

# CITY OF ARMADALE

## AGENDA

OF CITY STRATEGY COMMITTEE TO BE HELD IN THE COMMITTEE ROOM,  
ADMINISTRATION CENTRE, 7 ORCHARD AVENUE, ARMADALE ON TUESDAY, 9  
JULY 2002, AT 7.00 PM.

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Meal to be served at 6.15pm

**PRESENT:**

**APOLOGIES:**

Cr G M Hodges

Leave of absence

Cr J H Munn JP CMC

Leave of absence

**OBSERVERS:**

**IN ATTENDANCE:**

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## **DISCLAIMER**

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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**

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## **QUESTION TIME**

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## **DEPUTATION**

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Nil

## **CONFIRMATION OF MINUTES**

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### **RESOLVED**

**Minutes of the City Strategy Committee Meeting held on 11 June 2002, be confirmed.**

## **ITEMS REFERRED FROM INFORMATION BULLETIN**

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INFORMATION BULLETIN – ISSUE NO.13/2002.

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

- Progress Report on Contingency, Operational and Strategic Projects
- Report on Outstanding Matters
- City Centre Liaison Committee Minutes – June 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.*

## **REPORT BY EXCEPTION ON THE PROJECTS PROGRESS REPORT**

Strategic Plan Review  
Community Facilities Assessment

**I N D E X**

**CITY STRATEGY COMMITTEE**

**9 JULY 2002**

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**I N D E X**

**CITY STRATEGY COMMITTEE**

**9 JULY 2002**

**FINANCIAL & CORPORATE**

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***CHAMPION LAKES REGIONAL RECREATIONAL PARK – UPDATE***

WARD	:	Westfield; Seville
FILE REF	:	PSC/18
DATE	:	4 July 2002
REF	:	GC
RESPONSIBLE MANAGER	:	EDDS
LAND OWNER		WAPC City of Armadale
SUBJECT LAND		Lots Pt700,701,702 &194 Lake Rd, Westfield Property size 122 ha; Map 21-07, 21-08, 22-08
ZONING MRS / TPS No 2		Parks & Reserve / Parks & Recreation (Region)

**In Brief to Note:-**

- Champion Lakes progress requires resolution of Aboriginal heritage issues at Wright Lake.
- Preliminary discussions with representatives of local Nyungar community indicate potential local support for Champion Lakes to progress and possibly include an Aboriginal Interpretive and Enterprise Centre.
- Support in principle for this concept should assist in obtaining Section 18 clearance.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

**Long Term Strategic Planning Initiative 1.7**

- ♦ In partnership with State Government, the Region and Private Enterprise, develop a management and funding strategy for a major recreational facility at Wright Lake (Champion Lakes).

**Legislation Implications**

Champion Lakes is one of the areas that have come under the control of the Armadale Redevelopment Authority.

**Council Policy / Local Law Implications**

Nil

**Budget / Financial Implications**

Funding for consultancy studies and infrastructure is being provided by the WAPC from the Metropolitan Region Improvement Fund.

**Consultation**

The Local Member, ARA representatives, consultants, Department of Indigenous Affairs

## **BACKGROUND**

As reported in January and May 2002, an Aboriginal Heritage study for the Champion Lakes site was commissioned by the City and WAPC in December 2001. The report was used as the basis to request the Minister for Indigenous Affairs to grant Section 18 clearances under the Act to enable soil testing and subsequently the development of Champion Lakes into a rowing course and other permanent water bodies.

The Minister advised that the Aboriginal Cultural Material Committee (ACMC) had notified him of some cultural significance attributed to Wright Lake and in following that Committee's recommendation he has presently declined consent under Section 18 (3) of the Act, to develop Wright Lake, as proposed.

Consent has been granted, with conditions, for the development of the balance of the Champion Lakes site.

## **COMMENT**

Advice has been sought from the Department for Indigenous Affairs and the consultants used to prepare the Aboriginal Heritage submission, with a view to seeking reconsideration of the Wright Lake decision.

It is proposed that the issues and concerns raised in the course of previous consultation be noted and responded to. A schedule is attached. **(Refer to Confidential Attachment "B-1" – Summary of Attachments – lilac page.)**

In the course of consultation, the provision of an Aboriginal Interpretive and Enterprise Centre (AIEC) has been suggested as a possible component of the Champion Lakes development. The State and Commonwealth Governments would fund the capital cost. The first draft model of how the Centre could be established and managed is attached. **(Refer to Confidential Attachment "B-2" – Summary of Attachments – lilac page.)** This model proposes that such a centre be vested in Council and managed by Council, although this would clearly need to be the subject of detailed Council consideration.

It is suggested that an AIEC could be integrated into Council's community development program. Additionally, it has the potential to be of State significance and a tourist attraction in its own right. Clearly a lot more detail will need to be gone into before the City can seriously commit to such a project, but with prudent qualification as well as confirmation of support from the local Aboriginal community an "in principle support" could be given. The notion of an AIEC could be advanced in the planning stages of the Champion Lakes Project. It can be developed through local community consultation over the next 3 – 6 months.

Another application for a Section 18 clearance to develop Wright Lake is being made to the August meeting of the ACMC. The report (subject to Council agreement) will note Council's conditional support for the Interpretive Centre, which can then be introduced into the ARA's deliberations on Champion Lakes.

