

CITY OF ARMADALE

AGENDA

OF CITY STRATEGY COMMITTEE TO BE HELD IN THE COMMITTEE ROOM,
ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 12
MARCH 2002, AT 7.00 PM.

Meal to be served at 6.15pm

PRESENT:

APOLOGIES:

Cr J H Munn JP CMC

Leave of absence

OBSERVERS:

IN ATTENDANCE:

DISCLAIMER

The Disclaimer for protecting Councillors and staff from liability of information and advice given at Committee meetings to be read by the Chairman.

DECLARATION OF MEMBERS' INTERESTS

QUESTION TIME

DEPUTATION

7.15pm Mr Reuben Kooperman – APP Projects Re. Gateway Design Projects

CONFIRMATION OF MINUTES

RESOLVED

Minutes of the City Strategy Committee Meeting held on 12 February 2002, be confirmed.

ITEMS REFERRED FROM INFORMATION BULLETIN

INFORMATION BULLETIN – ISSUE NO.5/2002.

The following items were included for information in the “City Strategy section”

- Progress Report on Contingency, Operational and Strategic Projects
- Report on Outstanding Matters
- Minutes of the City Centre Liaison Committee meeting of Feb 2002

If any of the items listed above requires clarification or a report for a decision of Council, this item to raised for discussion at this juncture.

INDEX

CITY STRATEGY COMMITTEE

12 MARCH 2002

FINANCIAL & CORPORATE

2001-2002 COUNCIL BUDGET REVIEW	7
WORKING AT THE CITY	18

MISCELLANEOUS

AFTER-HOURS TELEPHONE ANSWERING SERVICE	23
ARMADALE REDEVELOPMENT AUTHORITY – Provision of Cultural Facilities.....	50
ARMADALE REDEVELOPMENT AUTHORITY –Forrestdale Business Park.....	50
CITIES FOR CLIMATE PROTECTION - REVOLVING ENERGY FUND	34
CITY OF ARMADALE WEBSITE.....	30
COMPLIANCE AUDIT RETURN – 1 JANUARY TO 31 DECEMBER 2001.....	28
DRAFT KELMSCOTT AND ARMADALE LIGHT INDUSTRIAL AREA SURVEY REPORT	39
PROPOSED PURCHASE OF COUNCIL LAND – LOT 86 CHURCH AVENUE, ARMADALE	19
REPRESENTATION AT THE 2002 LGMA ANNUAL GENERAL OFFICERS’ CONFERENCE.....	46
WALGA MEMBER VACANCY - CONTROL OF OFF-ROAD VEHICLES ADVISORY CTTEE	48

STRATEGIC PLANNING

SOUTH WESTERN HIGHWAY / ALBANY HIGHWAY / ARMADALE ROAD INTERSECTION UPGRADING – ARMADALE GATEWAY PROJECT	3
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***SOUTH WESTERN HIGHWAY / ALBANY HIGHWAY / ARMADALE ROAD
INTERSECTION UPGRADING – ARMADALE GATEWAY PROJECT***

WARD Armadale
FILE REF: RDA/7,ENG/1
DATE 1st March 2002
REF WAB
RESPONSIBLE EDTS
MANAGER

In Brief:

- City Strategy Committee in August 2000 recommended that action be taken to initiate visual upgrading of the South Western Highway/Albany Highway/Armadale Road Intersection.
- Tenders were called for the preparation of concept plans and subsequent design of the works.
- The tender was awarded to APP Projects. Stage 1 of the contract, which was for the concept design, totalled the sum of \$42,000 including GST.
- A landscape concept was developed to complement any future traffic-based upgrades of the intersection.
- Potential partnership with the Armadale Redevelopment Authority should be pursued.

Recommend:

- That Council receive the report on the South Western Highway / Albany Highway / Armadale Road Intersection Upgrading and Landscaping.
- That the report be forwarded to the Armadale Redevelopment Authority for consideration of the Master Plan for redevelopment of the Armadale Strategic Centre.

Tabled Items

1. Concept Plans

Armadale Gateway Project – Final Report circulated separately.

Officer Interest Declaration

Nil.

Strategic Implications

Physical Infrastructure

Develop precinct plans and townscape; streetscape (etc) improvements to enhance the character of the City

Legislation Implications

General assessment of relevant legislation (eg Local Government Act) has not revealed any restrictions.

Council Policy/Local Law Implications

General assessment has not revealed any applicable Policies/Local Laws.

Budget/Financial Implications

Councils' Parks & Reserves Maintenance Budge (Schedule M92) includes a budget allocation of \$59,000 pa. for the Gateway environs.

Consultation`

Consultant (APP Projects), inter- Directorate, Development Services Officers, Technical Services Officers.

BACKGROUND

At its Ordinary Meeting on 21st August 2000, Council resolved (CS51/00) as follows:

“That Council note and endorse actions to institute the South Western / Albany Highway / Armadale Road Intersection Upgrading Project and that consideration be given to a floral display as part of the landscaping programme.”

APP Projects were appointed in accordance with Resolution T191/00 to prepare concept plans and subsequent design of the work required in accordance with Tender No. 33/00.

COMMENT

The conceptual study of the Gateway treatment for the Albany Highway / South Western Highway / Armadale Road intersection has the objectives of:

- Emphasising the intersection as the entry point to the Armadale Strategic Centre;
- Improving the visual quality of the intersection by adding components giving breadth and length to the intersection and softening the hard traffic elements crucial to safe operation;
- Providing a safe, convenient, enjoyable pedestrian travel route between and around the many destinations being developed in the vicinity of the intersection;
- Optimising adjoining property access and profile in relation to the intersection to afford appropriate land use and development;
- Providing high quality civic and tourist direction signage.

The study took the Enquiry by Design and Cultural Precinct reports into consideration, as well as traffic and crash data, and other “Gateway” models.

A number of options were assessed, largely to determine how a grade separated pedestrian bridge might be incorporated. The volume of pedestrian movement (200 pedestrians / hr for three continuous hours) will not warrant such infrastructure in the medium term. A pedestrian bridge on a diagonal alignment gives great visual impact to the intersection by creating a three-dimensional space from all entry directions. However, the high cost of this element deems it unlikely to proceed.

A base option was developed to underlie all concepts. This is a landscape design, which emphasises the vertical dimension to balance the horizontal expanses of asphalt. The philosophy is to give a vertical structure to the intersection and its approaches using a strong avenue planting of trees with compact, vertical form. The approaches have nodal points at the principal pedestrian crossings. The nodes are created by groups of vertical, decorated, poles. The order of magnitude cost involves a series of stages totalling \$800,000 over 3 –5 years.

The funds, as discussed later in the report, may be sourced from a number of “stakeholder” organisations. The Project could, of course, be constructed over several years to accommodate budgetary constraints.

Public Art

There are a number of locations where public art will add to the sense of place and importance. Whilst the most prominent are the “nodes”, other locations such as pathways, street furniture and the parks themselves all offer opportunity. The City’s approach to the emerging issue of public art is still to be established.

A consultative process needs to be established whereby public art developments and projects may be incorporated into the Armadale redevelopment process.

Funding the Gateway

There are a number of significant stakeholders who may be considered beneficiaries of the Gateway, ranging from State Government instrumentalities - such as the Armadale Redevelopment Authority, Department of Planning and Infrastructure (Main Roads WA, Transport and Planning elements and Waters and Rivers Commission) - to private landowners abutting the approaches and the tourism businesses relying on a sense of place and destination.

The City itself already spends some \$59,000 pa in the operation, maintenance and refurbishment of the parks adjoining the intersection.

The second stage of the Gateway Project includes sourcing funding for the Gateway. The site is within the Armadale Redevelopment Authority’s area, and its consultative processes are expected to involve the establishment of appropriate standards, activities and desired outcomes. The Gateway Project will contribute to the City’s strategic outcomes of stimulated employment, social development, a wider range of housing and increased economic activity. However, it will need the sponsorship of the Armadale Redevelopment Authority as a driving force, in partnership with the City. Indeed, the Gateway Project could become the most prominent public symbol of the redevelopment phase.

Conclusion

The Consultant’s design illustrates a much needed landmark statement to highlight and promote the Armadale Strategic Recreational Centre. It should be a statement of ‘presence’ and confidence in Armadale as much as a design to improve direction and access to the City Centre.

Council needs to consider the design principles put forward and the image to be projected by recommended treatments. Clearly, the funding required needs strategic consideration and should be seen in the same context as the development of Minnowarra Park. It will be essential that the “stakeholder” authorities share the cost if the project is to come together.

It is suggested that the report be received and brought back at a subsequent meeting for consideration of its design philosophy with a view to referral on to the Armadale Redevelopment Authority for consideration in conjunction with other redevelopment options.

DEPUTATION

Mr Reuben Kooperman will address Committee Armadale Gateway Project Report.

RECOMMEND

- 1. That Council receive the Report on the South Western Highway / Albany Highway / Armadale Road Intersection Upgrading and Landscaping.**
- 2. That the Report be recommitted for consideration of its design philosophy and key recommendations with a view to referral on to the Armadale Redevelopment Authority.**

Moved Cr _____
Motion Carried/Lost (...)

2001-2002 COUNCIL BUDGET REVIEW

WARD All
FILE REF: FIN/7
DATE 7 Mar 2002
REF RST/TM
RESPONSIBLE CEO
MANAGER

In Brief:

- Recent workshop discussed current Budget projected to exceed anticipated deficit by \$553,000 (1.7%).
- Major revenue shortfall and unanticipated expenditures detailed.
- Principles established for savings and deferral of certain works and projects to achieve Budget target.
- Recommend schedule of works/projects to be not commenced/deferred to achieve Budget target deficit
- Effect of 2001/02 trends, on the Five Year Plan and Strategic Plan to be discussed at further workshop.

Officer Interest Declaration

Nil

Strategic Implications

Corporate Services - The sound financial management of Council will be measured by:-

- Level of excellence in financial audit reports
- Level of contribution of rates to total revenue
- Affordability of rating levels
- The Council's debt ratio
- The long term financial viability of Council
- Adequate funding of City facilities and services

Legislation Implications

Section 6.2 of the Local Government Act 1995

Part-3, Regulations 22 to 33 of the Local Government (Financial Management) Regulations 1996

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

This report assesses the status of the City's 2001/02 Budget and recommends action to achieve the Budget's original targeted deficit. This will guide direction for the City's Five Year Forward Plan and Principal Activities Plan.

Consultation

Extensive internal consultation

Workshop and information session held on 19th Feb 2002 for elected members

1.0 Introduction

A review of the City's Budget position to January 2002 raises issues which need to be addressed by Council with some immediacy. It is also necessary to review the Five Year Forward Plan given the trends already showing and the implications of the Strategic Plan review.

The City's 2001/02 Budget of \$32.5 million is based on year-end deficit of \$889,000. This is \$182,000 ahead of the anticipated deficit position on the original 5 Year Plan.

Council is aware of a number of issues experienced to date (this year) which herald either revenue short-fall or unanticipated expenditure, e.g. storm damage, Recreation Centre.

