CITY OF Armadale

ORDINARY MEETING OF COUNCIL
28 April 2009

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LOCAL GOVERNMENT REFORM CHECKLIST

CITY OF ARMADALE

M I N U T E S

OF **ORDINARY MEETING OF THE ARMADALE CITY COUNCIL** HELD IN THE **COUNCIL CHAMBERS**, 7 ORCHARD AVENUE, ARMADALE ON **MONDAY, 28 APRIL 2009** COMMENCING AT **7.00 PM**

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1 DECLARATION OF OPENING / ANNOUNCEMENT OF VISITORS

The Mayor, Cr Reynolds, declared the meeting open at 7.00 pm.

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2 RECORD OF ATTENDANCE / APOLOGIES / LEAVE OF ABSENCE (previously approved)

PRESENT:

Mayor, Cr L Reynolds AM JP presided over	Heron Ward
Deputy Mayor, Cr J Munn JP CMC	Lake Ward
Cr C J MacDonald	Lake Ward
Cr J Knezevich	Minnawarra Ward
Cr K Lethbridge JP	Minnawarra Ward
Cr R J Tizard	Neerigen Ward
Cr G A Best	Neerigen Ward
Cr H A Zelones JP	River Ward
Cr R Butterfield	River Ward
Cr L Scidone	Jarrah Ward
Cr P J Hart	Jarrah Ward
Cr J Everts	Palomino Ward
Cr W Mauger	Palomino Ward
Cr J A Stewart CMC	Heron Ward

IN ATTENDANCE:

Mr R S Tame	Chief Executive Officer
Mr A F Maxwell	Executive Director Corporate Services
Mr I MacRae	Executive Director Development Services
Mr WA Bruce	Executive Director Technical Services
Mrs Y Coyne	Executive Director Community Services
Ms S D'Souza	CEO's Executive Assistant

Public: 8
Press: Nil

LEAVE OF ABSENCE:
Nil

APOLOGIES:
Nil

3 ADVICE OF RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE

Nil

4 PUBLIC QUESTION TIME

Nil

5 APPLICATIONS FOR LEAVE OF ABSENCE

5.1 Request for Leave of Absence – Cr Everts

Request for leave of absence received from Cr Everts for the period Wednesday, 13th May 2009 to Tuesday, 26th May 2009 inclusive.

MOVED Cr Mauger that request for leave of absence received from Cr Everts for the period 13th May 2009 to 26th May 2009 inclusive [includes one Council meeting 15 May 2009] be received and granted.

95/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

6 PETITIONS

Nil

7 CONFIRMATION OF MINUTES

7.1 PREVIOUS ORDINARY MEETING OF COUNCIL HELD ON 14 APRIL 2009

MOVED Cr Stewart that the Minutes of the Ordinary Meeting of Council held on 14 April 2009 be confirmed as a true and accurate record.

96/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

8 ANNOUNCEMENTS BY THE PERSON PRESIDING WITHOUT DISCUSSION

15 Year Plan Workshop

On 21st April Council held the second in a series of workshops to discuss matters relevant to our 15 Year Financial Plan, and ultimately the settings that will apply to our annual Budget.

Green Corps Launch Ceremony

On 23rd April 2009 along with Cr Hart and key staff, the Mayor attended the Green Corps Launch Ceremony at the Shire of Serpentine-Jarrahdale. The workers from this program will be spending several days in both Bungendore Park and Settlers Common.

100th Birthday Celebration

Later that day the Mayor attended the 100th Birthday of Bronwen Owen at Dale Cottages and on your behalf presented her with a "Spanning the Century" medal to commemorate the event.

Structural Reform Workshop

That same evening councillors had a workshop to review the draft response to the Minister's checklist in relation to Council reform.

Anzac Day

25th April 2009 - Anzac Day was busy as usual with Cr Zelones this year looking after the Kelmscott ceremonies, Cr Hart attending a ceremony at Roleystone Primary School, Crs MacDonald, Munn and the Mayor at the Dale Cottages service. The Mayor had also earlier laid a wreath at the Dawn Service in Memorial Park. It's understood that the Police had estimated the crowd as being in the order of 5,000. The Mayor thanks those Councillors who served refreshments following the Dawn Service.

9 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN – WITHOUT DISCUSSION

Nil

10 REPORTS

10.1 DEVELOPMENT SERVICES COMMITTEE

Report of the Development Services Committee of 20 April 2009.

MOVED Cr Zelones that the report be received.

97/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

BUSINESS ARISING FROM REPORT

Recommendation D41/4/09 – Tender 3/09 for Provision of Planning Consultancy Services for the Lot 33 Connell Avenue, Kelmscott Precinct (including Pries Park)

MOVED Cr Zelones:

Report be amended to included the following paragraph as a preamble to the recommendation D41/4/09.

It has been determined that an additional tender submission was received by the City for this project by the closing date and time. This means that twelve (12) firms submitted tenders by the closing date not eleven (11) as was stated in Committee agenda. The additional tender submission, from GHD Pty Ltd, has been assessed in accordance with the key selection criterion used to assess the eleven (11) other tender submissions. The outcome of this assessment has determined that Burgess Design is still the preferred tenderer and accordingly, the recommendation of the Development Services Committee remains the preferred outcome.

98/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

MOVED Cr Zelones that Recommendations D29/4/09 to D42/4/09, except those already dealt with, be adopted.

99/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

10.2 CITY STRATEGY COMMITTEE

Report of the City Strategy Committee held on 21 April 2009.

MOVED Cr Tizard that the report be received.

100/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

BUSINESS ARISING FROM REPORT

Recommendation CS39/4/09 - Rate Exemption Application – Good Samaritan Industries – 7/42 Fourth Road, Armadale

Cr Stewart declared an interest in Recommendation CS39/4/09 on the basis that a family member has a disability.
Cr Stewart left the meeting.

MOVED Cr Tizard that Recommendation CS39/4/09 be adopted.

101/4/2009 MOTION not opposed, DECLARED CARRIED (13-0)

Cr Stewart returned to the meeting.

Recommendation CS41/4/09 – 2009 Ordinary Council Elections

MOVED Cr Tizard that Recommendation CS41/4/09 be adopted.
SECONDED Cr Munn

102/4/2009 MOTION DECLARED CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL (14-0)

Recommendation CS42/4/09 – Activities and Trading in Thoroughfares and Public Places Local Law Review

MOVED Cr Tizard that Recommendation CS42/4/09 be adopted.
SECONDED Cr Munn

103/4/2009 MOTION DECLARED CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL (14-0)

Recommendation CS47/4/09 – Extension of Time for ARA Planning Control over Kelmscott Town Centre

Cr Reynolds and Cr Zelones disclosed that as members of the Armadale Redevelopment Authority Board they had an association with this item. As a consequence, there may be a perception that their impartiality on the matter may be affected. Cr Reynolds and Cr Zelones declared that they would put aside the association, consider the matter on its merits and vote accordingly.