**RECOMMEND**

**That Council note progress on the Champion Lakes project and express “in principle” support for inclusion of an Aboriginal Interpretive and Enterprise Centre as a land use component within the project conditional on:**

- a. The concept of an AIEC at Champion Lakes being supported by the local Aboriginal community;**
- b. Further detailed planning, feasibility and funding investigations to be conducted to demonstrate viability;**
- c. Capital funding sources to be other than Municipal funds.**
- d. A management/operations funding plan being developed to Council’s satisfaction.**

Moved Cr \_\_\_\_\_  
Motion Carried/Lost (...)

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***STAFF ESTABLISHMENT LEVELS***

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WARD : All  
FILE REF : STF/23  
DATE : 4 July 2002  
REF : RST  
RESPONSIBLE : Chief Executive Officer  
MANAGER

**In Brief:-**

- The Staff Establishment level is a “snapshot” of the City’s number of full-time employees (FTEs) at any point in time.
- Report shows trends over the past four years and compares wages/salary costs to expenditure levels.
- Number of FTEs per capita (population) is compared to other Local Governments, and a regional and State average.
- The City is well below metro and State “average” for staff, reflecting constraints and close assessment of all resource demands.
- Staff establishment indicators closely reflect Armadale’s limited revenue capacity.
- Recommend that the report be received.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

Strategic Plan:

- to foster an effective professional environment for the governance and administration of the City’s services;
- to achieve maximum community benefit from effective use of resources (staff, finances, and information technology);
- to create a workplace where staff are innovative, confident and continue to learn

**Legislation Implications**

**Local Government Act 1995:**

- Sect. 2. 7(2)(a):  
“The role of the council:  
(2) *Without limited subsection (1), the council is to:-*  
(a) *oversee the allocation of the local government’s finances and resources.*
- Sect. 5.51(a)&(g):  
“The CEO’s functions are to:  
(a) *advise the council in relation to the functions of a local government under this Act and other written laws:*  
(g) *be responsible for the employment, management supervision, direction and dismissal of other employees (subject to 5.37(2) in relation to senior employees);*

**Council Policy / Local Law Implications**

Nil



### **Budget / Financial Implications**

The City's Budget includes funding for full-time staff, part-time and casual staff, as well as contract employees both short and long term, for the implementation of the City's funded programmes. In any annual Budget the use of permanent positions and contract employment may be interchangeable. This report provides a snapshot of the current situation with regard to full-time employees, compared to other points in time, and to other Authorities.

### **Consultation**

- WALGA
- Other Local Authorities

### **BACKGROUND**

In considering the 2002/03 Budget, it is timely to report on Staff Establishment Levels. Preliminary data was provided as part of the Budget report to the May 2002 City Strategy Committee (CS46/02) but it is now proposed to consider the 2002/03 establishment levels relative to:-

- (i) the past four years;
- (ii) expenditure levels;
- (iii) population, compared to other Local Government Authorities

Records indicate that the City had a staff complement exceeding 240 in the early 90's. As late as 1995 the figures were considerably higher than the latter half of the 1990's. The City reduced its full-time workforce and introduced more contract labour and resources to cover peak periods and special projects. However, throughout that period the City's Budget and Expenditure programmes continued to grow. The 1989/90 Budget was approximately \$16M in total, approximately half the proposed 2002/03 Budget. However, the City is operating with less full-time staff. Even allowing a modest inflationary loss in buying power over the past decade, clearly there is a much higher restraint on resource allocation.