Some matters are still the subject of Council deliberation, (e.g. Armadale Sporting Association) and a 'conservative' approach has been taken at this point.

Year end projections suggest the following Budget variance:

Revenue Short-fall	\$381,000	(1.3%)
Un-anticipated expenditure	<u>\$172,000</u>	(0.52%)

Budget Deficit exceeded by: \$553,000 (1.7%)

The above figures include all works/services scheduled by Council for 2001/02. Clearly, expenditure levels and projects for the balance of this year need to be reviewed then related to the Five Year Forward Plan. Both of these exercises are necessary before considering the recommendations of the new Strategic Plan.

A further \$64,000 un-anticipated variations in expenditure and revenue at the waste disposal site will be reported separately to the Technical Services Committee but will have no impact on the figures above as it will be balanced against the transfers to reserves in the waste management area.

2.0 Five Year Forward Plan

Over the past five years the City has focussed on a strategic approach to all programmes.

In June 2000 this was brought together in a Five Year Forward Plan that proposed some bold new funding initiatives, based on anticipated revenue and the 'roll-off' of Council loans, mid-way through the period. In this regard it must be emphasised that the Five Year Plan has been firmly based on the presumption of a +3.0% "real" increase of rating revenue per year as identified in reports to City Strategy Committee in April and June last year (2001).

The Five Year Plan allowed for a review at each Budget and particularly as the ‘roll-off’ approached, in case programme expenditure had to be curtailed.

As mentioned, the Plan relied on aggressive revenue strategies, including a “real” (i.e. above inflation) growth in rate revenue of 3% per annum. However, as inflation moved past 3% the 2001/02 Budget signalled that this would be difficult to achieve and a 4.0% rate increase (1.0% real) was adopted for 2001/02. The Five Year Plan was adjusted to that level for 2001/02 but otherwise reflects a return to the 3% real increase of rate revenue thereafter.

The 2001/02 Budget is not reaching its target and clearly plans to increase service levels for the next 4 years need to be reviewed, i.e. will the City be able to return to the planned 3% rate revenue growth integral to sustaining the Five Year Plan in its present form.

Following adoption of the 2001/02 Budget and as reported to the City Strategy Committee Meeting of 19 June 2001, the projected aggregate or accumulated surplus at the end of the Five Year Plan would be \$91,000, i.e. virtually balancing the five year budget of over \$160 million. This figure was later corrected to \$82,000.

These figures are still based on a continuing rate growth of 3%. It is also necessary to review the timing of revenue emanating from key projects (Forrestdale Business Park, Shopping Centre, major retail outlets).

To gain a better “base” for expenditure levels, it may be simpler to remove any growth factor and compare future years to this year in 2001/02 dollars. The timing of revenue from key projects should also be adjusted to a realistic time-frame. The resulting “base” for further discussion is then:-

Remove 3% growth factor	- \$2.890M	
Review timing key revenue	- <u>\$0.550M</u>	
Revenue Reduction in Five Year Plan	- <u>\$3.44M</u>	[For discussion purposes]

3.0 2001/02 Budget (\$32.5M)

The 2001/02 Budget is based on a 30 June 2002 year-end deficit of \$889,000. (The Five Year Plan had allowed for \$509,000 in 2000/2001 and \$562,000 in 2001/02 so the Plan would have been \$182,000 “ahead” at end of year).

As stated earlier, on current projections the Budget 2001/02 deficit will be exceeded by \$553,000 as follows:-

Extraordinary Revenue Variations

• Sale of fire units	40,000
• Sale of turf	30,000
• Interest on investment	65,000
• Leisure Centre Loan repayment	29,000
• WATC Budget estimate	223,000
• Grants income <u>60,000</u>	
	\$447,000
Less: Various net revenue gains	<u>\$66,000</u>
	<u>\$381,000</u>

Extraordinary Expenditure Variations

• Armadale Recreation Centre	20,000
• Storm Damage	100,000
• Bad Debts	40,000
• Authorised increase in deficit Budget, i.e.	<u>31,000</u>
➤ Kuhl House Demolition/	
➤ Kuhl Park Consultation	
➤ Golf Course Maintenance	
	\$191,000
Less: Various net expenditure gains	<u>\$19,000</u>
	<u>\$172,000</u>

*Details of these variations are shown in **Table-1 and 2.***

It should be noted that the short-fall on WATC estimates is not a result of staff failing to meet commitments for grants/savings as part of their team plans or agreements.

A report on WATC Performance to December 2001 will be considered elsewhere in this agenda.

TABLE "1"

3.0 Extraordinary Revenue Variations Explained

Account Name	Budget	Variance	Explanation
Sale of Fire Units	160,000	40,000	<ul style="list-style-type: none"> budgeted to sell (2) fire trucks at \$67k each and a fast attack for \$26k– all based on externally provided market valuations, market valuation now approx \$47k per unit reason being increased availability of grants resulting in an oversupply of second hand vehicles in the market.
Sale of Turf	30,000	30,000	<ul style="list-style-type: none"> general fall in market demand which has been made worse by current year water restrictions.
Interest on Investments	370,000	65,000	<ul style="list-style-type: none"> primarily due to actual interest rates (now currently 4.2%) have fallen well below original estimates of 5.7% which were current when the budget was adopted.
Recreation Centre Loan Repayment	29,000	29,000	<ul style="list-style-type: none"> as a consequence of the decision taken to terminate the centre management contract as of 15.10.01 – possibility of a pro-rata portion being recovered which is currently being negotiated.
External Grants	100,000	60,000	<ul style="list-style-type: none"> limited grant opportunities given the necessity of matching to expenditure programs and later than anticipated officer appointment date – partial offset of \$15k saving on salaries (reflected in the net expenditure savings estimate of \$19k) – <i>NB: other grant applications have been made, ie. those not related to current expenditure programs, total approx \$120k.</i>
Working at the City	350,000	223,000	<ul style="list-style-type: none"> incorrect budget treatment of the \$74k Council contribution to WATC in that it has been budgeted as a revenue item instead of forming part of the year-end-deficit which has the effect of a \$148k budget error, plus a \$70k duplication of targeted budget savings which already appear in the Directorate budgets.
	\$1,039,000	\$447,000	

Total **Less: Various net revenue gains** \$66,000
\$381,000

TABLE -2

3.0 Extraordinary Expenditure Variations Explained

Account Name	Budget	Variance	Explanation
Armadale Recreation Centre	80,000	20,000	<ul style="list-style-type: none"> due primarily to legal costs required to dissolve the Association (which was not provided for) and higher than estimated interim centre management costs due to the delay in finalising the proposed agreement with PCYC.
Storm Damage	20,000	100,000	<ul style="list-style-type: none"> related to severe storms in both Aug and Sept 2001 resulting in clean up and repair costs totalling approx \$120k
Bad Debts	0	40,000	<ul style="list-style-type: none"> the need to make more adequate provision for Doubtful Debts, ie. current provision is \$84k whereas current debts total \$1.1m
Demolition of Buildings on Kuhl Park	0	10,000	<ul style="list-style-type: none"> the need to demolish damaged buildings which posed a public safety risk
Kuhl Park – Concept Plan Consultation	0	9,100	<ul style="list-style-type: none"> identified need to consult with the public on future park development/concept options and opportunities.
Golf Course Works	0	12,000	<ul style="list-style-type: none"> necessary upgrade works to the watering/reticulation systems so as to enable the course to continue to operate.
	100,000	191,000	

Less: Various net expenditure savings \$19,000
Total Over Expenditure **\$172,000**

Addressing the Deficit

The Management Team has taken the review figures aggregated at the end of January and exhaustively re-examined the Budget to correct its course. It was anticipated that Council would require some options on approach but initially, that any adjustment to scheduled programmes should follow a philosophy and not be “ad hoc”.

The following principles were considered:-

- (i) the delivery of service to the community is to be first priority, i.e. the last projects to be deferred/delayed are “works in the field”(see (C) below.);
- (ii) Matters relating to “the organization” and admin programmes are secondary (see (B) below);

- (iii) Where a project may be “comfortably” deferred, its relative programme in the Five Year Plan is to be adjusted accordingly.
- (iv) Where funds are not required by 30 June 2002, they be deferred or listed for re-budget (see (A) below)

Accordingly, a list of projects is shown in Table No. 1, under the following headings:

A.	Works that can't be done till 2002/03	\$160,000
B.	Administrative/Internal Items	\$348,000
C.	Works in the Field	\$180,000
		<u>\$688,000</u>

(N.B. \$553,000 required)

Table-3

List of Possible Deferrals				
Project Description	A	B	C	Total
	\$	\$	\$	\$
Consulting/PR		25,000		
Economic Development		30,000		
Tonkin Highway		20,000		
Strategic Projects			100,000	
Transfer to Workers' Compensation		50,000		
Community Development – Miscellaneous		30,000		
Kelmscott Precinct Study	20,000			
Civic Works:				
• Car Park	90,000			
• Armitage Road	25,000			
• Jull Street/Hughes Court	25,000			
Reserve Development			50,000	
Property Development				
• DSP – Buildings			15,000	
• Smoke Detectors			3,000	
• Willow Heights			9,000	
• Roley Pool			3,000	
Members' Training		15,000		
HR Training		15,000		
Image Enhancement		25,000		
Depot – Fuel Area		25,000		
Traffic Study		28,000		
Business Process Review		75,000		
Admin. Building Works		10,000		
Total	160,000	348,000	180,000	688,000
Legend				
A = Works that can't be done till 2002/03			[N.B. \$553,000 required]	
B = Administrative/Internal Items				
C = Works in the Field				

Further details of these projects are provided in **Tables 4, 5 & 6** below.

A number of the allocations in Column B come from critical programmes, but represent only part of the funding expenditure that might be avoided in 2001/02. For instance, it is not proposed that Consulting PR (marketing) be deferred or that Council's approach to Economic Development, Tonkin Highway or Members' Training be diminished.

Further, there is an un-allocated amount of \$100,000 under Strategic Projects which was put aside by Council at the adoption of the Budget for matters relating to Strategic development and the Armadale Redevelopment Authority. This is listed under Column "C" of the Schedule and could be retained in full, but it does provide another low-impact option to address the Budget short-fall.

In accordance with the philosophy outlined above, it is a clear option that all items listed in Columns "A" and "B" can be deferred by four months to 2002/03, at which point they may be re-budgeted, as required, in conjunction with a review of the Five Year Plan.

This leaves \$45,000 to be funded from deferral of works in the field (Column "C") to meet the total short-fall as follows:-

Funds required to meet Budget Deficit	\$553,000
Less: Column "A"	\$160,000
Column "B"	\$348,000
Column "C"	<u>\$45,000</u>
Total	\$553,000

It is possible that approximately \$200,000 of these "deferrals" may be accommodated in the next year of the Five Year Plan and not require re-budgeting. Depending on the programme or project, the remainder will have a flow-on effect of stepping the Five Year Plan back until some projects in Year 5 will become 'listed but not funded'.