MOVED Cr Tizard that Recommendation CS47/4/09 be adopted.

104/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

MOVED Cr Tizard that Recommendations CS35/4/09 to CS50/4/09, except those already dealt with, be adopted.

105/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

10.3 CHIEF EXECUTIVE OFFICER'S REPORT
Report of the Chief Executive Officer as at 23 April 2009.

MOVED Cr Butterfield that the Report be received.

106/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

10.3.1 Councillors Information Bulletin – Issue 7/2009

MOVED Cr Butterfield that Council acknowledge receipt of Issue No. 7/2009 of the Information Bulletin.

107/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

10.3.2 Late item – Local Government Reform Strategy

WARD	All
FILE REF:	CM/O/8
DATE	28 Apr 09
REF	RST
RESPONSIBLE MANAGER	CEO

In Brief:
- On 5 Feb 2009 Minister Castrilli announced a package of wide-ranging reform strategies and has invited advice from Councils within the next 6 months.
- A Local Government Steering Committee and four working groups have been formed to oversee, advise and guide the process.
- This Council has supported the need for reform, both individually and as a member of the Outer Metro Group, in its submission to WALGA's SSS report "The Journey".
- Guidelines to outline the State Government's objectives were released by the Minister on 27 February 2009 with the first stage of this being completion of a reform checklist by 30 April 2009.
- In February 2009 Council resolved to focus its reform discussion on its long-term financial planning and take a proactive approach to the reform agenda.
- Following two workshops on 9 March and 23 April 2009 it is recommended that the completed checklist be endorsed and forwarded to the Minister.

Tabled Items
Nil

Officer Interest Declaration
Nil

Strategic Implications

The Steps to the Future
These have been built around six areas of initiative:
1. Planning ahead and evaluating progress
2. Building our community
3. Communicating and marketing
4. Developing our City

5. Developing our organisation
6. Providing physical infrastructure and caring for the natural environment

Legislation Implications
This item addresses the Minister's Checklist and has no legislative implications. The ultimate reform package may go considerably further and could involve legislative change from both a local governance and planning context.

Council Policy/Local Law Implications
Nil

Budget/Financial Implications
Nil for the checklist, but ultimate local government reform could have significant financial impact.

Consultation
Nil

BACKGROUND

On Thursday 5 February 2009, the Minister for Local Government, Hon John Castrilli announced a package of wide-ranging reform strategies. (See Report to City Strategy Committee of 17 February 2009 – CS21/2/09 refers)/

The Minister's office describes the strategies as "aimed at achieving greater capacity for local governments to plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability".

The Principal strategies suggested by the Minister focus on voluntary structural reform, encouraging local governments to:-

- take steps to voluntarily amalgamate and form larger local governments;
- reduce the total number of elected members to between six and nine; and
- form appropriate regional groupings of councils to assist with the efficient delivery of services.

Councils have been given 6 months to advise of their intentions.

A Local Government Steering Committee has been formed to oversee reform and four working groups formed to advise and guide the process.

On 27 February the Minister released the *Structural Reform Guidelines* which were developed by the Local Government Steering Committee to assist local governments in their decision-making process and in preparing their Reform submission. The Guidelines also included recommended tasks and associated timeframes, the first stage of these being completion and submission of a Reform checklist by 30 April 2009.

COMMENT

Two Workshops have been held (9 March and 23 April) to discuss Council's approach, initially in responding to the Minister's Checklist and ultimately in making submission on the 3 principal strategies mentioned above.

A Draft response to the Minister's Checklist (due on 30 April 2009) has been forwarded under separate cover.

The response is a statement of fact, accompanied by explanation couched in the terms of the City's Strategic Plan and 15 Year Plan for the Future.

Following comments received at the Workshop held on 23 April (and subsequently) a revised Draft has been prepared. A copy of the final submission will be incorporated in the Minutes and placed on public record.

The City's response will be accompanied by copies of dozens of relevant strategies, studies and reports which provide the detail behind Council's view of the future.

CONCLUSION

In response to Question 13 of the checklist:-

After completing the checklist, are you of the view that amalgamation or any other type of structural reform is necessary for your local government?

The response advises:

In completing this checklist, the City has undertaken preliminary examination of the next step proposed in the Minister's guidelines under 1.2 Local Government Reform Exploration. In this step, Councils are asked to consider "potential partners for amalgamation" and "the largest combination of Councils."

In accordance with that consideration, the Mayor and CEO met with the Mayor/President and CEOs of the Shire of Serpentine-Jarrahdale and the City of Gosnells.

The CEO has also held discussion with the CEOs of the City of Cockburn, Town of Kwinana, City of Canning and the Shires of Kalamunda, Beverley and Wandering, i.e. all neighbouring local authorities.

In each discussion, the following **points** were outlined on behalf of the City of Armadale.

- The City is currently undergoing rapid growth towards a population of 120,000 by 2031.
- This is considered a sustainable size for a Western Australian metropolitan City.
- The City's sustainability could be improved by an increase in the ratio of commercial/industrial areas, relative to population within its boundaries.
- There is no benefit in this regard if an amalgamation were to occur with the two most apparent options, the City of Gosnells and Shire of Serpentine-Jarrahdale.
- Indeed, there would be some disbenefit in this regard were the City to consider amalgamation with the Shire of Serpentine-Jarrahdale.

- Amalgamation with the City of Gosnells would maintain a similar demographic but double the population to 240,000, exceeding the size this Council considers desirable if standards of community representation and consultation are to be maintained.
- The City of Canning has only "incidental" common boundary with Armadale and very little community of interest. Canning has a significant commercial/industrial base which it would strongly resist "sharing" with a greater proportion of the surrounding residential suburbs.
- Armadale's neighbour to the west, the City of Cockburn, is a coastal authority with similar growth expectations to Armadale. Cockburn's community of interest aligns it much more to the neighbouring Councils of Kwinana and Fremantle.
- Armadale shares a boundary through the forests of the Darling Range with the Shire of Kalamunda. While there is community of interest between the hills communities of Roleystone, Karragullen and Pickering Brook, there are no apparent benefits to the broader communities of Kalamunda and Armadale, with significant geographical (and urban) separation between the two centres. Both authorities contain large tracts of State Forest and catchment area managed by the relevant State authority, with limited demand on Council resources. Both authorities cooperate closely with the State on managing the fire risk in these areas.
- The City's neighbours to the east, the rural Shires of Beverley and Wandering are separated from the City by some 50km of State Forest. The City is happy to share and host services but has no community of interest with these rural areas, who are each negotiating with other rural neighbours on more appropriate regional groupings.