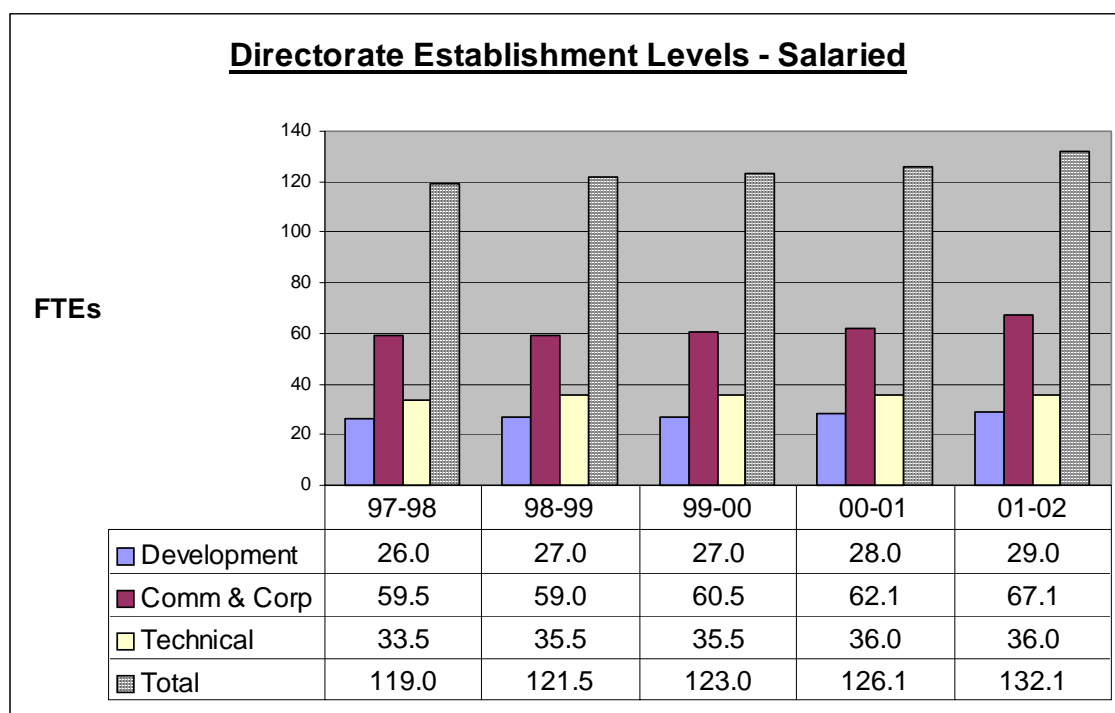
### **The Past Four Years**

Since 1997/98, the City of Armadale has introduced a number of new programmes and initiatives, along with some key structural changes in the Community/Corporate Services area. The onset of increased compliance and governance requirements has also had an effect. These have resulted in the following changes in administrative staffing levels, commensurate with **Table 1** below:-

Directorate	Number
<b>Technical Services</b>	
Support Services	1
Design	1
Waste Management	0.5
<b>Community &amp; Corporate Services</b>	
Information Technology	1
Human Resources	1
Library/Museum	2.5
Administration	3
Rangers	1
Community Development	3.6
Aquatic Centres	-5

<b>Development Services</b>	
Environmental Officer	1
Place/Project Manager	1
Strategic Planner	1
Planning Officer	1
Inspectorial	-1
<b>Net Increase</b>	<b>12.6 FTEs</b>

**TABLE 1**



The Outside Employees complement has remained relatively constant since 1997/98, apart from a reduction of 2 FTEs in property management, in lieu of contractual services. The Outside Employee Workforce currently numbers 73.

The total permanent staff complement over the past four years is therefore:-

**TABLE 2**

<b>Year</b>	<b>Staff Total</b>
1997/98	194.0
1998/99	195.5
1999/00	196.0
2000/01	199.0
2001/02	205.0

**Budget Expenditure Levels**

In a broad sense, these levels indicate the amount of “work” undertaken by the organization.

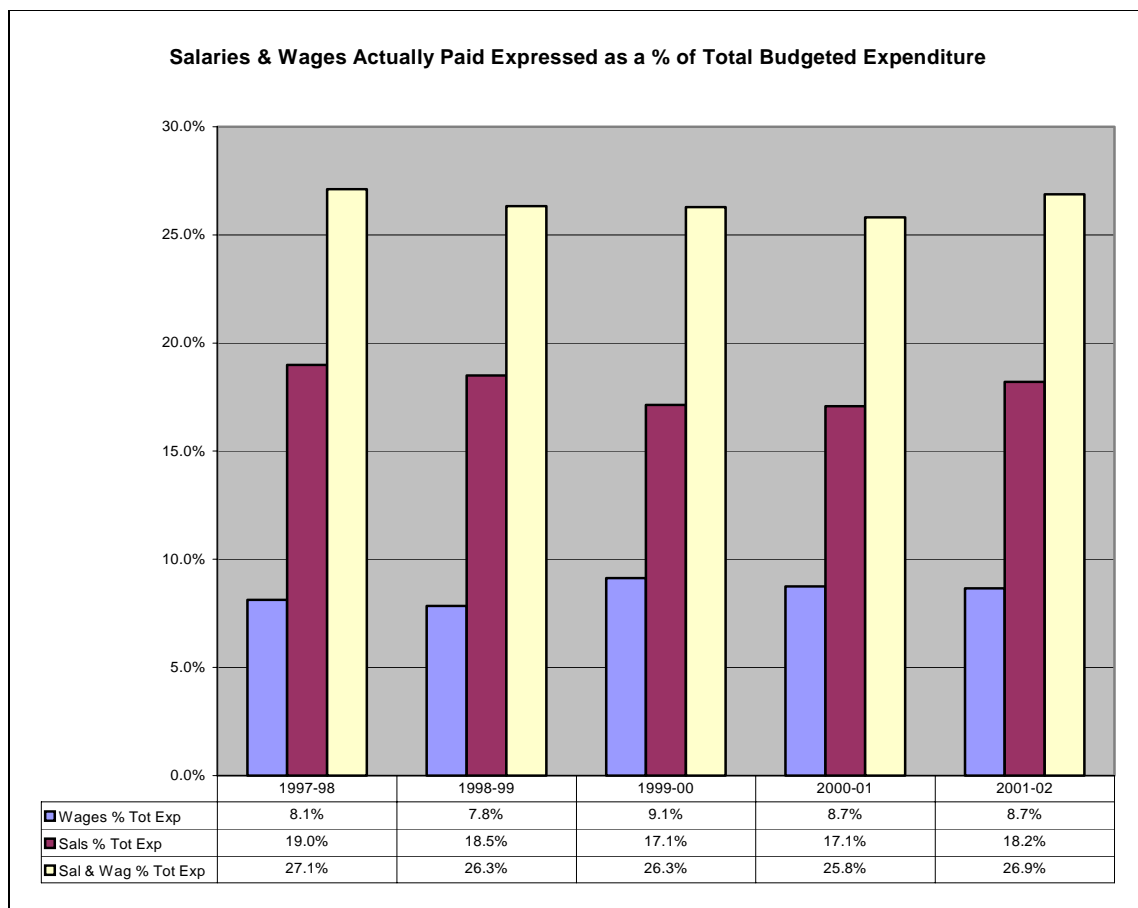
A comparison of the cost of FTEs versus expenditure level gives a means of comparison, although it varies as an indicator at different levels of the organization.

