<td></td>
<td>Nil</td>
</tr>
<tr>
<td>18.</td>
<td>Matters Behind Closed Doors</td>
</tr>
<tr>
<td></td>
<td>Nil</td>
</tr>
<tr>
<td>19.</td>
<td>Date and Time of Next Meeting</td>
</tr>
<tr>
<td></td>
<td>The next Corporate and Community Development Committee Meeting will be held on <strong>Tuesday 12 December 2017</strong> in the Council Boardroom, Council Administration Building, Civic Boulevard, Rockingham. The meeting will commence at 4:00pm.</td>
</tr>
<tr>
<td>20.</td>
<td>Closure</td>
</tr>
<tr>
<td></td>
<td>There being no further business, the Chairperson thanked those persons present for attending the Corporate and Community Development Committee meeting, and declared the meeting closed at <strong>5:07pm</strong>.</td>
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</tbody>
</table>