In response, representatives echoed similar sentiments.
All agreed:-

- No authority held "predatory intent" to forcibly "take over" or instigate amalgamation proceedings with the City of Armadale.
- The City of Armadale advised it had no such intent towards any neighbouring authority.
- All agreed to continue to cooperate fully with one another and in the event of any directive from the Minister, would address that directive with the same spirit of cooperation.

OFFICER RECOMMENDATION

That Council endorse the response to the Minister's Local Government Reform Checklist as amended and attached to the Minutes and note that the response and attachments will be forwarded to the Minister's office by Thursday 30 April 2009.

MOVED Cr Zelones

That Council endorse the response to the Minister's Local Government Reform Checklist as amended and attached to the Minutes [refer Attachment A-1] and note that the response and attachments will be forwarded to the Minister's office by Thursday 30 April 2009.

108/4/2009 MOTION not opposed, DECLARED CARRIED (14-0)

11 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

12 URGENT BUSINESS APPROVED BY THE PERSON PRESIDING OR BY DECISION

Nil

13 MATTERS FOR REFERRAL TO STANDING COMMITTEES – WITHOUT DISCUSSION

Cr Munn That the matter of Council finding a way to forewarn residents within the City on the shortcomings of covenant applied at the time of subdivision, be referred to the Development Services Committee.

Cr Hart That the matter of Council making recommendation to the Municipal Waste Advisory Council on the matter of urging the State Government to introduce container deposit legislation (CDL) be referred to the Technical Services Committee.

14 MATTERS REQUIRING CONFIDENTIAL CONSIDERATION

Nil

15 CLOSURE

The Mayor, Cr Reynolds, declared the meeting closed at 7.18 pm

MINUTES CONFIRMED THIS 11th MAY 2009

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MAYOR

CITY OF Armadale

Local Government Reform Checklist

April 2009

Local Government Reform Checklist			
Guiding principle[1]	Are these elements in place at your organisation? Yes	No	Explanatory comment
1. Long term strategic planning			
○ Your local government has a five year (or longer) strategic plan in place.	Yes – Strategic Plan 2005-2009 attached [Attachment 1]		The City of Armadale has a history of long-term Strategic Planning underpinning all of its initiatives and programmes. The Strategic Plan 2005-09 (copy attached) is due for review later this year. In the late 1990s Armadale embarked on a series of needs studies, workshops, forums and "enquiry-by-design" processes which established the new vision for the City. The Strategic Plan outlines Armadale's "Steps to the Future" and with the support of our community the City engaged Government and other partners in the new direction. Fundamental principles of the steps to the future were: • Armadale's growth had stalled early in the 1990s • Growth was needed to meet the true population potential and provide the critical mass needed to commercially support a genuine metropolitan strategic regional centre. • Consultation with Government, private and community stakeholders identified a number of key strategic initiatives that could generate urban growth. • These initiatives formed the clear priorities for the City's future planning, and included extension of the Tonkin Highway, formation of an Armadale Redevelopment Authority, the Champion Lakes Recreation Centre, Forrestdale Business Park, a cinema and extensive retail development in the Armadale City Centre and remake of the City's public image. • All of the City's efforts and resources thereon were focussed on achievement of these outcomes.

[1] It is understood that some of these principles are not mandatory, however reflect principles of best practice.

			The Strategic Plan initially provided the framework for a detailed 10 Year Financial Plan (2001). This detailed plan has evolved into the City's 15 Year "Plan for the Future 2008-2023" (see below) which now guides subsequent Strategic Plans. All reports referred to Council for decision-making refer to the Strategic Plan on the basis that all decisions must be in line with City's strategic direction.
○ Your local government has a five year (or longer) financial management plan in place that is linked to the plan for the future.	Yes – Plan for the Future and 15 Year Financial Plan attached [Attachment 2]		The City has a detailed 15 Year Financial Plan that forms part of the Plan for the Future (see attached). The Plan is revised annually and publicly advertised as part of the Budgeting process. The review is conducted over a series of elected member workshops mid-way through each financial year and is soundly based on strategic management of all program and assets. The Plan guides the City's rating strategy and anticipates the timing and allocation of rate revenue from new growth areas. The City's financial projections make it obvious that the infrastructure demanded by new urban growth cannot be funded by the level of rates typically applied across older existing suburbs. This forward planning enables the City to justify the level of development contribution required for infrastructure, plus specified area rating to cover the higher level of maintenance and asset preservation required on these estates. A feature of the Financial Plan over its first 7 years (now completed) was a commitment to rating increases of CPI plus 3% to fund those key strategic initiatives fundamental to delivering growth and, in later stages of the Plan, to reduce the asset preservation gap.
○ Your local government has detailed three/five year business plans.	Yes		The City has 31 designated "Management Areas" and each Annual Budget (linked with the Strategic Plan and 15 Year Financial Plan) reports and monitors expenditure on each of these Areas. The City won a Certificate of Excellence from the Minister in two consecutive years, 2005-2006 and 2006-2007 for Local Government Financial Management. Works/Programmes extend over 5 Years reviewed annually.

			Business Plans are also prepared for specific programs/projects with all major projects scoped and monitored by the City's multi-disciplined Project Management Group.
2. Detailed asset and infrastructure management planning			
○ Your local government has an inventory of all infrastructure and assets and has an accompanying maintenance and renewal plan in place.	Yes – attached are Road Asset Management Plan 2007, Footpath Asset Management Plan 2005 Property Asset Management Plan 2007 Asset Management Improvement Strategy 2009 [Attachments 3, 4, 5 & 6]		The City has an inventory of all assets and allocates funds to maintenance and renewal accordingly. Its current Road Asset Management Plan 2007 and Footpath Asset Management Plan 2005 are currently being updated under the Asset Management Improvement Strategy (AMIS) 2009 (all attached). Asset Management for all infrastructure groups will be updated by December 2009. The AMIS states:- "*Council is the ultimate asset owner for the City of Armadale. It is empowered by the City's ratepayers to provide and manage the assets and services on their behalf. To enable Council to fulfil its AM Policy and Strategic Plan, Council requires its staff to supply accurate Asset Management information to allow it to make the correct management decisions. Simply put, Council aims to provide the assets and services required by the stakeholders, at a financial rate that is both agreeable and sustainable.*" Council has been an active member of the WAAMI group and one of the City's technical staff is a member on the National Asset Management Committee (NAMS). Since the adoption of its long-term financial plan, it has been Council's objective to relate budget strategy (including rates) and workforce planning to service levels and the provision/preservation of the assets required. Maintenance and replacement of all Council plant and equipment is fully funded from the equipment's operation.
○ Asset maintenance and replacement gaps have been identified and addressed in the financial plan.	Yes		The City's long-term financial plan allows for the maintenance and substantial replacement of all current assets. It also allows for the maintenance and replacement of all new assets provided under the plan, including those "contributed" by development.