The following **Table 3** shows that the wages and salaries components of the City's budgeted expenditure have remained fairly consistent over the past four years.

Variations reflect the staff changes recorded above, as well as the relevant Enterprise Bargain and WATC Agreements.

Over the period, total expenditure increased from \$25.7M to \$32.6M (26.7%) while the salaries and wages component increased from \$6.97M to \$8.78M, (25.8%).

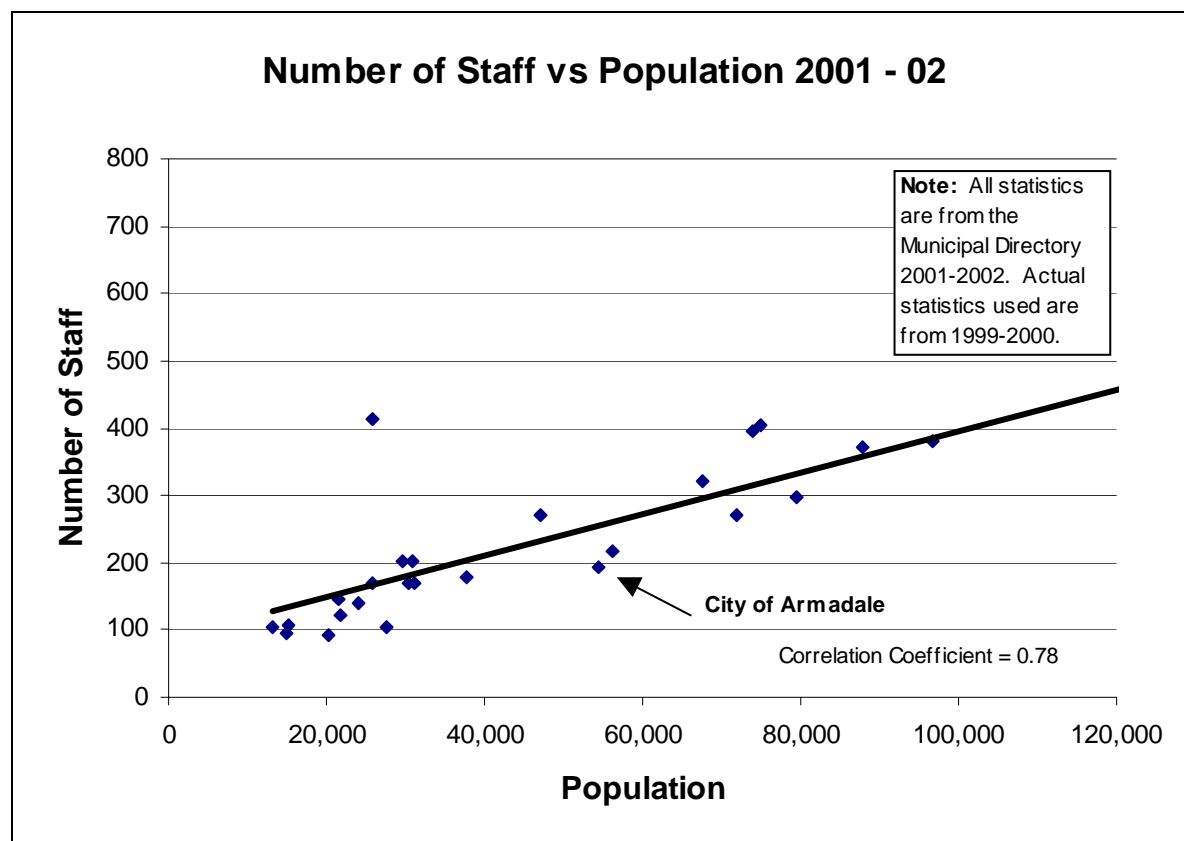
**TABLE 3**



Full-time staff versus population – Comparative Indicators

The Department of Local Government prepares a range of Comparative Indicators to enable benchmark comparisons. One such indicator is the number of staff versus population, shown in **Figure 1**.