Workshop Discussions

Following on from discussions held at the Budget Workshop held on 19th February 2002, it will be recommended that the \$45,000 required from Column-C be as follows:-

- \$9,000 (Willow Heights)
- \$3,000 (Roley Pool)
- \$33,000 (Strategic Projects)

leaving \$67,000 remaining in the Strategic Projects allocation.

TABLE 4

A. Works that can't be done till 2002/03

Description		Carried Fwd	01-02 Estimates	01-02 Adopted Budget	Proposed Reallocation or Deferment	Balance Remaining	Expended To date
		\$	\$	\$	\$	\$	\$
M31	Kelmscott Precinct Study	9,492	30,000	39,492	20,000	19,492	0
M101	<i>Civil Works</i>			0			
	Car Park – Commerce	77,046	91,200	168,246	90,000	78,246	0
	Armitage Road	10,000	15,000	25,000	25,000	0	0
	Jull Street/Hughes Court	25,000		25,000	25,000	0	0
		121,538	136,200	257,738	160,000	97,738	0

TABLE 5

B. Administrative/Internal Items

Description		Carried Fwd	01-02 Estimates	01-02 Adopted Budget	Proposed Reallocation or Deferment	Balance Remaining	Expended To date
		\$	\$	\$	\$	\$	\$
M11	Consulting/PR		50000	50,000	25,000	25,000	1,239
M2	Economic Development	25000	60000	85,000	30,000	55,000	5,869
M11	Tonkin Highway		40000	40,000	20,000	20,000	2,668
M14	Transfer to Worker's Compensation		50000	50,000	50,000	0	0
M57	Community Development - Misc programs	27700	10000	37,700	30,000	7,700	0
M1	Members' Training	10000	25000	35,000	15,000	20,000	12,207
M5	HR Training	8000	40000	48,000	15,000	33,000	17,351
M91	Image Enhancement		25,000	25,000	25,000	0	0
M122	Depot - Fuel Area		25,000	25,000	25,000	0	0
M81	S-W Armadale Traffic Study		28,000	28,000	28,000	0	0
M4	Business Process Review		75,000	75,000	75,000	0	0
M101	Administration Building Works		66,780	66,780	10,000	56,780	44,068
		70,700	494,780	565,480	348,000	217,480	83,402

TABLE 6

C. Works in the Field

	Description	Carried Fwd	01-02 Estimates	01-02 Adopted Budget	Proposed Reallocation or Deferment	Balance Remaining	Expended To date
		\$	\$	\$	\$	\$	\$
M11	Strategic Projects		100,000	100,000	100,000	0	0
M91	Reserve Development	187,460	322,200	509,660	50,000	459,660	209,874
M101	Property Development						
	Disability Services - Buildings		15,000	15,000	15,000	0	0
	Smoke Detectors - Admin Building		3,000	3,000	3,000	0	0
	Willow Heights		15,000	15,000	9,000	6,000	0
	Roley Pool Toilet Design	3,000		3,000	3,000	0	0
		190,460	455,200	645,660	180,000	465,660	209,874

4.0 Conclusion

This report addresses major impacts on the 2001/02 Budget and has recommended action to achieve the City's targeted deficit of \$889,000 at 30 June 2002.

Discussions at the recent workshop also identified the following with regard to the Budget:-

- With regard to List B – it was clarified that \$25,000 remains in the Consulting/PR budget for reviewing the corporate image and that there are still funds available in the Members' Training budget for progressing the elected member training program this financial year.
- The need to limit the amount of year-end carry-forward works.
- The need to ensure that the Budget process for 2002/03 allows elected member involvement to enhance awareness and understanding of the Budget figures.
- The need to advise the community "upfront" on what it can and can't afford over the forthcoming years.

It now remains to consider the impact of the current year's trends on the Five Year Forward Plan and Strategic Plan. This will be subject of separate working papers and a workshop now scheduled for Wednesday, March 13th commencing at 7pm, prior to report to Council.

RECOMMEND

1. That Council amend its 2001-02 Budget to reflect the approved expenditure deferrals as outlined in Lists A, B & C (Table-3 below refers) and summarised as follows:-

- \$160,000 approved from List A
- \$348,000 approved from List B
- \$45,000 taken out of List C as follows:-
 - \$9,000 (Willow Heights)
 - \$3,000 (Roley Pool)
 - Balance of \$33,000 from the \$100,000 earmarked for Strategic Projects

Table-3

List of Deferrals				
Project Description	A	B	C	Total
	\$	\$	\$	\$
Consulting/PR		25,000		
Economic Development		30,000		
Tonkin Highway		20,000		
Strategic Projects			67,000	
Strategic Projects			33,000	
Transfer to Workers' Compensation		50,000		
Community Development – Miscellaneous		30,000		
Kelmscott Precinct Study	20,000			
Civic Works:				
• Car Park	90,000			
• Armitage Road	25,000			
• Jull Street/Hughes Court	25,000			
Reserve Development			50,000	
Property Development				
• DSP – Buildings			15,000	
• Smoke Detectors			3,000	
• Willow Heights			9,000	
• Roley Pool			3,000	
Members' Training		15,000		
HR Training		15,000		
Image Enhancement		25,000		
Depot – Fuel Area		25,000		
Traffic Study		28,000		
Business Process Review		75,000		
Admin. Building Works		10,000		
Total	160,000	348,000	180,000	688,000
TOTAL	160,000	348,000	45,000	553,000
Legend				
A = Works that can't be done till 2002/03			[N.B. \$553,000 required]	
B = Administrative/Internal Items				
C = Works in the Field				

Moved Cr _____
Motion Carried/Lost (....)

WORKING AT THE CITY

WARD All
FILE REF: STF/37
DATE 8 Mar 2002
REF RST
RESPONSIBLE
MANAGER CEO

In Brief:

- Council's annual expenditure on non-contract salaries is \$6M
- Progress Reports on team achievements as at 31 December 2001 under the WATC Program.
- The WATC Program was adopted in February 2000 to replace the previous EB Agreement.
- The Package set guidelines for organisational change and established targets to enable simple adjustment of salary levels until December 2002.
- The Agreement involved a salary/wage adjustment of 3% plus 1% superannuation payable at 1 January 2001 and 1 January 2002, subject to satisfactory achievement of financial and performance targets.
- In March 2001 a pay increase of 2.25% and a 1% superannuation rate increase was approved from 1 Jan 01 with proviso that consideration will be given to a 3.75% salary increase in January 2002 in the event original WATC targets are achieved.
- Council decided in September 2001 to award only half of the pay rise put forward in the most recent National Wage decision, in response to moderate staff recommendation.
- Council asked to "keep this in mind" when considering the next WATC report.
- Team performance, revenue and savings targets have been achieved
- Corporate Budget targets (grants and savings) have been met by alternative revenue/savings.
- Recommend that the WATC equation has been met and a 3.75% salary and 1% superannuation increase be awarded to salaried staff.

Strategic Implications

Corporate Services

To foster an effective professional environment for the governance and administration of the City's services.

To create a workplace where staff are innovative, confident and continue to learn.

To achieve maximum community benefit from effective use of resources (staff, finances and information technology)

1. Involve staff in creating a working environment characterised by teamwork and self-empowerment.
2. Promote an environment across the organization which facilitates shared vision and ownership of corporate objectives.

Legislation Implications

Nil

Council Policy/Local Law Implications

Nil.

Budget/Financial Implications

The 2001/2002 Budget includes savings/revenue outcomes proposed via Working at the City, and allows for a further salary/wage adjustment on 1 January 2002.

Consultation

Manex & Staff teams

1.0 BACKGROUND

As reported previously:-

In September 2000, Council endorsed the last progress report on the WATC programme noting the programme was generally on course and the agreed terms of implementation to December 2002.

Council adopted the Working at the City organizational change and staff development package in February 2000, including a performance-based remuneration package for salaried staff.

The package was adopted following a presentation by the Manex Group and consultant Dr Liz Pattison outlining the history of development of the package over a 15 month period, culminating in a preliminary (December 1999) and then final report to Council.

Key points of the Working at the City package were:-

Preliminaries

- The Workplace was faced with a plethora of workplace change objectives (National Competition Policy, Benchmarking, new Local Government Act etc)
- Needed to be brought together into a practical package
- The Staff Enterprise Bargain was already 3 years out of date
- The need to motivate and empower staff
- Wish to avoid “adversarial” industrial approach
- Any staff remuneration initiative in a \$26M organization will have a cost.
- The need to find savings/revenue opportunities to reduce the cost impact.

The Ethos

- Involved all staff
- Recognized remuneration alone does not lead to job satisfaction
- Identified individual staff aspirations, then related them to community objectives outlined in the Strategic Plan
- Developmental Team Plans to link the organizational/community objectives in a financial package.

Key Motivators

- Good working environment
- Fair remuneration
- Recognition for a job well done
- Satisfaction in improving quality of life in Armadale
- Positive feedback from customers
- Personal Development

The Team Plans developed under the guidance of Dr Liz Pattison included:

- Performance improvements already achieved
- Enhancing the working environment, remove constraints
- Salary adjustments
- Working conditions/remuneration alternatives
- New revenue opportunities
- New savings
- The financial equation

Team Plans were designed so that they may be developed into Service Plans and Business Plans.

Key results were:

- Business Process improvements
- Improved work environment
- Enhanced customer service
- Savings/revenue achieved
- Staff commitment
- Positive organizational culture

Each Directorate then presented examples of the financial and service outcomes of WATC improvements.

A summary of the estimated savings/cost of the programme was presented as follows:-

Summary of (Savings)/Cost (2001 figures)

Directorate	1999/2000	2000/2001	2001/2002	Total
Technical Services	(114,710)	9,460	46,660	
Development Services	(23,150)	19,000	81,000	
Community & Corporate Services	(38,000)	126,000	235,000	
TOTAL	(175,860)	154,460	362,600	341,200

This was proposed to be balanced in the City's financial plan as follows:-

Financial Equation

TOTAL COST – 30 June 2002	\$ 341,000
Local Government Development Fund	\$ 67,000
Target additional grants/income	\$ 100,000
Savings/Target 2000/2001, 2001/02	\$ 100,000
POTENTIAL NET COST	\$ 74,000

WATC Package Adopted

Council then adopted the package, subject to a number of principles:-

- Implementation effective at 1 January 2000 with the form of long-term agreement determined later
- Agreement included further salary increments at 1 January 2001 and 1 January 2002, subject to satisfactory achievement of performance targets.
- Development of Customer Service Charter, enshrining quality of service in team plans.

Council was also advised of the commitments to be undertaken by management and staff for incorporation into the various Team Plans and the Staff Manual. These included a commitment to continuous improvement, customer service and corporate responsibility.

In September 2000 Council confirmed the terms of the Agreement and adopted a report on the first 6 months of the programme.

In September 2000 Council also addressed issues relating to the structure of the Community & Corporate Services Directorate. The WATC programme had identified deficiencies in the structure that were inhibiting the change and development process. Service Delivery Plans were developed for the two new “Business Services” and “Community Services” sectors and a new structure including the appointment of two new Executive Managers was adopted.