			No new assets are accepted without a whole of life assessment of the community's ability to maintain and preserve the asset. Contributed assets constructed in new urban areas at a standard higher than that of the surrounding district will be maintained and preserved by a specified area rate (SAR) applied to the benefiting community. Armadale's long-term rating strategy has closed the asset preservation gap from an estimated $70M- $80M to an estimated $46M in 2023. A recent study by Price Waterhouse for the Perth outer metropolitan growth Councils, has found that Armadale needs a further 10% increase in its rating level to close the asset infrastructure gap, if it wants to avoid closure/disposal of assets or reduction in service levels. Armadale believes it has shown responsible financial leadership in levying a rate that addresses future infrastructure needs. However, unless other communities in Western Australia show similar commitment, Armadale residents will question their apparent higher rating levels. The PwC findings will be important in demonstrating to Armadale residents that the strategy is appropriate and other authorities will be faced with greater penalties in the future.

Local Government Reform Checklist			
Guiding principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
3. Future financial viability and planning			
○ Your local government has adequate reserve funds for future capital works and plant replacement.	Yes		The Strategic Items component of Armadale's 15 Year Plan provides for the necessary replacement of all current plant and equipment, consideration of future replacement of plant and equipment plus, approximately, $50m towards Asset Renewal (broken up as $27m for current assets and $23m for future assets). The City is strongly committed to the future sustainability of all assets. The Plan also provides, through a multitude of funding sources, some $134.7m towards strategic projects essential to the growth of the District
○ Your local government income stream including rates, fees, charges and grants can satisfy your long term community service and operational needs and without grants represents at least 40% of your total revenue.	Yes (Attachment 7 - 2008 Submission to WALGGC)		The City's estimated income stream, from all possible sources, will provide for the expected populations essential needs, with the exception of a $46M asset replacement gap. After 15 years the City's estimated asset portfolio will be valued at $700-800M in "todays" dollars. N.B. This does rely on the application of a SAR to all new urban cells. The City provides over 60% of its operational and asset replacement needs from its own resources (rates, fees & charges). Armadale believes its responsible rating strategy and asset preservation commitment, combined with its high (86%) reliance on residential rates, leaves it vulnerable to criticism from its own community, if other authorities are not required to be equally fiscally

			responsible. All Councils should be required to report annually on their asset replacement gap and explain why that gap is not being "closed". Urban local authorities compete for citizens and commerce and new residents seeking high amenity should be made fully aware of the cost of maintenance and preservation of that amenity. Too many authorities transfer that cost on to future generations. The City's 2008 Submission to the WA Local Government Grants Commission outlines this dilemma. (see attached)
○ Your local government has financial management plans indicating: - existing debt levels; - depreciation allocations compared to allocations on asset replacement and renewal; - operating deficit compared to rates revenue; - amount of reserve funds compared to expenses/asset values; and - adverse financial trends.	Yes		The City's 15 Year Financial Plan contains all of the indicators requested. The City's strict strategy on borrowings is to ensure that annual loan repayments do not exceed 10% of the City's annual revenue. The Plan does report on depreciation compared to overall allocations on asset replacement and renewal, noting that a gap of $46M remains at the end of the 15 Year Financial Plan. The Plan and annual budget clearly indicate the City's end-of year surplus/deficit position compared to annual rates revenue. It also indicates the level of reserve funds set aside for asset replacement. Individual programs (eg. Plant replacement program) outline the funding levels maintained in individual asset categories. Reserves are also set aside for specific future needs such as waste management (post-closure of refuse site, second-generation waste disposal). Adverse financial trends are readily identified in the City's long term (15 year) projection of all programs. The City's monthly financial reporting monitors all Management Areas while the City's Audit Committee takes a stern approach to all areas of governance and compliance.

Local Government Reform Checklist		
Guiding principle	Include figures	Explanatory comment
4. Equitable governance and community representation		
○ Indicate the number of vacancies at the 2007 ordinary local government elections.	Seven (7) [Attachment 8 – WAEC Report on Oct 2007 Elections]	There were 7 vacancies with one sitting Councillor elected unopposed leaving 6 vacancies to be contested. All remaining vacancies were contested.
○ Indicate how many vacancies at the 2007 ordinary local government elections were uncontested.	One (1)	See comment above.
○ Indicate the ratio of elected members to community population.	2007 = 1 : 3928	If there were no change in the number of elected members the ratio would be 1 : 4,783 within 4 years and 1 : 5,840 in 8 years time, rising to 1 : 8.900 in 2031. The ratio of elected members to electors, as defined in the Act, is somewhat lower.
○ Indicate the percentage of voter turnout at the most recent local government elections.	31.28%	Council has always had a good participation rate since introduction of postal voting, occasionally exceeding 40%.
5. Proficient organisational capacity		
○ Indicate the number of staff vacancies and the period these vacancies have continued in each of; - senior management; - middle management; and - senior operational staff positions.	None	The City currently has no vacancies in senior, middle or operational management. Since 1998 the City has maintained a strong "employer of choice" position, negotiating successive Collective Workplace Agreements with administrative and operational staff that maintain a staff turnover rate consistently at 6-10% below the industry average.