**FIGURE 1.**

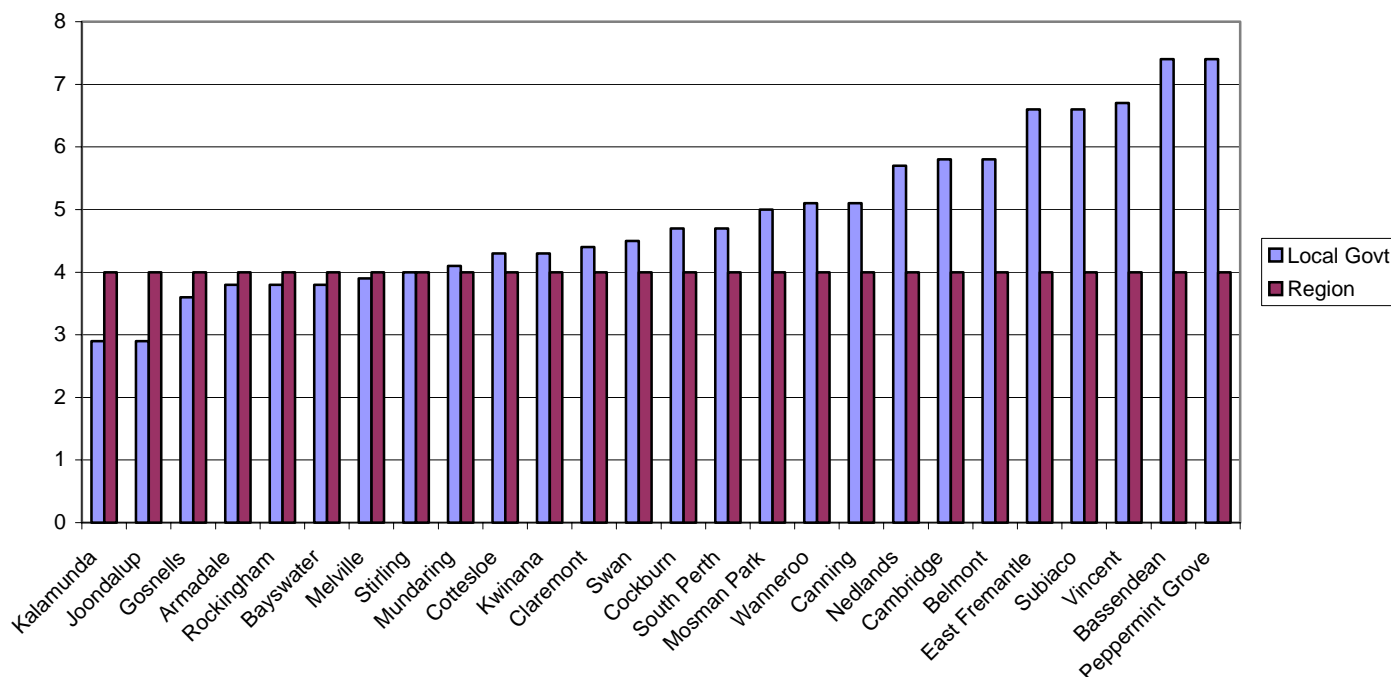


From the graph in **Figure 1** it can be seen that the City’s staff complement is equivalent to that of an “average” City of 38,000 people. An “average” staff complement for Armadale population is between 216 and 250 (not envisaged).

It can be seen that the City of Armadale staff resource of 3.7 per 1,000 population (also shown in **Table 4** ) is considerably below the regional average of 4, and state average of 5 (source WALGA Municipal Directory).

**TABLE 4**

**FTE's per 1000 Population (Data Source - 2001-02 WALGA Municipal Directory)**



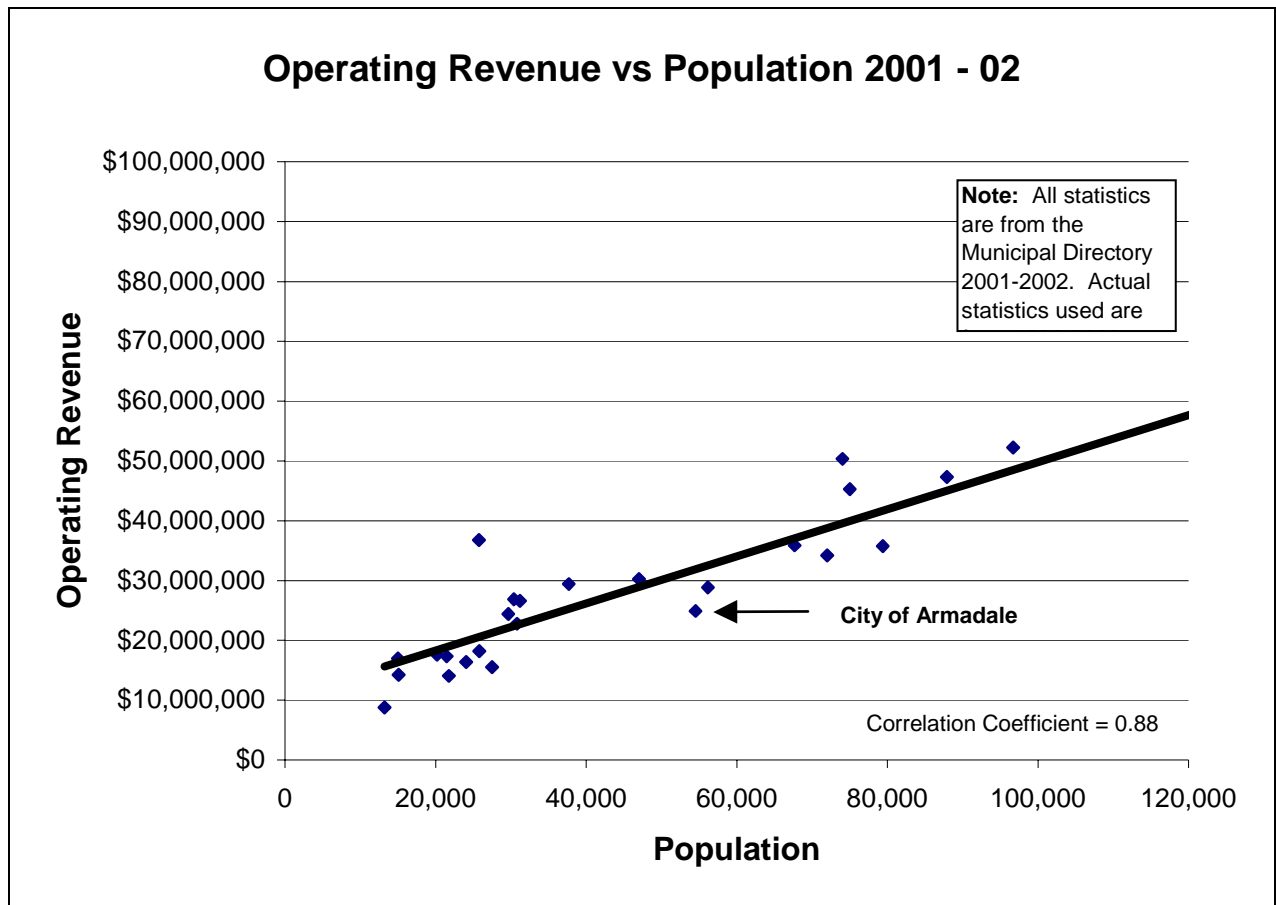
The City sits at the lower end of the metropolitan scale (along with neighbours Gosnells and Kalamunda) and well below authorities of similar large area to cover, such as Swan and Wanneroo. By comparison, Bayswater is 6% of the area of Armadale, Belmont is 7%, Joondalup is 17% and Gosnells 23%.