1.1 Progress at 31 December 2000

In March 2001, Council considered the progress report to December 2000 and acknowledged that the financial equation fell \$46,100 short of its target.

In the spirit of the Agreement’s cost neutrality, it was agreed that the \$46,100 be foregone from the proposed 3% salary increase, and a 2.25% increase was accepted.

Council resolved that ***“in the event that revenue/savings targets can be achieved, Council will consider a 3.75% salary (plus 1% superannuation) increase on 1 January 2002, thereby maintaining the original Working at the City arrangement.”*** (CS12/2001 refers)

1.2 Progress at 30 June 2001

At year end 2000/2001 the WATC equation had been improved and an allowance of \$30,000 was included in the 2001/02 Budget as the “carry forward” required to make up the WATC equation.

Budget 2001/02 therefore included the following:-

Shortfall Carried Forward	\$ 30,000
Target Grants Income	\$ 50,000
Target Savings	\$ 50,000
	<hr/>
	\$130,000
	<hr/>

This was included as part of the \$350,000 revenue amount in Schedule M14 of the Budget, subject of the Budget Review report elsewhere in the Agenda, wherein it was reported that a \$220,000 income had been incorrectly included.

The subsequent WATC report compiled in September 2001 showed that the WATC target for 2001 was actually achieved. However, the Budget target of \$130,000 remains.

1.3 National Wage Case Decision

In September 2001 Council considered the 2001 National Wage Case Decision and the appropriateness of passing on the \$13 to \$17 per week increase, or “absorbing” it into the WATC and EBA agreements. Council determined that 50% of the pay increase (a CPI component) be passed on, noting that the WATC increases were to be considered later in the financial year.

The CEO advised the City Strategy Committee that productivity targets were becoming harder to achieve and that Council should keep this moderate approach to the National Wage Case in mind when considering the next round of wage/salary discussions.

2.0 REPORT ON PROGRAMMES – to 31 December 2001

Each of the Directorates report that they are on target to achieve their WATC target amounts by 30 June 2002 (See **attachment A-3**) with progress to 31 December 2001 as follows:-

Table-1

WATC Directorate Targets – 31 December 2001			
Directorate	Target	Actual	Variance
Development Services	39,600	73,400	33,800
Technical Services	70,200	54,110	(16,090)*
Community & Corporate Services	45,000	45,000	-**
TOTAL SAVING			17,710

* Technical Services report that this shortfall (sale of turf) is more than exceeded by other savings.

** Corporate Services achieved further savings referred to below.

Each Directorate has been committed to continuous improvement of service. Wherever possible this has been extended to achieving savings or enhancing revenue streams.

While staff consider the following “doing the job” these Budget improvements are all outside the initial team targets. Generally, they emanate from innovation or improved effort. While some are opportune, they are still relevant to matching this Budget equation and meeting the spirit of the WATC Agreement.

In order to “balance” the Budget equation for 2001/02, it is necessary to achieve the \$130,000 “target” as indicated in 1.0 above.

This will also close the WATC equation to 30 June 2002.

In order to do that, further savings or revenue increases have been identified, **outside** of those required to meet the WATC targets in Table-1.

Table-2

Budget Schedule	Item	Gain/Loss \$
All	Insurance	12,850
M14	Vehicle Insurance Rebate	8,100
M3	Annual Report format	9,000
M3	Office Equipment saving	5,000
M3	Transfer of land process	3,000
M13	Property Enquiries	15,000
M13	Rate Billing Processes	5,000
M31	Development Applications	40,000
M34	Increased fines/penalties	4,000
M81	Contracts brought “in-house”	25,000
	TOTAL	126,950

3.0 CONCLUSION

The WATC Agreement is entering its final 12 months and Council will soon need to consider the terms under which future salary arrangements will be made.

As indicated at the outset, the “equation” became much harder to fulfil as the agreement aged and earlier innovations and savings became “the norm”.

The Directorates and Teams believe that they have met their direct targets adequately. In some areas these have been exceeded, while others have cited major initiatives and savings not quantified in the “equation”.

In considering the final \$130,000 made up of gains/losses in Table-2 above, Council is reminded of the earlier National Wage Case determination, and the unquantified benefit of the City’s achievement of 19 Best Practice Awards, including the Alcoa Leadership Award in 2001.

Staff have maintained the continuous improvement ethos established at the outset.

The final part of the financial equation was threatened by the loss of \$100,000 in Local Government Development Funds which did not eventuate (reported in 2001) due to a change in guidelines. This has been made up through other means and it is submitted that the “equation” has been fulfilled.

Accordingly, it is recommended that the final 3.75% salary increase and 1% superannuation adjustment due to salaried staff under the WATC arrangement be implemented, effective 1 January 2002.

The full year cost of this increase will be \$285,000 per annum.

The City’s 2001/02 Budget, reported elsewhere in this Agenda, includes allowance for all of the projections included in this report.

RECOMMEND

- 1. That Council receive the progress reports on the Working at the City programme to 31 December 2001, noting that most objectives/milestones have been achieved or are on target for 30 June 2002.**
- 2. That Council note that:-**
 - a. Whilst some targets have not been achieved alternative innovations or improvements have been successful in completing the “equation” under the WATC programme.**
 - b. The organisation’s commitment to continuous improvement has been recognised through its success in the WA Local Government Best Practice Awards over recent years.**
- 3. That a pay increase of 3.75% be approved for Council’s salaried officers effective from 1 January 2002 noting that this is in accordance with the revenue/savings targets achieved.**
- 4. That Council’s Local Government Superannuation Plan rate be increased from 12% to 13% from 1 January 2002.**

Moved Cr _____
Motion Carried (.....)

***PROPOSED PURCHASE OF COUNCIL LAND – LOT 86 CHURCH AVENUE,
ARMADALE***

WARD : ARMADALE
FILE REF : A173718
DATE : 27 February 2002
REF : HC
RESPONSIBLE : PSM
MANAGER
APPLICANT : Cityzone Nominees Pty Ltd
LAND OWNER : City Of Armadale
SUBJECT LAND : Lot 86 Church Avenue,
Armadale
Property size 2391m²
Map 23.03
ZONING : Central City Area & Primary
MRS/TPS No.2 Regional Roads / Mixed
Business/Residential &
Primary Regional Roads

In Brief:-

- An offer to purchase Lot 86 Church Avenue, Armadale has been received.
- A valuation of the property has been undertaken.
- Recommend that the offer be further considered and statewide public notice of the proposed disposal be made in The West Australian and the matter recommitted to Council once the advertising period is finalised.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

Promote the investment potential of Armadale as a Regional Centre, and review assets and the plans for new major or capital projects to identify opportunities for reducing costs and/or generating income.

Legislation Implications

Section 3.58 of the Local Government Act 1995.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

Potential revenue from asset sale.

Consultation

- ◆ MANEX
- ◆ DTZ Australia Property Valuers.

BACKGROUND

Council owns Lot 86 Church Avenue, Armadale, in fee simple. At its meeting of 29 April 1996, Council resolved to obtain market valuations for properties, including Lot 86 Church Avenue, with a view to offering Lot 86 for sale by public tender. At its meeting of 28 June 1996, Council resolved to call for public tenders for the sale of Lot 86 Church Avenue with tenderers required to provide information on their proposal which prior to formal tender acceptance were to be sufficiently detailed for all parties to be aware of the final product and time frame.

No tenders were received and, at its meeting of 1 September 1997, Council resolved to appoint Kevin Sullivan & Associates to sell the Lot at public auction. Discussions were undertaken in the interim with Main Roads WA about the area of land required for the South Western Highway road reserve that impacted on Lot 86 Church Avenue. This was not resolved at the time and the auction never took place.

DETAILS OF PROPOSAL

The applicant has made an offer for the purchase of Lot 86 Church Avenue, Armadale. *Details of the offer and the recent valuation are contained at Confidential Attachment "B1" of the Agenda.*

COMMENT

Analysis

The latest valuation is well short of the previous assessment of value by the Valuer-General's Department in May 1996. *A comparison of the relevant sections of the valuations are at Confidential Attachment "B1" of the Agenda.* In light of the valuation, the offer to purchase the property is considered worthy of consideration.

Under the provisions of Section 3.58 of the Local Government Act 1995, land owned by Council can usually only be disposed of to:

- a) The highest bidder at public auction; or
- b) The person who at public tender called by the local government, makes what is, in the opinion of the local government, the most acceptable tender, whether or not it is the highest tender.

However, the Act also allows the land to be sold by private treaty if, before Council agrees to dispose of the property it:

- ◆ Gives statewide public notice of the details of the proposed disposition and the property concerned (an advertisement in *The West Australian*, notice on noticeboard and in our public libraries); and
- ◆ Invites and considers submissions on the proposed disposition.

One of the proposals in the Armadale Enquiry-By-Design Report relates specifically to lots 85 and 86 Church Avenue and the possibility of future amalgamation under an alternative street regime. It is stated:

“An area between Dorset Lodge and the existing Town Hall. If Jull Street is re-opened to through traffic, and if the new cross street between Jull Street and Church Avenue is pushed through to meet the South Western Highway, then the requirement for Church Avenue to act as a bypass/district distributor is diminished. A downgrading of Church Avenue between the new cross street and Jull Street would allow the two areas of irregular vacant land (**ie Lots 85 and 86**) on either side of Church Avenue to be consolidated to form a town centre development site in excess of one hectare (which is currently vested in Council). If the form of subdivision included a perimeter road on the north-western side, the rear of the lots on the eastern side of Prospect Road would also be available for development.”

Whilst this proposal has some long-term merits, it is not seen as an immediate or critical strategy to the advancement of the City Centre. At this juncture it is probably more important to facilitate investment and general development momentum in the CBD, which would be better served by making land available to potential developers prepared to purchase property in the City Centre.

Options

There would appear to be three options

1. Decline to consider selling the property at this stage.
2. Further explore the offer for sale by private treaty and advertise the proposal as required by the Local Government Act 1995. The matter would require resubmission for Council to consider any submissions before deciding on whether or not to accept the offer.
3. Explore the possible sale of the property by auction or public tender.

CONCLUSION

Sale by public tender has not previously been successful and it is not known how much demand and success might be engendered by offering the property for sale by auction.

It is suggested that, compared to the current valuation, the offer received is worthy of further consideration and that statewide public notice of the details of the proposed disposition and the

property concerned be placed in The West Australian and local noticeboards as required. Council can then further consider the possible sale when submissions have been received.

RECOMMEND

- 1. That statewide public notice of the proposed disposition of Lot 86 Church Avenue, Armadale be made in terms of the provisions of Section 3.58 of the Local Government Act 1995.**
- 2. That the matter be recommitted to Council for consideration when the submission period is completed.**

Moved Cr _____
Carried/Lost ()

AFTER-HOURS TELEPHONE ANSWERING SERVICE

WARD	ALL
FILE REF:	BUY/6
DATE	7 March 2002
REF	AWD
RESPONSIBLE MANAGER	Manager Administration & Governance Services

In Brief:

- To review the first 6 months' operations of the service.
- To consider the merits or otherwise of changing the service provider.
- Recommend current arrangement remain pending assessment of possible new provider on the market, view to possible change in August 2002.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

Social Infrastructure:

- to encourage community participation and responsibility;
- to foster ownership, pride and a supportive and caring community;
- to have in place the range of services to enhance the well being ... of the community.