		Current staff turnover rate is 15%, comparing well with a State average of 21%. Absent from work rates currently at 7.26 days per FTE per annum, well below State and Federal public service rates of 12 to 13 days. The City's Strategic Plan specifically refers to "developing our organisation" and the image of the organisation is seen as integral to the image of the district. Armadale won numerous Best Practice Awards, including WALGA's prestigious Leadership Award 2001, as an early part of the Strategy, then over more recent years with :- • Minister's Local Government Financial Management Certificate of Excellence Award in 2006 and 2007 • Premier's Award for Switch Your Thinking Project – Sustainable Management of the Environment (2008) • National Awards for local Government - Switch your Thinking Project – Outstanding Achievement (2008) • National KABC Sustainable Cities Awards – Environmental Innovation – Winner – Switch your Thinking (2008) • Minister's Planning Award for North Forrestdale Project (2008) • Property Council's Innovation and Excellence in Local Government - Highly Commended - North Forrestdale Project (2009). During the same period, a number of Councils and senior staff won individual awards bestowed by their professional groups and the industry, confirming Council's practice of encouraging its officers to become industry leaders. Armadale has found that the best retention strategy is the City's good management reputation.

		During the period 2005-2009 when the market was the most competitive, Armadale's growth demanded creation of new positions that were difficult to fill. In the fields of planning, project management and asset management, some new positions had to be redesigned and tasks reallocated because of the lack of expertise available in the market.

Local Government Reform Checklist			
Guiding Principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
○ Your local government has an employee attraction and retention strategy.	Yes		Armadale's staff retention strategy includes generous superannuation, competitive salary scales within a new negotiated set of salary levels, vehicle benefits, study leave and assistance, flexible workhours and leave arrangements, job sharing and purchased leave arrangements. The City offers a retention incentive/allowance on top of salary levels to retain individuals who have reached the top of their band and whose corporate knowledge and experience adds value to their positions required capability. The City also developed a strategy to address its ageing workforce and to avoid loss of corporate knowledge as cohorts of staff approach retirement.
○ Your current staff engage in annual professional training and development opportunities.	Yes		Armadale's current staff engage in regular professional training and development programs. Staff development is encouraged at all levels and senior professional staff are encouraged to act as leaders in their professions. Relevant post-graduate study is encouraged through study leave and assistance while in-house training programs are conducted through WALGA and professional training institutes. Training opportunities are also extended to elected members and both Councillors and senior staff are encouraged to attend conferences, seminars and workshops to bring knowledge back to the organisation.
○ Your local government currently experiences delays in meeting statutory reporting functions and / or requests extensions.		No	In respect of providing comment to statutory authorities on planning matters, the City experiences no delays in responding to the WAPC on subdivision referrals. This is demonstrated by the fact that DPI recently sent letters to 17 metropolitan local governments identified as being tardy in their responses - the City of Armadale was not included amongst these local governments.

Local Government Reform Checklist			
			The City has met all compliance reporting requirements in a timely manner.
○ Your local government processes residential building licence applications within 20 working days.		No	Under the Local Government (Miscellaneous Provisions)Act S.374 local governments are required to determine applications in 35 days (or 60 days in the event of heritage matters). The City does not require development approval for single residences and has delegated authority for all "standard" building licence approval. Whilst Council aspires to minimize approval times, over the past year the City's Building Department has found it difficult to meet more desirable fast turnaround times. Some of the reason for the extended approval periods has been due to the rapid increase in the number of applications - particularly complex applications. For instance the number of licences issued for single dwellings and grouped dwellings increased over the past five years from 270 (03/4), 371 (04/5), 533 (05/6), 700 (06/7), to 1,023 (07/8). A significant number of new residences are group dwellings, requiring more complex applications, often beyond the expertise of traditional home-builders. These changes have coincided with the relative scarcity of qualified building surveyors. In December 2008 the City undertook an investigation with the aim of minimizing delays in determining building licences and found that there had been a growing proportion of applications that are submitted without essential information and therefore cannot be smoothly dealt with. A survey of a sample of applications found that 87% of the applications were deficient and this was the major reason for time delays in determining applications. **If the City "stopped the clock" during the time plans were referred back, it would meet the 20 day turnaround for most type of applications.** Council wrote to all builders operating in the City drawing this matter to their attention and seeking a better standard of application in January 2009.

Local Government Reform Checklist			
			Builders and applicants in general prefer the City to continue to process incomplete applications rather than return them to the applicant (as some local governments do) or place them in a pending tray. Because there are a number of actions required the City continues to process applications in the areas where adequate information has been provided (through Health, Technical Services or other departments) but does not issue the building licence until the full assessment has been made following the submission of all information. Accordingly, the City's data is not adjusted for those applications (which happens to be the majority) where information is awaited because City officers continue to deal with incomplete applications where possible in the interest of the applicant. Should the City take the position that it would literally "stop-the-clock" its performance figures would dramatically improve, but applicants and the industry in general would be aggrieved.
○ Under delegations your local government processes development applications within 20 working days.	Yes		Under Cl10.9 of the City's town planning scheme applications are required to be determined within 60 days or deemed refused, or 90 days where the advertising of applications is required. During 2008 the City determined 44% of the applications received within 20 days. Most applications are dealt with under delegation, although some more complex applications which necessarily require advertising and more thorough assessment, take longer than 20 days.
○ All other development applications are processed within 40 working days.	Yes		Under Cl10.9 of the City's town planning scheme applications are required to be determined within 60 days or deemed refused, or 90 days where the advertising of applications is required. 74% of applications (during 2008) were dealt with within 40 days. These figures include all applications, including those submitted with incomplete information. It should be noted that neighbour consultation occurs in a significant number of cases and this inevitably extends application turnaround times as is anticipated by the Town Planning Scheme which extends the statutory period within which it is expected that the

Local Government Reform Checklist			
			decision would be made. The community is scathing of Council where it doesn't allow adequate consultation before making a decision. Even during the recent boom in development, the vast majority of development applications were determined within the statutory required time periods. **As with Building licence approvals, if the "clock-were-stopped" while necessary information was sought from the applicant or when referral agencies did not respond in a timely manner, the desirable turnaround times would be achieved.**

Local Government Reform Checklist			
Guiding principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
6. Effective political and community advocacy for service delivery			
○ Your local government has funding or other partnerships in place with programs and services sourced by the State Government.	Yes [Attachment 9 – Submission to State & Federal Govt]		Armadale has not only sought partnerships but has advocated and played a pivotal role in the creation of new inter-government partnerships to the good of the District. The City sought the formation of the Armadale Redevelopment Authority to facilitate Government focus and cooperation in urgently needed regeneration and growth. Council's own North Forrestdale Development Scheme future population – 25,000) brought together key Government agencies and pre-funded vital infrastructure, while the ARA's Wungong Urban Water (future population – 40,000) project demonstrates unique planning and partnerships to build a "city within a city". Council works in partnerships with key infrastructure agencies (MRWA, PTA, WC, Synergy) in delivering new infrastructure and services. It implements road projects utilizing State and Federal road funding grants, recreation and leisure infrastructure through outer-metro and CSRFF funding and delivers a range of environmental and community projects through various programs. Delivery of key regional projects such as the Tonkin Highway ($180M) extension and Champion Lakes Regatta Centre ($40M) required years of lobbying and negotiating with both State and Federal representatives.