**CONCLUSION**

While comparisons such as area, population and revenue may be seen as anecdotal in considering staff levels, there can be little doubt that the City would like to allocate more resources to a range of programmes and services, but can't because of the extreme financial constraints identified in the recent Strategic Plan and Five Year Plan reviews.

A vital resource to any new service or programme is the staff resource. It is not surprising that a WALGA graph of Operating Revenue versus Population (**Figure 2**) closely reflects that of Staff versus Population.

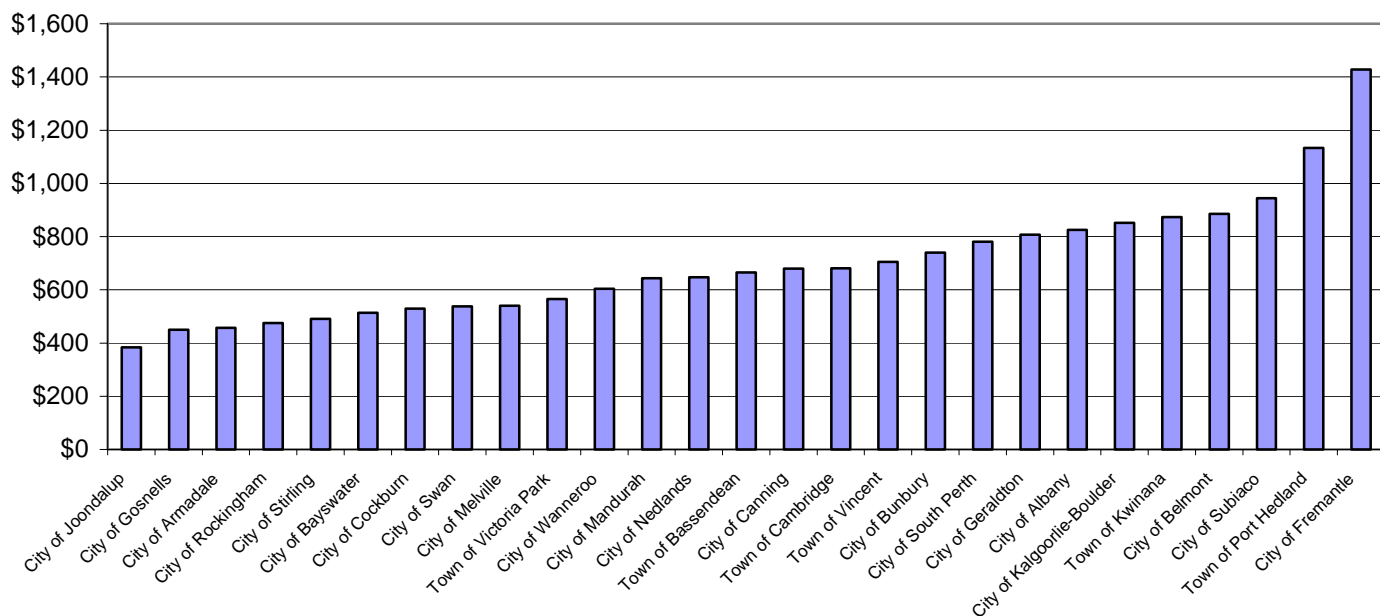
FIGURE 2.



Similarly, **Tables 5 and 6**, (shown overleaf) showing Operating Revenue per capita (population) and rates per capita repeat Armadale's familiar story of low revenue/low rating capacity, which is being strategically addressed via the Five Year Plan.