Legislative Implications

Nil

Community Policy/Local Law Implications

Nil

Budget/Financial Implications

Additional costs will be incurred if Council chooses to change service provider.

BACKGROUND

The proposition to introduce a single number after-hours telephone answering service was first considered (and rejected) by Manex in April 1997. More recently, a case was again presented to Manex in February 2001 by the Administrator Technical Services suggesting a system which would "...provide a 'human voice' service at the end of the phone and to screen all incoming after-hour calls,"

The report presented three (3) service providers for consideration viz Telequity – Perth-based but did not offer 24 hour coverage, Link Telecommunications – Perth-based and offered the required level of service and Orange – Queensland-based and offered the required level of service at a slightly lesser cost than Link. The preferred option was to employ either Link or Orange to provide the desired service and that further investigation be undertaken. In March 2001 it was agreed to proceed with the straightforward system of employing Link to provide

a comprehensive after-hours telephone answering service and an item was prepared for Council's consideration"-.

The item was presented to the 18 April 2001 Community Services Committee Meeting, offering Link Telecommunications and Orange as the two agencies to be considered for providing the service. In providing argument to assist Committee in determining which of the two service providers should be selected, the following was presented:

"Both of the agencies contacted, offer a similar style and level of service at similar costs in respect of set-up, programming, training and on-going customer service. Manex, in assessing the merits of each agency, considered that Link Telecommunications should be the preferred supplier on the basis that their operation is based in Perth. Orange's operation and service provision is delivered out of Queensland and is likely to carry with it all of the attendant problems that can emanate from an operator having no real knowledge of the geographic area that they are servicing."

Council, at its Meeting on 23 April 2001, adopted the Community Services Committee's recommendation that Link Telecommunications be employed to provide the City's after-hours telephone service.

With the prime purpose of implementing a service that screened incoming calls and provided a 'real person' telephone reception, Link commenced the City's after-hours telephone answering service on 1 September 2001.

Notwithstanding occasional operational difficulties, which have, on each occasion, been resolved, the service provided over the past 6 months has generally been satisfactory and has satisfied the original objectives for establishing the service. However, some 3 months after contracting the services of Link, they relocated their operations centre from Perth to Adelaide – with no perceptible change to the level of quality or service.

Nevertheless, there is a body of opinion which believes that relocation of the operations centre to an Eastern State is undesirable to the extent that it might reflect adversely on Council, through loss of service as a result of call centre operations having no 'local knowledge'.

Whether or not these perceived potential problems are real, or become real, it has been decided to examine what, if any, WA-based alternative service providers there are and to consider seeking release from the Link contract should practical alternatives be available. This matter was briefly discussed at the City Strategy Committee Meeting held on 12 February 2002 when it was resolved (CS17/02):

- "1. A further report in regard to Council's After-Hours Telephone Service be provided to the City Strategy Committee.*
- 2. That Councillors continue to use the current after-hours/emergency phone number pending any further report from the Chief Executive Officer."*

At the same time as introducing the Link-based after-hours telephone answering service, Ranger Services changed its arrangements in respect of the Weekend Duty Ranger. The new arrangements entailed the allocation of one mobile telephone to the Weekend Duty Ranger so that regardless of which Ranger was on duty, the mobile telephone number always remained the same. This Weekend Ranger service operates on Saturday and Sunday from 8.30 am to 5.00 pm and outside of these hours, the "Link" after-hours number must be used.

COMMENT

Analysis

As alluded to earlier, the current after-hours service with Link has been operating for 6 months under the published 1300 886 885 telephone number. During this period there have been 761 calls made to the service and 619 outgoing calls made by Link to Council officers. To date, the great majority of calls have been for Ranger Services, although it is anticipated that this balance will alter somewhat in the winter months, when storm damage and drainage/flooding problems become quite prominent. Needless to say, there have been some "teething" problems as Link and Council have used and tested the service, but these have generally been quickly identified and resolved. It is considered that the service provided by Link has been satisfactory. However, should it be considered appropriate that a Perth-based service be used, the following investigation of the market has been undertaken.

- Link Telecommunications – the City's current provider now with an Adelaide-based operations centre.
- Orange – one of the two providers originally considered by Council. Queensland-based and no longer providing the required service in WA.
- Telequity – originally considered but discounted due to the fact that a 24 hours per day service was not provided. This company has now expanded its service and can, apparently, offer the service needed on a 24/7/365 basis. Telequity's operations centre is located in Perth. Preliminary discussions indicate that the annual cost of their services would be at least \$30,000 – double the cost of the current Link service.
- Water Corporation – primarily established to satisfy the Corporation's own needs but welcomes customers external to its core business. Cities of Joondalup, Wanneroo and Belmont are contracted to the Corporation although Belmont is in the process of terminating its contract in favour of Link, purely on the basis of cost. Like Telequity above, the Water Corporation's costs are twice that of Link. The Water Corporation operations centre is located in Perth.
- Direct Link – a subsidiary of Churches of Christ Homes Inc. Direct Link is located in Perth and was established for the purpose of providing a 24 hour per day service to their residents and associates for 'out of hours' medical alerts and monitoring duress alarms. Has the equipment and capacity to provide the City with the service it seeks. Preliminary discussions indicate that their pricing would be some \$4,000 per annum more expensive than Link.

- A.N. Other – it is known that another service provider intends to enter the market in May 2002. The principal of this new organization is well experienced in the industry and has an in-depth understanding of the needs and type of service required by the City. It is understood that this potential provider will be working in concert with a major multi-national computer company and will be providing the service with a pricing structure similar to that of Link. The proposed operations centre will be located in Perth.

Options

Option 1

Continue with Link as the City's after-hours telephone answering service provider with officers maintaining continual scrutiny of the quality of service with a view to changing the provider should the service become unsatisfactory and a suitable alternative service provider is available.

This option, in essence, maintains the status quo at no additional cost.

Option 2

Conduct a detailed examination of all suitable alternative service providers with a view to replacing Link on termination of their current contract i.e. 31 August 2002 (3 months' notice required).

This option presumably would only be taken to satisfy the desire to have a solely Perth-based provider. Whilst there are Perth-based providers now available, it is likely that we would only be certain of their quality of service some 3 months into a contract (the 'teething problem' stage would again have to be gone through). This option might also incur higher recurrent charges, dependent upon which provider is selected, and would certainly incur a one-off establishment cost of in the order of \$1,500.

Option 3

Cease using an external call service provider and revert to previous practices.

This option is retrogressive and should not be seriously considered.

Conclusion

Whilst Link satisfactorily responds to the prime objectives of the service (offering a 'human voice' service and screening calls), and, other options are currently either more expensive with no guarantee of offering equal or better service or are retrogressive in nature – Option 2, would enable Council to investigate the entry of a new local service into the market and make the necessary change (if still considered appropriate) in August.

RECOMMEND

That Council:

- a. Note that the Weekend Duty Ranger service, operates on Saturdays and Sundays only between 8.30 am and 5.00 pm.**
- b. Continue with Link as the City's after-hours telephone answering service provider for the time being with investigations to continue into the quality of service, with a view to changing the provider should the service become unsatisfactory and a suitable alternative service provider being available.**

Moved Cr _____
Motion Carried/Lost (...)

COMPLIANCE AUDIT RETURN – 1 JANUARY TO 31 DECEMBER 2001

WARD

FILE REF: FIN/6

DATE 25 February 2002

REF AWD

RESPONSIBLE EDCCS
MANAGER

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In Brief:

- A compliance audit has been carried out for the period 1 January to 31 December 2001 in accordance with statutory requirements.
- The Compliance Audit Return has been completed and is presented to Council for perusal and adoption prior to it being certified and submitted to the Department of Local Government and Regional Development by 31 March 2002.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

Strategic Plan – Corporate Services. Indications of success measured by, inter alia:

- Level of compliance with regulatory requirements;
- Level of excellence in financial audit reports.

Legislation Implications

Council adoption and certification of the year 2001 Compliance Audit Return is required under Section 7.13(i) of the Local Government Act 1995 and Audit Regulation 13.

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

Nil

Consultation

Manex and supervising officers with responsibilities in the areas of discipline which are the subject of the Audit.

BACKGROUND

The Local Government Compliance Audit Return for the year 2001 is the second time that it has been required by statute.

Last year, Council complied with all elements of the Return except for:-

- timely delivery of the 2000/01 Budget to the Department of Local Government as required in Financial Management Regulation 33; and

- contents of the minutes of all Council and Committee meetings including all information as required under Administration Regulation 11.

Both of the above matters have been attended to and our responses to the same two elements of the Audit Return for 2001 are in the affirmative.

The Return is to be:

- (a) presented to Council at a meeting of the Council;
- (b) adopted by the Council; and
- (c) recorded in the minutes of the meeting at which it is adopted.

After the Compliance Audit Return has been presented to the Council, a certified copy of the return, along with the relevant section of the minutes and any additional information explaining or qualifying the compliance audit, is to be submitted to the Director General of the Department of Local Government and Regional Development.

COMMENTS

A compliance audit has been completed for the Year 2001 and the Audit Return prepared for adoption (**Refer to Attachment "A-1" – Summary of Attachments**). It will be noted that responses to all elements are either a YES or N/A which represents a 100% compliance with the requirements included in this Return.

The certification of this Return is to be signed by the Mayor and Chief Executive Officer. It will be seen that, amongst other matters, it is a requirement of the Certification that its contents be read aloud at the Council Meeting.

Councillors also are to have the opportunity to comment on the contents of the Return. It is presumed this will be seen to occur through this Committee Meeting and the Council Meeting when the proposed recommendation is presented for adoption. The original Compliance Audit Return will be completed, incorporating any further comments by Councillors, signed and forwarded to the Department of Local Government and Regional Development.

RECOMMEND

That Council:

- a. **adopt the Local Government Compliance Audit Return for the Year 2001, as presented at Attachment "A-1" to the Minutes;**
- b. **acknowledge the joint certification, as read aloud, which is to be signed by the Mayor and Chief Executive Officer.**

- [NOTE: (1) **The Joint Certification to be read aloud at the Council meeting.**
 (2) **Voting details to be included in the resolution of adoption by Council.]**

Moved Cr _____
Motion Carried/Lost (...)

CITY OF ARMADALE WEBSITE

WARD ALL
FILE REF: CPS/9 Vol 2
DATE 25 March
2002
REF MR/JD
RESPONSIBLE MANAGER EDC&CS

In Brief:

- As the development of City of Armadale's Website has progressed the issues of Website Maintenance, On-line Rate payments, Agendas and Minutes, Tender and Employment documentation need to be considered.
- Current Agendas and Minutes will be available on the site.
- CAMS Fastpay is considered preferable to WALGA Billpay for e-payment of rates.
- \$8,000 to be considered for inclusion on the 2002/03 Budget for maintenance of the site.