			Through involvement and leadership of the Outer Metro Growth Councils group, Armadale espouses the principles of proper regional and district planning, requiring whole-of-government cooperation in delivery of public services and facilities. The City has led numerous submissions to State and Federal agencies on the need for better community and infrastructure planning. (attached) Armadale also supports and takes a leadership role in the National Growth Areas Alliance, seeking to achieve Federal Government reform in provision of infrastructure and facilities to Australia's newer urban areas. This intervention led directly to the Federal Government recognizing "growth" as a key factor in the allocation of its recent Regional and Local Community Infrastructure Program, worth $300,000 to each urban Council of population over 30,000. The City has a commitment to supporting non-profit agencies with social and human service provision and does not endeavour to compete for funding sources. However where there is an identified need and opportunity which can not be fulfilled by the non-profit sector then the City will take the lead in applying and tendering for funding. As such the City has tendered and been successful in funding for specific grant funded social services where appropriate. The City has developed strong partnerships with the Department for Communities, Department for Health, WA Police, Salvation Army, and Uniting Care West for the delivery of support services to the Armadale Indigenous community through its innovative Indigenous Development Centre. The Centre is continuing to attract interest from a variety of service providers (both government and non-profit sectors) and has a solid cultural acceptance.

○ Your local government has funding or other partnerships in place with programs and services sourced by the Federal Government.	Yes		As referred earlier, Federal funding has been achieved for key infrastructure projects through consistent advocacy, partnership and engagement with the local Federal Member. Armadale initiated and, in partnership with the City of Gosnells, achieved one of only two Australian Technical Colleges delivered in WA under the previous Federal Government. The City was also successful in achieving funding under the Federal Government's Indigenous Wellbeing Programme for direct Indigenous support programmes and which has enabled the City to actively pursue the 'joined up' government approach to service delivery through its Indigenous Development Centre. The City has worked in partnership with Communicare with the Federal Government Early Childhood Intervention Program with significant funding ($3.2M) being allocated to Armadale in recognition of the serious deficiency highlighted by the Australian Early Development Index research. Whilst education is meant to be the responsibility of other Government spheres, Council, along with the ARA, took up the dearth of tertiary educational opportunities for young persons in the district and secured the allocation of 50 places (to Armadale applicants) at Curtin University. Approved by the Federal Government, Council then oversee advertising and recruitment of the first year of the program.
○ Your local government has funding partnerships in place with the private sector to enhance service delivery.	Yes		Preparation for development of the new North Forrestdale (future population 25,000) and Wungong (future population 40,000) residential growth areas plus the Forrestdale Business Park (15,000 jobs) has involved significant engagement with key land development groups (Stockland, Satterleys, Peron group, Peet & Co). Both Council and the ARA are constantly engaged in the partnership of planning, approval and delivery of these key developments.

			Fundamental to delivery of these future communities is the cost-sharing arrangements for appropriate infrastructure and the application of an appropriate funding arrangement for the maintenance and preservation of that infrastructure. This requires long-term community and infrastructure planning mentioned earlier in this submission. The new State Planning Policy 3.6 will be fundamental to these arrangements and Council awaits implementation of this Policy. An example of the City's participation to facilitate private investment involved contribution to a cinema development (via competitive tender) which delivered the first step in urban regeneration of the Armadale CBD. Subsequent to that catalyst, over $200M in private investment has occurred in the City's commercial heart.
○ The relationship between local government boundaries and relevant State and Commonwealth Agency boundaries are appropriate for effective decision making.	Yes		As a metropolitan urban municipality, State and Federal agency boundaries have little relevance to outcomes for our community. As an outer-metropolitan growth Council, it is frustrating that most agencies regard metropolitan Councils as affluent and self-funding, whereas the reality is that fringe Councils share many of the issues of their rural neighbours. From a Federal perspective, the metropolitan area is considered one region, with the result that scarce funds are spread across all urban Councils, with little regard for need or capability. There needs to be greater State Government coordination of infrastructure and service provision, reflecting the state of maturity or regeneration of sectors of the urban (or rural) regions under consideration. This seems to be sadly lacking in a metropolitan environment and often has to be facilitated by Local Government groupings or formation of a redevelopment authority. State agencies seem to be unaware of the needs generated by changing urban demographics and address their "customers" or "clients" in isolation, without any recognition that the same

			"customers" are shared by a plethora of agencies, but collectively make up communities, suburbs and towns that age and change. Federal agencies seem to find it difficult to recognize anything other than "metropolitan" and "regional" groupings but do respond to detailed demographic data and analytical presentation. The City has found that work with like communities throughout Australia (National Growth Areas Alliance) has gained recognition and more opportunity to influence policies and outcomes.
○ In the past 2 years your local government has attracted investment that has led to economic growth and job creation.	Yes [Attachment 10 – North Forresdtale Structure Plan and Wungong Master Plan]		In conjunction with the Armadale Redevelopment Authority the City is achieving delivery of the key initiatives of its Strategic Plan and 15 Year Plan. Delivery of major infrastructure (mentioned earlier) and commencement of the $48M North Forrestdale and $1.15 B Wungong residential developments will see the City's population grow from 58,000 to 120,000 by 2031. Based on these predictions, some $200M has been invested in the retail and commercial sector of the Armadale CBD over the past 5 years, generating additional jobs. The $220M Forrestdale Business Park is anticipated to provide approximately 15,000 jobs over the next 10 years.