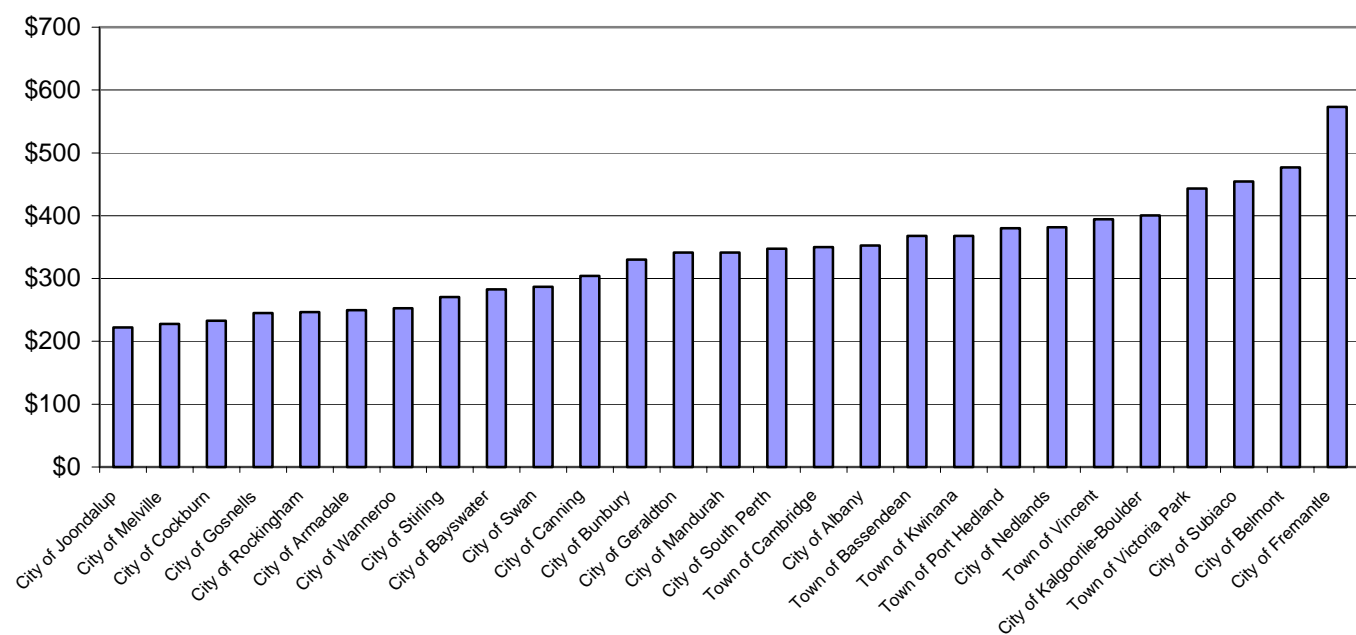
**TABLE 5**

### Operating Revenue per Capita



**TABLE 6**

### Rates per Capita



The City is not a high rating authority, nor is it an organization with excess staff capacity. There is a direct relationship between the restraints on future programmes and staffing levels. This report is provided to assist the forthcoming adoption of the 2002/03 Budget, which includes consideration of additional staff.

The Staff Establishment Level, as shown in **Tables 1 and 2**, provides a basis for comparison as future Budgets are considered.

The strategic relationship of the City's expenditure levels and staff establishment will form the basis of discussion on future accommodation needs. This will be essential if the City is expected to grow to more closely reflect the characteristics of more urbanized Councils.

### **RECOMMEND**

**That the Staff Establishment Report be received.**

Moved Cr \_\_\_\_\_  
Motion Carried/Lost (...)



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***ARMADALE REDEVELOPMENT AUTHORITY***

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WARD : Armadale  
FILE REF : PSC/30  
DATE : 4 July 2002  
REF : RST  
RESPONSIBLE : Chief Executive Officer  
MANAGER

**In Brief:-**

- The Armadale Redevelopment Authority is now holding monthly meetings at its recently-opened Armadale Office.
- The Board has considered a number of Council issues since last reporting in May.
- Officers are establishing a working group and communication protocols.
- Proposed quarterly briefing sessions between Chair of the ARA and Council.
- Recommendation on quarterly briefing sessions and to note progress.

**Tabled Items**

Nil

**Officer Interest Declaration**

Nil

**Strategic Implications**

Strategic Plan objective to create an integrated Regional Centre with a full range of services.

**Legislation Implications**

Town Planning Scheme No.2 and No.3  
Armadale Redevelopment Bill 2001

**Council Policy / Local Law Implications**

N/A

**Budget / Financial Implications**

Potential to broaden rate base and resultant income as a consequence of accelerated investment and development.

**Consultation**

- ♦ Armadale Redevelopment Authority
- ♦ Landcorp
- ♦ WAGR

**BACKGROUND**

Following Council consideration of the proposed working relationship with the Armadale Redevelopment Authority, CS53/02 was resolved as follows:

- “1. That Council notes the material presented to the ARA Board in respect of progress on Champion Lakes and the Armadale Station Redevelopment.
2. That the Armadale Redevelopment Authority Board be advised that Council welcomes ARA representation on the City Centre Liaison Committee and Champion Lakes Consultancy Liaison Group. In this regard Council strongly advocates that the ARA undertake a lead role including chairmanship of the Champion Lakes Consultancy Liaison Group given the high degree of importance, urgency and need for whole of government approach to progressing the Champion Lakes project.
3. That the ARA Board be advised that representation on the Forrestdale Industrial Business Park Steering Group is welcomed but that immediate consideration needs to be given to the constitution and purpose of this group as it appears that its planning role is virtually complete and there is a need to focus on different terms of reference to undertake the implementation phase of the Forrestdale Business Park.”