Tabled Items

Nil

Officer Interest Declaration

Nil

Strategic Implications

Communication – To achieve dialogue with the community in order to have a clear understanding of the community's needs and expectations; To promote and market the City, its opportunities and potential – outside the City and within.

Corporate Services – Make Maximum use of available technology to improve administration, governance and service delivery. 5.5 Enhance Council's Internet Home Page to facilitate two-way communication.

Legislation Implications

Nil

Council Policy/Local Law Implications

Nil

Budget/Financial Implications

\$8,000pa for website development and changes, presently unfunded.
\$7,500 setup costs for on-line payment of Rates.
Indirect cost of scanning old Agendas and Minutes.

Consultation

- Staff
- Manex

BACKGROUND

The original recommendation (CS63/99), endorsed the creation of a website to promote and market the City of Armadale and to provide current local Council information to the community. This recommendation has led to the development of a website in which the content is divided into two broad sections; one focusing on creating an image of the City of Armadale and one containing information and services offered to the community by the Council. As the development of this site is now nearing completion there are a number of issues that need to be presented for information, discussion and consideration.

Issues

1. Website Management and Constant Development

The City's website will be listed internally which will facilitate greater control, better security and routine maintenance can be conducted in-house.

Routine web site maintenance is the editing and updating of content (photos and text) on the current web pages. The last restructure of the IT department allowed for part of the Network Administrator's time to be involved in the co-ordination of this type of maintenance. This will involve analysing the number of "hits" on each page to determine its relevance and assist in assigning owners and a content expiry date to each page. The expiry date will vary depending upon the page. Pages such as tenders, public documents, agendas and minutes and employment will have document expiry dates as well as a page expiry date. The Network Administrator will contact the owners of each page before the expiry date and ask them to either supply new content material or certify that the current content material is up to date. The Network Administrator will require a signature from the owner, relevant Executive Director and the CEO certifying the content before publishing.

Site development and changes (ie changes to the number of web pages, the number of on-line services and the style of the website) will have to be done by an outside contractor as the City of Armadale does not have the expertise needed to complete these changes. This will cost round \$75 to \$150 per hour. Given the amount of issues associated with the current site this is estimated to cost around \$8,000 per year with any saving carried forward to help pay for any future major change. At present this is unfunded.

Conclusion

Web site maintenance and development will be managed directly by Manex through a Website Working Group and it is proposed that \$8,000 be included in ISS (M4) 2002/03 budget to cover the cost associated with the site's development and changes.

Capital improvements to the site will be subject of a separate budget report. Elected members wishing to make suggestions or comments on the site should forward them to the Chief Executive Officer.

2. On line Payment of Rates

Council resolved (CS16/2000) to include On-line Payment of Rates in the City's Website.

The cost of setting up such a service internally would be exorbitant due to the need for stringent physical, electronic, and managerial procedures to safeguard and secure all personal information and transactions. This means that the City would only offer such a service through a service provider.

Options

At the time of the original resolution only Australia Post and CAMS offered services that satisfied our selection criteria, with CAMS offering a cheaper service. Since then WALGA has introduced a similar slightly cheaper service via Telstra. The WALGA service has one disadvantage in that the bill payment section looks like the old WAMA site. CAMS make their site look the same as the City's so the user is unaware that they have left our site.

Whichever provider is selected it will take six to ten weeks from the time of signing an agreement to getting the system up and running due to the number of programming changes to our corporate system to facilitate data transfer. The cost will be either \$7,500 for CAMS or \$5,500 for WALGA.

Conclusion

The City can use either WALGA Billpay or CAMS Fastpay as a service provider for our electronic payment of rates. WALGA Billpay is the cheapest but CAMS Fastpay is considered to have the added advantage of keeping the City's website look and feel when the City's Ratepayers pay their rates.

3. Agendas and Minutes

At present we produce our Committee and Council agenda and minutes from both paper and electronic sources as not all of the material is available electronically. To get this material into a form that can be accessed independently of a word process package they will be converted into a PDF format. This will be done at the time of production.

The Business Process Review the City has just undertaken has identified the necessity to not only make available a number of types of corporate documents via the web but also the need to index the information held within the documents so making cross document searches possible. Any new corporate document management system the City will select will therefore include all these features and will make such functionality available on the Web.

Current Agendas and Minutes will be added to the site with back months added as they are scanned. It is proposed initially to 'post' back to 1 July 2001 and then maintain a maximum of two years.

4. Tenders and Job Application Information

Any advertised tender or job application will include a reference to the ability to download relevant documents electronically via our website. Our site will include the text below and downloadable PDF copies of the relevant documents with their closing date.

“Thank you for your interest in a City of Armadale (tender) (job application) information page, the information is designed to help you to submit a (tender) (job application).”

All or any (tenders) (job application) not necessarily accepted.

Canvassing of Elected Members, Employees of the City of Armadale or any member of a Selection Panel will disqualify.

*Late (tenders) (job applications) **will not be considered**”*

This is only a method of obtaining documents; not a system of electronic lodgement.

CONCLUSION

It is recommended that \$8,000 be considered for inclusion on ISS (M4) 2002/03 Budget to cover the cost associated with the site’s development and changes.

It is recommended that CAMS Fastpay becomes the City’s online rates payment service provider as it has the added advantage of keeping the City’s website look and feel when the City’s Ratepayers pay their rates.

The Web site will include in a PDF format all current Agendas, Minutes, Tenders and Job Applications. Back issues of Agendas and Minutes (to 1 July 2001) and on-line payments of rates will be made available within the next 4 months.

RECOMMEND

1. **That \$8,000 be considered for inclusion on ISS (M4) 2002/03 Budget to cover the costs associated with the site’s development and changes.**
2. **That CAMS Fastpay be appointed as the City’s service provider for electronic payment of rates.**

Moved Cr _____
Motion Carried/Lost (...)

CITIES FOR CLIMATE PROTECTION - REVOLVING ENERGY FUND

WARD : All
FILE REF : PSC/031
DATE : 15 February 2002
REF : RVD
RESPONSIBLE : EDDS
MANAGER

In Brief:-

- Council agreed in principle to the possible establishment of a Revolving Energy Reserve Fund in September 2001.
- An internal working group has developed a basis for operation of the fund.
- Recommend Council endorse the basis for proposed operation of the Revolving Energy Reserve Fund and establish the fund for the 2002-03 budget.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

Council's vision is to be "*Clean, green and prosperous*".

Long Term Strategic Planning New Initiative 2.2 reads "*Develop and maintain environmental management strategies focussing on the organisations' impact on pollution, recycling and conservation of resources*".

Legislation Implications

Nil.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

Refer Details of Proposal section of report.

Consultation

Inter and intra directorate.

BACKGROUND

At its meeting of 18 September 2000 Council resolved (CS55/00):

- E) *That Council endorse the principle of establishing a Revolving Energy Reserve Fund and that a further report on this matter and a review of the targets established in the Action Plans, be provided to Council by February 2001.*

A report reviewing the targets was considered by Council in April 2001. This item provides a report on the establishment of a Revolving Energy Reserve Fund.

A Revolving Energy Reserve Fund works on the principle that cost savings achieved through greenhouse/ energy loss control initiatives are returned to a fund from which further energy loss control initiatives can be funded. This can be achieved by setting operating expenditures at a specified level for several years ahead and then putting unspent funds saved through energy efficiency measures into a Reserve Fund that is used to fund further energy saving initiatives.

In order to progress consideration of a Revolving Energy Reserve fund "The Energy Team" was established consisting of the Executive Manager Business Services, Manager Technical Services, Manager Parks, Coordinator Support Services (Vehicle fleet), Manager Property Services and the Environmental Officer.

ISSUES CONSIDERED BY THE ENERGY TEAM

Some of the key issues and findings of The Energy Team are:

- (i) Existing good management means savings are unlikely to be achieved from improving park irrigation efficiency or changing office equipment. The Parks and Reserves department matched bore size to needs and changed sprinkler heads and patterns to achieve efficient watering from 1997 to 1999. Computers and photocopy equipment are already energy compliant.
- (ii) The rapid fluctuations and general upward trend in fuel prices could impact negatively on a Revolving Energy Reserve Fund. Consideration was given to alternative ways to measure improvements in energy efficiency for the vehicle fleet, but these were similarly subject to fluctuations from a range of factors. It was decided to exclude vehicles from the Revolving Energy Reserve Fund, primarily because of the difficulty in establishing a monitoring system that could translate energy efficiency improvements to funds in the Reserve Fund. The financial and environmental impacts of changing to alternative fuels are being assessed to determine the value of changes to Council.
- (iii) The ability to establish cost centres and then monitor energy use using the existing Administrator software is limited. In particular, data reporting options are limited (e.g. graphs or usage by season cannot be evaluated without re-formatting and re-working the data output). The Business Review Process will examine software packages to provide appropriate reports.
- (iv) The existing number and arrangement of electricity meters means it is not possible to separate bore electricity usage from building electricity usage.
- (v) Seasonal and annual patterns of electricity usage would be affected by climate, and we do not know how significant these variations are. For example, bore use in a dry year would be substantially higher than in a wet year, and air conditioning use would change. It would take substantial resources (months of staff time) to compile historical records.

- (vi) The administrative effort in relation to the likely return to the Revolving Energy Reserve Fund means that only the larger facilities should be included. Seven of the City's 42 sites account for 79% of the City's energy usage. The seven sites are Armadale aquatic centre (34% of energy use), administration building (22%), Minnowarra House (6.3%), works depot (5.5%), Gwynne Park recreation centre (3.7%), and the Armadale (3.7%) and Westfield (3.4%) libraries. The top seven sites provide a good cross-section of uses (e.g. office, recreation and library uses) that could help provide a good publicity profile for the City.
- (vii) Savings from improving the energy efficiency of street-lighting which is the largest energy expenditure item (\$451,700 in 1998), should also form part of the Revolving Energy Reserve Fund. Officers re-negotiate the street lighting contract regularly.
- (viii) An audit of energy usage (still to be reported to Council) of the City's highest energy using buildings indicates significant potential to reduce expenditure of funds on energy. For example, the energy audit suggests that investment in a Monitoring and Targeting program at \$7,500 to \$15,000 per year, a Reliability Centred Maintenance program at about \$12,000 per year and a one-off investment in a Building Management and Control System of \$77,000 would reduce energy wastage in the order of \$50,000 to \$100,000 per year typically after five years. A separate report is being prepared by the Manager Property Services for the April Technical Services Committee meeting on building usage and maintenance matters including the audit of energy usage.
- (ix) Savings in energy could potentially be achieved through increased staff awareness of the need to reduce greenhouse gas emissions by ensuring energy is not wasted.