Local Government Reform Checklist			
Guiding principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
○ Your local government has community consultation strategies in place, both on-going and project specific.	Yes [Attachment 11 – Community Consultation Policy]		The City undertakes a range of consultation strategies for specific programs and projects. Notably all significant rezoning changes or development applications and the town planning scheme review have been subject to extended consultation strategies. Examples of consultation processes conducted recently are outlined in the 15 Year Plan for the Future. • Community Perceptions Survey • Community Safety Plan Review • Advisory Committee Review • North Forrestdale Planning Steering Group Community Forums • North Forrestdale Structure Plan Comment Period - Harrisdale and Piara Waters • North Forrestdale Structure Plan Comment Period - Piara Waters Stage 2 • Wungong Master Plan Comment Period • Strategic Library Services Study • Active Sporting Reserves Needs and Feasibility Study • Aquatic Centre Needs and Feasibility Study • Frye Park Community Concept Planning • Youth Precinct Study / Youth Activities Area • Seniors / Disabilities Plan • Forrestdale Community Workshops • Roleystone Revitalisation Workshops • Indigenous Services Consultation • Families and Children Needs Analysis • Westfield Works - Meet in the Street Survey The City has a comprehensive Community Consultation Policy and Practice that informs its varying strategies for engaging and informing the Armadale community. This is in addition to

Local Government Reform Checklist			
			maintaining a number of advisory committees and working groups who meet on a regular basis. In addition to the legislative requirement to review the Plan and invite public comment, the City actively reviews the document throughout each year in order that it continues to offer relevance and supports the notions of financial, social and environmental sustainability.
7. Understanding of and planning for demographic change			
○ Your local government's population trend for the past five years has been: - declining - stable - growing	Growing		After a number of years of little population growth, population has increased recently within the City. While the 2006 Census indicated a population of 52,747 estimates for this year (2009) made by demographers Id Consulting Pty Ltd indicate a population of 58,120. This represents an annual growth rate of 3.3% pa. These figures are supported by recent lots created (2006/7 – 1003 lots, 2007/8 – 1506 lots and up to February 2008/9 - 909 lots) and dwellings granted building approval (690, 1023 and 741 respectively). Thereafter, population is anticipated to reach 83,343 by 2018 and 104,551 By 2025.
○ Your local government's projected population for the next five years will be: - declining - stable - growing	Growing		Projections undertaken for the City by Id Consulting Pty Ltd indicate that between 2009 and 2014 (the next five years) population will grow from 58,120 to 71338. This amounts to an annual growth rate of 4.2%.

Local Government Reform Checklist			
○ Your local government has plans in place for demographic change.	Yes		As outlined earlier in this submission, all of the City's planning and resourcing, over the past decade has been based on long-term projections of growth and renewal of existing areas. More recently, detailed demographic projections enable better decision-making. The City is not interested in long term academic projections, it applies the predictions to its practical and real 15 Year Plan. This is based on the contention that future Councils knowing the assumptions and projections used by this Council, will understand its decisions and modify the plan based on more recent data. A multi-disciplinary group (Asset Steering Group) was set up within the City's workforce to guide planning, service levels and preservation of community facilities throughout the City. This has guided formulation of the North Forrestdale Developers Contribution Scheme and similar initiatives under the oversight of the Armadale Redevelopment Authority. The City's Asset Management Improvement Strategy and 15 Year Plan for the Future incorporate strategies aimed at maintaining, preserving and replacing the City's assets as population changes.

Local Government Reform Checklist			
Guiding principles	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
8. Effective management of natural resources			
○ Your local government, by itself or in partnership, has resource management plans to address changing environmental conditions.	Yes		The City has a number of strategies to manage pressures on the natural environment including the following: • State of the Environment Report 2005 • Greenhouse Purchasing Action Plan • Armadale-Gosnells Landcare Group Strategic 5 year plan • Regional Community Greenhouse Action Plan 2001-2011 • South East Regional Energy Group Business Plan 2006/7-2008/9 • Corporate Greenhouse Action Plan 2009-2012 • Local Biodiversity Strategy (in draft) • Dieback Policy • Tree Preservation Policy • Erosion Prevention and Sediment Control Policy • Environmental Management and Improvement for Constrained Land Policy • Subdivision and structure planning for lots with water courses in rural living and general rural zones. • In addition the City has prepared management plans for a number of the regional parks within its jurisdiction. The City has also been a leader in the Cities for Climate Protection (CCP) and ICLEI's Local Governments for Sustainability Program. The South East Regional Energy Group's (Cities of Armadale, Gosnells & Shire of Serpentine-Jarrahdale) innovative *switch your thinking* program won awards at both State and national level.

			Other award winning projects include:- Category Winner – Local Greenhouse Action – 2008 National Awards for Local Government Winner – Environmental Innovation – 2008 KABC Sustainable Cities Awards (National) Overall Winner – 2008 KABC Sustainable Cities Awards Category Winner – Energy and Water Conservation – 2008 KABC Sustainable Cities Awards (WA) Swan River Trust's Recognition Award for the City's long term commitment to the Swan-Alcoa Program
9. Optimal community of interest			
○ Your local government provides services and facilities to communities with a similar community of interest.	Yes		The City has entered into service providing arrangements in the past, although none are currently in operation. In the past, the City has provided town planning, GIS and plant management services to the Shire of Serpentine-Jarrahdale on a contract for service on a as required basis. However, there are no neighbourhoods or suburbs split across boundaries. Services such as schools and shopping centres are generally accessible locally and not isolated by topographical barriers. As a growing local authority demand for services usually outstrips available resources. Armadale has examined joint-tender arrangements with neighbouring authorities and where benefits can be gained, will exercise that option. In the area of waste management, a cooperative approach to tendering with the Cities of Gosnells and South Perth pre-empted the formation of a Regional Council.

10. Optimal service delivery to community			
○ Your local government has the capacity to improve / increase service delivery in response to community expectation and associated demand.	Yes		As outlined earlier in this submission, the City has strategically planned increased service delivery and infrastructure provision to meet anticipated growth and demand. The assumptions of the long-term plan are clearly stated, enabling future Councils to make their own informed decisions on direction. Armadale is of the view that the greatest threat to future sustainability is cost-shifting from other levels of Government and failure of the public and other authorities to acknowledge the genuine cost of service provision and asset preservation. While increased deficiencies and "smarter" provision of services has enabled the City to deliver more to the community, increased expectations (particularly "false" expectations) and cost-shifting into the area of social services, education and health can only be delivered with a changed taxation/rating model.

Local Government Reform Checklist			
Guiding principles	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
11. Membership of an effective regional grouping			
○ Your local government is a member of a regional grouping of two or more local governments to plan and deliver services regionally.	Yes [Attachment 12 and 13 – Submission to Minister Castrilli and NGAA Brochure]		Armadale is a foundation member and leader of the Outer Metropolitan Growth Councils Group, which has become a Policy Forum advisor to WALGA. These eight growth Councils are also members of the National Growth Areas Alliance. The Growth Councils cooperate and share resources to further the common aims of their communities. (See attached submission to Minister Castrilli in October 2008 and NGAA Brochure] The City is a member of the Rivers Regional Council formed for purposes of waste management. The Region originally included the Cities of Armadale, Gosnells and South Perth. It has now expanded to include the Shires of Serpentine-Jarrahdale and Murray and the Cities of Armadale, Gosnells, South Perth and Mandurah. This larger region is now examining the next step towards second-generation waste treatment.
○ Indicate your regional grouping preference, identifying participating local governments.	N/A	N/A	The City prefers its current regional grouping arrangement provided by the Rivers Regional Council and a number of regional groupings involving the City of Gosnells and the Shire of Serpentine-Jarrahdale. As outlined elsewhere, there are no apparent benefits to our community in more formal arrangements (i.e. amalgamation). Armadale is a strategic regional centre under the Metropolitan Region Scheme offering services to a catchment including its own community and a rural hinterland to the south and east.