In addition, officers have been developing the decision-making/communication protocol that will be essential if the Authority and City are to bring their mutual objectives to fruition.

## COMMENT

Progress is reported on the following:-

### Precinct Committees

Following Council advice on the current membership of the various Precinct Committees, members of the Board have been nominated to take lead responsibility for each of the Precincts as follows:-

Precinct	Board Representative
Forrestdale Business Park	- Linton Reynolds (Planning) - Gerry Gauntlett (Implementation)
City Centre Liaison	- Henry Zelones
South Armadale	- Gerry Gauntlett
Champion Lakes	- Linton Reynolds
North Armadale (High School & TAFE)	- Linton Reynolds
CALM Site	- Kay Hallahan
Redevelopment Scheme	- Verity Allen

Discussion is continuing on how the various Precinct Committees will report and function, given that each is different.

It is expected that Council officer representation will continue on the City Centre Liaison and Champion Lakes Groups, thereby enabling direct reporting back to Council. This may also be the case for the Business Park and other groups, but this is still to be determined.

### Jull Street Mall Petition

The ARA has received the petition referred by Council. It will be addressed as part of the Master Plan Redevelopment Scheme process.

### South Armadale Brickworks Site

This proposal regarding possible financial arrangements and the Harber Road Rail-crossing will be addressed as part of the Redevelopment Scheme.

### CBD Cinema Development

The ARA has agreed, in principle, to taking a role in the proposed Cinema development, although the form of involvement needs to await the outcome of the City's tender negotiations. (An update on the Board's view will be provided at the Committee meeting.)

### Redevelopment Scheme

The Board has established a Steering Committee to oversee development of the Master Plan and the Redevelopment Scheme. An invitation has been extended to enable Council officer representation on the Steering Committee.

### Communication Protocol

The ARA Board has reflected Council's desire for strong and regular communication. The following points have been established:-

- Formal policy and media communication from the ARA will be via the Chair, Gerry Gauntlett.
- Formal communication of administrative and business matters will be conveyed via the Executive Director ARA following each Board meeting.
- Following invitation from the Mayor, the ARA Chair will be available to attend briefing sessions with the Council on a quarterly basis, conducted in Committee, probably prior to a Council meeting. Other Board members may attend, which would enable frank discussion and exchange on the various projects in train.
- A Technical Reference Group (TRG) now replaces the original officers' Steering Group, which preceded the ARA establishment. Chaired by the Executive Director ARA, the TRG will have City of Armadale and Ministry of Planning & Infrastructure membership.

Other agencies (WAGR, Premier & Cabinet, Department of Transport etc.), will be invited to attend, depending on the project under discussion.

The TRG will meet in the first or second week following ARA Board meetings.

- The Executive Director Development Services meets with the ARA/Ministry of Planning Officer weekly.
- City of Armadale internal project meetings occur weekly.
- The Chief Executive Officer meets with the Executive Director ARA weekly, timed to follow each of the above.

- Board meetings currently occur at about the time of Council's City Strategy Committee meetings. At this stage it is anticipated that reports to the City will flow from actions decided at the TRG meetings and be conveyed via the City Strategy Committee.

However, immediate issues may need to be addressed via the CEO's report, while project issues may be referred to any of Council's Committees, dependent on the business involved.

#### Marketing/Promotion

Council is keen to make appointment on a firm to review its style guide and advance marketing and promotion. This is being examined in conjunction with the ARA as there are potential commercial benefits, as well as the possibility of joint campaigns.

#### **RECOMMEND**

- 1. That the Chair of the Armadale Redevelopment Authority, Mr Gerry Gauntlett, and Board Members be invited to meet informally with Council on a quarterly basis for a full briefing and discussion on the City of Armadale and Armadale Redevelopment Authority's mutual projects.**
- 2. That progress on matters in hand and protocol established with the Armadale Redevelopment Authority be noted.**

Moved Cr \_\_\_\_\_  
Motion Carried/Lost (...)

***PROGRESSIVE DISPLAY OF COMMITTEE RECOMMENDATIONS  
ELECTRONICALLY***

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At Council's meeting on 1 July 2002, Cr Stubbs referred the following matter to the City Strategy Committee for consideration:

*"The matter of the progressive display of Committee recommendations on the electronic whiteboard be referred to the next meeting of the City Strategy Committee."*

A brief outline on the matter has been provided by Cr Stubbs for discussion and consideration by this Committee:

In recent months there has been an increase in the number of recommendations from standing committees in the Council agenda that have required adjustment or correction. Additionally there have been instances where recommendations are accepted but there is a general disquiet that perhaps the recommendations did not completely reflect the outcome of committee discussion.

The complex issues with which we are dealing at the moment result in the expression of divergent views which have to be assembled into a Committee Recommendation. The way in which we have traditionally recorded our deliberations (moving recommendations in the generality and relying upon staff to interpret the finer details from notes of discussions) is proving inadequate and places unreasonable pressures upon the minute takers.

My suggestion is that as each item is considered by our committees that the recommendation attached to the report is projected onto the electronic screen and that as amendments are made by consensus or formal resolution, the changes are recorded on the spot.

**RECOMMEND**

*Committee to consider.*

Moved Cr \_\_\_\_\_  
Motion Carried/Lost (...)

***COUNCILLORS' ITEMS***

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