BASIS FOR PROPOSED OPERATION OF REVOLVING ENERGY RESERVE FUND

It is proposed that the Revolving Energy Reserve Fund be established on the following basis:

- (i) Only the seven highest energy using sites (which includes the parks associated with them) and streetlights will be included within the scope of the Revolving Energy Reserve Fund.
- (ii) Data from the 2000-01 financial year will be used as the base year to determine savings that can be directed to the Revolving Energy Reserve Fund. The energy budget for the next four years (till 2004-05) will be set at the 2000-01 financial year levels, plus the appropriate Consumer Price Index (CPI) component. From 2005-06 a four-year moving average will be used as the basis for setting the energy budget for each successive year.
- (iii) Where new facilities that increase energy use are installed, the energy budget will be increased proportionally to the expected or actual energy use. Examples would include additional lighting or fountains in Minnowarra Park.
- (iv) Both energy consumption (in Gigajoules) and costs will be monitored, but actual costs will be used as the basis for determining returns to the Revolving Energy Reserve Fund. Therefore, increases in the cost of electricity would decrease funds directed to the Revolving Energy Reserve Fund, whilst savings achieved by changing to tariffs that are more appropriate to our pattern of energy use would increase funds directed to the Revolving Energy Reserve Fund.

- (v) Contributions to the Revolving Energy Reserve fund will be calculated on a quarterly basis, and may be spent within the same or subsequent financial years.
- (vi) The priority for expenditure of funds will be recommended to Council on the basis of best return for investment by the Energy Team, with an initial focus on the Administration building (which has had an energy audit). The costs of further energy audits or the installation of additional metering are expenses that can be funded from the Revolving Energy Reserve Fund.
- (vii) Once new software is installed (as a result of the Business Process Review), reporting to Council will specifically identify budgeted and actual energy usage (both energy consumption and dollars). In the interim, energy use will not specifically appear in budget information provided to Council.

An example of how the Revolving Energy Reserve Fund would work will be presented at the Committee meeting, if required.

COMMENT

Analysis

Councils, particularly those involved in the Cities for Climate Protection Program, are increasingly establishing Revolving Energy Reserve Funds to help facilitate best practice energy management. Often Revolving Energy Reserve Funds have better rates of return than other investments.

Unlike some other Revolving Energy Reserve Funds, Armadale's approach is corporately based rather than focussing on rewards for particular departments or Directorates.

The basis for proposed operation of the Revolving Energy Reserve Fund has been tailored to suit Armadale's particular circumstances in relation to energy use and our current management systems.

A separate report will be provided to Council regarding an energy audit of the City's buildings. It is possible funding to implement the energy audit findings could act as "seed money" for the revolving energy reserve fund.

Conclusion

The Revolving Energy Reserve Fund is part of institutional change that helps improve energy efficiency and reduce energy wastage on a corporate level. Greenhouse gas emissions are reduced and operational savings are used to invest in capital that will realise further operational savings.

RECOMMEND

- 1. That Council endorse the principles for proposed operation of the Revolving Energy Reserve Fund**
- 2. That the establishment of a Revolving Energy Reserve Fund be determined in conjunction with adoption of the 2002/03 Budget,**

Moved Cr _____
Motion Carried/Lost (....)

***DRAFT KELMSCOTT AND ARMADALE LIGHT INDUSTRIAL AREA SURVEY
REPORT***

WARD : All
FILE REF : CTE/19
DATE : 25 January 2002
REF : RVD
RESPONSIBLE : EDDS
MANAGER

In Brief:-

- This report analyses the resource implications of the Draft Kelmscott and Armadale Light Industrial Area Survey, as revised following comment from the Upper Canning Southern Wungong Catchment Team & key stakeholders.
- Recommendation to support recommendations of survey in principle and refer same for consideration of resourcing in the 2002-03 Budget.

Tabled Items

Draft Kelmscott and Armadale Light Industrial Area Survey report.

Officer Interest Declaration

Nil.

Strategic Implications

This item relates to the:

- City's vision is that Armadale is *Clean, green and prosperous*.
- Indicator of Success that measures the effectiveness of the City's environmental protection activities by the level of *improvement of water quality in our rivers and lakes*;
- the environmental component of Long Term Strategic Planning New Initiative 2.1 "*Develop a strategy with the community and business to promote sustainable development*"; and
- Long Term Strategic Planning New Initiative 2.2 "*Develop and maintain environmental management strategies focussing on the organisation's impact on pollution, recycling and conservation of resources*"

Legislation Implications

Nil.

Council Policy / Local Law Implications

Nil.

Budget / Financial Implications

Refer to analysis section of report.

Consultation

Upper Canning Southern Wungong Catchment Team
Local Chambers
Motor Trades Association
Intra Directorate

BACKGROUND

At its meeting of 18th June 2001 Council resolved that (D150/01)

That Council transmit a copy of the officer's draft Kelmscott & Armadale Light Industrial Area Survey report to the Upper Canning Southern Wungong Catchment Team with a covering letter explaining that:

- *the report represents the advice of officers of the City of Armadale;*
- *following adoption of the draft Survey report by the Catchment Team, Council would be prepared to give detailed consideration to the recommendations that apply to the City.*

The report was prepared by City of Armadale officers using funds contributed by the City to the Upper Canning Southern Wungong Catchment Team Natural Heritage Trust project which employs the Catchment Coordinator.

The Upper Canning Southern Wungong Catchment Team considered the draft report at its June 2001 meeting and resolved that a subgroup of the team including the City's Environmental Officer discuss the draft report and its recommendations with the Local Chambers and the Motor Trades Association. The feedback from these organisations and from members of the catchment team were considered at the Team's meeting on 22nd August 2001 which resulted in the following changes being recommended to the draft report:

- inclusion of an additional section identifying existing industry initiatives and key organisations;
- reference to the Motor Trades Association Green Stamp program which is being developed to improve industry performance in environmental management; and
- two additional recommendations as follows:
 - Work with the Local Chambers to network with local business and develop criteria for an Environmental award (City of Armadale, Catchment Team and Local Chambers).
 - Seek funding for a once-off program to remove potentially contaminating wastes from previous business operations from industrial premises (City of Armadale and Catchment Team).

The draft report as tabled includes additional background information not reproduced here, including reference to the Swan-Canning Industry Survey by the Swan River Trust. In regard to the Swan-Canning Industry Survey, Council resolved in March 2000 (D77/00):

- A) *That the Swan River Trust be written to, supporting the recommendations of the Swan-Canning Industry Survey Draft report but emphasising that the City is reluctant to undertake additional responsibilities in the area of implementing the recommendations unless the State Government is prepared on its behalf to allocate adequate resources to enforce its own responsibilities within the existing and proposed statutory framework.*

DETAILS OF PROPOSAL

Each of the recommendations from the draft Kelmscott & Armadale Light Industrial Area Survey Report is reproduced in bold italics below along with comment regarding its implications for the City of Armadale.

Recommendation 1: Apply development conditions to new industrial premises and warehouses so their design ensures spillages will be contained (City of Armadale).

Implementation of this recommendation is achievable at no cost to Council. The Environmental Protection Authority draft Guidance Note No 26 "Management of surface run-off from industrial and commercial sites" considers spill prevention and response. Amongst other aspects of spill prevention and response the draft Guidance Note recommends "*liquid chemicals and fuels should be stored in low permeability (of 10^{-9} meters per second or less) compound(s) designed to contain not less than 110% of the volume of the largest storage vessel or interconnected system, and at least 25% of the total volume of substances stored in the compound.*"

The Development Control Unit has advised that the following condition that covers both new buildings and changes of use would be acceptable, with reference to the Environmental Protection Authority's guidance note as a footnote.

A management plan to ensure accidental spills or contaminated stormwater are retained on-site or adequately treated before disposal is to be prepared and works specified by the management plan implemented to the satisfaction of the Environmental Officer, prior to the storage of more than 200L of liquid chemicals or fuels on-site.

Recommendation 2: Extend the "Yellow Fish" Program (which raises awareness that drains carry stormwater runoff and any contaminants in the runoff to our rivers) into the Kelmscott and Armadale industrial areas (Catchment Team with sponsorship).

The Catchment Team has decided to extend the Yellow Fish Program to the Kelmscott industrial area using existing resources. The City could offer a sponsorship package, which costs \$1,000. However, in view of Council's existing level of contribution to the Team's Natural Heritage Trust project an additional contribution has not been recommended.

Recommendation 3: Undertake an awareness campaign that explains the causes and consequences of soil and water contamination from industrial practices, including an understanding of the associated clean-up costs (City of Armadale and Catchment Team).

The Swan River Trust has established an Education Technical Working Group as part of the Swan Canning Industry Project Management Group. The Education Group's roles include development of industry specific educational material and generic environmental awareness materials, development or facilitation of modified Environmental Management Systems for

specific industries and a review and improvement of training programs. When this material is developed the City could assist in its dissemination.

Recommendation 4: *Undertake an awareness campaign targeted at the automotive industry explaining best management practices such as those being identified by the Green Stamp program and how these prevent pollution of our waterways. (City of Armadale & Swan River Trust).*

The Motor Trades Association are currently developing a Green Stamp program that will probably be launched around August 2002. The Green Stamp Program would provide accreditation to businesses that meet certain environmental performance standards. The Motor Trades Association has indicated they would be interested in working with local governments to deliver the program. One example of possible local government support would be assistance with distributing materials when industry surveys are carried out.

There are about 70 automotive premises in the Kelmscott and Armadale light industrial areas.

The costs of this recommendation cannot be estimated because the Green Stamp program is still being developed. Most of the cost would probably be staff time and mailing Green Stamp information to businesses.

Recommendation 5: *Advocate the delegation of powers and adequate funding to regulate potentially contaminating industries to local government (Catchment Team).*

This is a matter still under consideration by the Catchment Team.

Recommendation 6 (i): *Investigate regulation by the City of Armadale of industries with the potential to cause water pollution or soil contamination particularly opportunities for regulation that arise from implementation of the Swan-Canning Industry Survey report recommendations relating to local government management of light industry issues (City of Armadale).*

Investigating regulation is also a role for the State Government. The Swan Canning Industry Group Statutory Technical Working Group established by the Swan River Trust has as its role “*Investigate opportunities for local government authorities to manage pollution from non-prescribed industry using existing legislation or proposed changes to legislation*”. It is considered that if City of Armadale officers remain in contact or contribute to work of the Statutory Technical Working Group, then the intent of the first part of this recommendation will be met.

The City enforces current regulations and local laws. Any additional regulations must be either State regulated or required by the State.

Recommendation 6 (ii): *The regulations should be framed to ensure such businesses are regularly inspected. (City of Armadale).*

Experience has found regular inspections raises industry standards, even with a poor regulatory framework to manage the few irresponsible operators.

Council has also been concerned at some operators' level of compliance with general conditions of Town Planning Development approval and Local Laws.

Based on information from the Industry Survey Report and from the Cities of Bayswater and Melville, it is considered that a person would be required three months full-time per annum to carry out regular inspections in the City's industrial areas.

Options that could be pursued are described below.

Council could employ a "Cleaner Production and Compliance Officer" who would also be able to progress other Council initiatives aimed at ensuring the City is Clean, green and prosperous. The officer could:

- progress the City's Greenhouse Community Action Plan by providing advice on energy efficiency when inspections are done;
- assist current regulation and compliance of approval conditions and Local Laws;
- follow up on opportunities identified in the *Economic Strategy for Armadale* (e.g. pursuing clean, green production, environmental based business, and cleaner production in the Forrestdale Industrial Park);
- progress the environmental component of Strategic Plan Long Term Strategic Planning New Initiative 2.1 "Develop a strategy with the community and business to promote sustainable development"; and
- apply this knowledge to the City's own operations (see Strategic Implications - Long Term Strategic Planning New Initiative 2.2 above).