12. Previous Structural Reform			
○ Have you gained any benefits from structural reform measures taken with other local governments to date?	Yes		The City's last major structural change was the ceding of the Byford Ward to the Shire of Serpentine-Jarrahdale in 1979. This largely rural ward was deemed (at that time) to have a greater community of interest with the adjacent Mundijong area of the Shire of Serpentine-Jarrahdale. The City of Armadale evolved from the Kelmscott Roads Board which came into existence in 1895. Since then there have been many boundary changes as community needs and expectations have changed. The more major of which are: • Camillo, Champion Lakes, Forrestdale, Piara Waters, and Harrisdale were all part of the Jandakot Roads Board District for the first 30 years of our history; • The northern section of Kelmscott was left under the control of the then Canning Roads Board for 10 or more years before becoming part of the Kelmscott Road Board District; • The Karragullen township was originally divided between the Kelmscott and Darling Range Roads Districts, and • Our original southern boundary was the northern edge of the gazetted Mundijong townsite. This was later changed to just south of the Cardup townsite, and then in 1979, Byford and Oakford transferred from Armadale to Serpentine-Jarrahdale. • There are also three recent very small boundary adjustments either finalised or in train to regularize boundaries to align with major roads such as Ranford Road and the Tonkin Highway.

13. Conclusion	
○ After completing the checklist, are you of the view that amalgamation or any other type of structural reform is necessary for your local government?	No. In completing this checklist, the City has undertaken preliminary examination of the next step proposed in the Minister's guidelines under 1.2 Local Government Reform Exploration. In this step, Councils are asked to consider "potential partners for amalgamation" and "the largest combination of Councils." In accordance with that consideration, the Mayor and CEO met with the Mayor/President and CEOs of the Shire of Serpentine-Jarrahdale and the City of Gosnells. The CEO has also held discussion with the CEOs of the City of Cockburn, Town of Kwinana, City of Canning and the Shires of Kalamunda, Beverley and Wandering, i.e. all neighbouring local authorities. In each discussion, the following **points** were outlined on behalf of the City of Armadale. • The City is currently undergoing rapid growth towards a population of 120,000 by 2031. • This is considered a sustainable size for a Western Australian metropolitan City. • The City's sustainability could be improved by an increase in the ratio of commercial/industrial areas, relative to population within its boundaries. • There is no benefit in this regard if an amalgamation were to occur with the two most apparent options, the City of Gosnells and Shire of Serpentine-Jarrahdale. • Indeed, there would be some disbenefit in this regard were the City to consider amalgamation with the Shire of Serpentine-Jarrahdale. • Amalgamation with the City of Gosnells would maintain a similar demographic but double the population to 240,000, exceeding the size this Council considers desirable if standards of community representation and consultation are to be maintained. • The City of Canning has only "incidental" common boundary with Armadale and very little community of interest. Canning has a significant commercial/industrial base which it would strongly resist "sharing" with a greater proportion of the surrounding residential suburbs. • Armadale's neighbour to the west, the City of Cockburn, is a coastal authority with similar growth expectations to Armadale. Cockburn's community of interest aligns it much more to the neighbouring Councils of Kwinana and Fremantle. • Armadale shares a boundary through the forests of the Darling Range with the Shire of Kalamunda. While there is community of interest between the hills communities of Roleystone, Karragullen and Pickering Brook, there are no apparent benefits to the broader communities of Kalamunda and

	Armadale, with significant geographical (and urban) separation between the two centres. Both authorities contain large tracts of State Forest and catchment area managed by the relevant State authority, with limited demand on Council resources. Both authorities cooperate closely with the State on managing the fire risk in these areas. • The City's neighbours to the east, the rural Shires of Beverley and Wandering are separated from the City by some 50km of State Forest. The City is happy to share and host services but has no community of interest with these rural areas, who are each negotiating with other rural neighbours on more appropriate regional groupings. In response, representatives echoed similar sentiments. All agreed:- ➢ No authority held "predatory intent" to forcibly "take over" or instigate amalgamation proceedings with the City of Armadale. ➢ The City of Armadale advised it had no such intent towards any neighbouring authority. ➢ All agreed to continue to cooperate fully with one another and in the event of any directive from the Minister, would address that directive with the same spirit of cooperation.
CONCLUSION **Whilst Council will examine and report in more detail in its ultimate Reform Submission, there are no preliminary indications that amalgamation with one (or more) of the City's neighbours will provide a benefit to the future population of the district.** A population of 100,000 to 120,000 is considered to be a valid and sustainable size for a City in the first half of this century. From the point of view of representation, community awareness, economies of scale and sound strategic governance, this Is considered eminently suitable, supported by the sound financial principles of the City's 15 Year Plan for the Future. Whilst the Plan demonstrates the City still has an asset preservation gap, examination will show that this is shared by all local governments and **all** will need to address this in future financial plans, regardless of the possibilities of amalgamation. In the absence of any analytical evidence to the contrary, Armadale will submit that a future population of over 100,000 is a sound population base for a WA urban municipality. As a consequence it looks forward to working with the State Government on various elements of the Reform Agenda to deliver the best possible governance model to oversee that population base for the first half of this century, and beyond.	

City of Armadale **Local Government Reform Checklist**

List of Attachments	
Attachment 1	Strategic Plan 2005-2009
Attachment 2	15 Year Financial Plan
Attachment 3	Road Asset Management Plan 2007
Attachment 4	Footpath Asset Management Plan 2005
Attachment 5	Property Asset Management Plan 2007
Attachment 6	Asset Management Improvement Strategy 2009
Attachment 7	2008 Submission to WA Local Government Grants Commission
Attachment 8	WAEC Report on the October 2007 Elections
Attachment 9	Submission to Federal Government in May 2003
Attachment 10	North Forrestdale Structure Plan and Wungong Master Plan
Attachment 11	Community Consultation Policy
Attachment 12	Submission to Minister Castrilli (Oct 2008)
Attachment 13	National Growth Areas Alliance Brochure