The Health Services Manager advises that employment of an officer working half of their time on "core" Environmental Health duties and the remainder on Cleaner Production and Compliance may well be a feasible proposition, subject to appropriate Budgetary evaluation.

Another option is to share a Cleaner Production and Compliance Officer with the City of Gosnells. Gosnells's Environmental Strategy proposes that Gosnells "will assist and regulate the community and industry to avoid or minimise air, water and soil pollution arising from their activities" and identifies actions commencing in 2002-03 to achieve this. Officers at the City of Gosnells have indicated a preparedness to consider sharing an officer.

Both of the above options require close budget evaluation.

Recommendation 7: *Work with the Local Chambers to network with local business and develop criteria for an Environmental award (City of Armadale, Catchment Team and Local Chambers).*

This could be achieved by developing self-reporting checklists for industry using existing Environmental Codes of Practice from across Australia. Staff resources would be required to develop the checklists, disseminate the information, analyse and if necessary verify self-reporting, and prepare and present the awards. It is suggested that this would require a person for about three weeks full-time, and a budget to cover expenses such as certificates and travel.

Recommendation 8: *Seek funding for a once-off program to remove potentially contaminating wastes from previous business operations from industrial premises (City of Armadale and Catchment Team).*

The Department of Environmental Protection has confirmed that a program to remove contaminating wastes would fall within the Waste Management and Recycling Fund criteria. The Waste Management and Recycling Fund could provide up to 50% of removal costs. However, there are a number of operational matters to be sorted out, and preliminary costs need further investigation.

Recommendation 9: *Support the ongoing work of the Swan-Canning Industry Group (City of Armadale).*

It is envisaged that support would be limited to participation by City of Armadale officers in Working Groups established under the Swan Canning Industry Group.

COMMENT

Analysis

The following table summarises resource requirements and options in relation to each recommendations that apply in part or in full to the City.

Recommendation summary	Resources	Unbudgeted costs
1. Apply development conditions to new premises so spillages will be contained (City of Armadale).	Existing City of Armadale staff time	Negligible
3. Undertake an awareness campaign about soil/ water contamination and clean-up costs (City of Armadale and Catchment Team).	State Government to prepare resources.	Determine in 2002-03
4. Undertake an awareness campaign targeted at the automotive industry (City of Armadale & Swan River Trust).	To be determined through maintaining communication with Motor Trades Association.	Determine in 2002-03
6. Investigate regulation by the City of Armadale of industries and regularly inspect premises. (City of Armadale)	Four to six months staff time, depending on scope of effort.	Four to six months staff time per annum, depending on scope of effort.
7. Work with the Local Chambers to an Environmental award (City of Armadale, Catchment Team and Local Chambers).	Staff resources - three weeks full-time.	Staff resources - three weeks full-time.
8. Seek funding for a once-off program to remove potentially contaminating wastes from previous business operations from industrial premises (City of Armadale and Catchment Team).	Seek 50% funding from Waste Management Fund, and some contribution from landholders.	To be determined.
9. Support the ongoing work of the Swan-Canning Working Industrial Group (City of Armadale).	Existing City of Armadale staff time	Staff resources - one-week full time over a year.

Conclusion

Implementation of the recommendations of the report would help achieve many strategic outcomes sought by the City. However, there are resource implications. Options to ensure resources will be effective and efficient are being investigated and the most effective options will be reported during the 2002-03 budget deliberations.

RECOMMEND

- 1. That Council support in principle recommendations 1, 3, 4, 7 and 9 of the Kelmscott and Armadale Light Industrial Area Survey Report;**
- 2. That consideration of options for the provision of additional resources to implement recommendations 6 and 8 of the report be undertaken during 2002/03 draft budget deliberations; and**
- 3. That Council make the Kelmscott and Armadale Light Industrial Area Survey Report publicly available.**

Moved Cr _____
Motion Carried/Lost (...)

REPRESENTATION AT THE 2002 LGMA ANNUAL GENERAL OFFICERS' CONFERENCE

WARD ALL
FILE REF: GOV/42
DATE 6 Mar 2002
REF SDS
RESPONSIBLE Chief Executive
MANAGER Officer

In Brief:

- The LGMA South West & Metropolitan Branches jointly present the 2002 LGMA Annual General Officers' Conference to be held in Busselton on Friday 12th & Saturday 13th April 2002.
- The theme for the conference is "Local government – A Business or Community Service?"
- The CEO proposes to attend the Conference.
- The Conference is tailored for officers in Local Government, however elected member representation is also invited.

Strategic Implications

To foster an effective professional environment and administration of the City's services.

Legislation Implications

Nil

Council Policy/Local Law Implications

Council Policy 1.2.5(B) i.e. Training Opportunities from which Councillors will gain advantage to be submitted through the appropriate Committee for deliberation.

Budget/Financial Implications

The Conference registration cost (\$550 per delegate) can be accommodated from the current year's Member Training Budget.

Consultation

Nil

COMMENT

In accordance with Council Policy 1.2.5, Council approval is required for registration of an Elected Member to attend the LGMA Conference which is to be held 12th and 13th April 2002 at the Abbey Beach Resort, Busselton.

The Conference Programme will consist of three concurrent streams as shown at **Attachment A-2** to the Agenda.

Registration cost for the full conference is \$550 (including accommodation). One Day conference registrations are also available (Day-1 \$205; Day-2 \$155).

The Chief Executive Officer proposes to attend the conference.

RECOMMEND

- 1. That Crs _____ be nominated to attend the 2002 Annual General Officers' Conference with costs to be charged to GL Account 1508520.**
- 2. That the Chief Executive Officer's attendance at the conference be noted.**

Moved Cr _____
Motion Carried (.....)

**VACANCY FOR WALGA MEMBER – CONTROL OF VEHICLES (OFF ROAD AREAS)
ACT ADVISORY COMMITTEE**

WARD: All
FILE REF: GOV/51
DATE: 6 March 2002
REF: NB
RESPONSIBLE MANAGER: EDTS

In Brief:

- Request from WALGA for nomination of member for the Control of Vehicles (off road areas) Act Advisory Committee.
- Elected member nomination is invited.

Tabled Items

Nil.

Officer Interest Declaration

Nil.

Strategic Implications

Communication

Develop stronger communication links with Government and other groups.

Legislation Implications

General assessment of relevant legislation (eg Local Government Act) has not revealed any restrictions.

Council Policy/Local Law Implications

General assessment has not revealed any applicable Policies/Local Laws.

Budget/Financial Implications

Nil.

Consultation

Nil.

A circular letter has been received from the Western Australian Local Government Association (WALGA) inviting Council to submit a nomination for appointment of a WALGA Member – for the Control of Vehicles (Off Road Areas) Act Advisory Committee.

QUALIFICATIONS	Persons experienced in or with a knowledge of the Control of Vehicles (Off Road Areas) Act. Nominations from those Local Governments that have coverage of all or part of the Off Road Vehicles Act.
TERM	Three Years
COMMENCES	Upon Appointment.
REASON FOR VACANCY	The position is vacant due to the expiration of appointments of Cr Wayne Roberts from the Shire of Esperance and Cr Terry Kenyon from the City of Bayswater
NAME OF PRESENT	Cr Wayne Rogers and Cr Terry Kenyon

MEMBER	
MEETINGS: Location Day/Time Duration Meeting Fee	Four per year Department of Local Government and Regional Development Wednesday or Thursday To be advised \$108 per day; \$76 per half day and travel paid at the usual Public Service Rates
SELECTION CRITERIA	<ul style="list-style-type: none"> ▪ To be a current Elected Member of Serving Officer. ▪ Have Experience in, or knowledge of the Control of Vehicles (Off Road Areas Act). ▪ Members Local Government must have coverage of all or part of the Off Road Vehicles Act.
TERMS OF REFERENCE	The Committee will provide advice and recommendations to the Minister for Local Government and Regional Development on policies and proposals relating to the Control of Vehicles (Off Road Areas) Act.
COUNCIL MEMBERSHIP	The Council will have representation from: <ul style="list-style-type: none"> ▪ W.A. Local Government Association Country Member ▪ Minister for the Environment representative ▪ W.A. Local Government Metropolitan Member ▪ Three user group representatives

COMMENT

Due to the time constraints involved, Councillors wishing to be nominated on this Committee will need to be nominated on the night of the City Strategy Committee Meeting to enable nominations to be processed and forwarded to WALGA by Friday 15th March 2002 as late nominations will not be accepted.

Therefore, any Councillor who is not a member of the City Strategy Committee but wishes to be nominated for this Committee vacancy will need to advise the Chair of their request, or alternatively advise the Chief Executive Officer's Executive Assistant, Sapphire D'Souza or Narelle Brown, Executive Assistant prior to 12th March 2002.

RESOLVED

That Council nominate Cr _____ for the position of WALGA Member on the Control Of Vehicles (Off Road Areas) Act Advisory Committee.

Or

If there is no nomination then the recommendation be that no nomination be made.

*Moved Cr _____
Motion Carried/Lost (....)*

ARMADALE REDEVELOPMENT AUTHORITY – Provision of Cultural Facilities

At Council's meeting on 18th February, Cr Stewart referred the matter of Armadale Redevelopment Authority's role in considering provision of cultural facilities in its deliberations to the City Strategy Committee.

A brief outline on the matter has been provided by Cr Stewart as follows for discussion and consideration by this Committee:-

“By the end of this decade, Council and its community should be in a position to recognize the fruits of the present strategic plan and its implementation by the Armadale Redevelopment Authority (ARA). \$20,000 has been spent on providing a relatively key component of the revitalization of the CBD through the Cultural Precinct Feasibility Study. This was completed in 2000 and there are aspects that have been superseded. It is therefore both prudent and wise that we give some direction (not only for our own planning) to the ARA as to what remaining elements of the Cultural Precinct Feasibility studies elements they might consider as both achievable and worthwhile.

RECOMMEND

To be considered.

ARMADALE REDEVELOPMENT AUTHORITY –Forrestdale Business Park

At Council's meeting on 18th February, Cr Stewart referred the matter of the Armadale Redevelopment Authority's priority and time frame for development of Forrestdale Business Park to the City Strategy Committee.

A brief outline on the matter has been provided by Cr Stewart as follows for discussion and consideration by this Committee:-

“As part of the ARA's ambit of concern, the Forrestdale Business Park and its potential for revenue raising looms large. I suggest that Council consider asking the ARA to give reasonable priority to ensuring this project is tackled earlier rather than later. I understand that most of the required guide plans and relevant documentation is already for implementation and it would seem that it would be an early win for ourselves and the ARA to propel this element of our strategic plan at the earliest opportunity.”

RECOMMEND

To be considered.

COUNCILLORS' ITEMS
