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**SPECIAL MEETING OF COUNCIL  
31 August 2009**

**MINUTES**

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**ATTACHMENT A-1**

**CITY OF ARMADALE'S SUBMISSION TO THE MINISTER FOR LOCAL GOVERNMENT  
ON LOCAL GOVERNMENT REFORM**

# CITY OF ARMADALE

## MINUTES

OF SPECIAL MEETING OF THE ARMADALE CITY COUNCIL HELD IN THE COUNCIL CHAMBERS, 7 ORCHARD AVENUE, ARMADALE ON MONDAY, 31 AUGUST 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 H Munn JP CMC	Lake Ward
Cr C J MacDonald	Lake Ward
Cr J Knezevich	Minnawarra Ward
Cr K Lethbridge	Minnawarra Ward
Cr G A Best	Neerigen Ward
Cr H A Zelones JP	River Ward
Cr P J Hart	Jarrah Ward
Cr L Scidone	Jarrah Ward
Cr W Mauger	Palomino Ward
Cr J Everts	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 W A Bruce	Executive Director Technical Services
Mr N Kegie	Executive Director Community Services
Ms S D'Souza	CEO's Executive Assistant

Public: Nil  
Press: Nil

**LEAVE OF ABSENCE:**

Nil

**APOLOGIES:**

Apologies received from Cr Tizard and Cr Butterfield.

MOVED Cr Scidone that the apologies be received.

**237/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)**

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**3 PUBLIC QUESTION TIME**

Nil

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**4 BUSINESS BEFORE COUNCIL**

MOVED Cr Zelones that Standing Orders be suspended to allow open discussion on the Report and Submission to the Minister.

**238/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)**

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***LOCAL GOVERNMENT REFORM STRATEGY***

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WARD All  
FILE REF: G/AM/1  
DATE 27 Aug 09  
REF RST  
RESPONSIBLE CEO  
MANAGER

**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 was formed to oversee, advise and guide the process.
- Guidelines outlining the State Government's objectives were released in late February requiring Councils to make an initial submission by 30 April 2009, followed by a final submission by 31 August 2009 following a community consultation process.
- The Department's assessment of Council's initial submission in April indicates that the City of Armadale has the organisation and financial capacity to meet current and future needs.
- Community consultation was undertaken in August in various forms – an online questionnaire, random telephone survey of 200 residents by a consultant and a public meeting held on 19 August 2009. Results of the consultation are outlined in the Reform submission.
- A Councillor workshop was held on 12 August to discuss the issue of number of elected members and ward representation.
- Advice has since been received from WALGA (12 August) that the Minister has extended the deadline for submissions to 30 September 2009.
- Council's draft submission on Structural Reform has been forwarded under separate cover.
- It is recommended that Council endorse the *City of Armadale's Reform Submission* as presented at Attachment A-1.

**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**

Councils have been invited to voluntarily participate. However, if reform is to be enforced it will require amendment to the Local Government Act.

### **Council Policy/Local Law Implications**

Nil

### **Budget/Financial Implications**

Council's decision will have no immediate Budget or financial impact. However, if structural reform is imposed by legislation, it will have significant Budget and financial ramifications for the City.

### **Consultation**

Elected Members

Neighbouring Local Authorities

Residents & Ratepayers

## **BACKGROUND**

On 5 February 2009 the Minister for Local Government, the Hon, John Castrilli MLA, announced strategies for local government structural reform

The first stage of the reform process required local governments to complete a Local Government Reform Checklist.

This checklist covered information such as whether a local government had strategic, business and financial management plans and Councils were asked to identify their capital reserves, income streams and debt levels.

The City submitted the requested Local Government reform Checklist to the Minister for Local Government in late April 2009.

In forwarding Armadale's response to the Minister's checklist, the City advised that it has considered all potential partners for amalgamation and "the largest combination of Councils".

The Mayor and CEO met with their counterparts at the two authorities sharing the greatest community of interest, the City of Gosnells and the Shire of Serpentine-Jarrahdale.

The CEO also held discussions with CEOs of all other neighbouring Councils. The outcome of those discussions is outlined in the City's conclusion to the checklist.

The City has determined that after considering the checklist and discussion with our neighbouring authorities, Armadale's ultimate population of 120,000 provides a sound base for an effectively governed local government.

Accordingly, it respectfully submitted that there is *no benefit, financial or otherwise, to be gained by amalgamation with neighbouring authorities.*

On 22 July 2009, the City received the Department of Local Government's assessment of the City's Reform Checklist. The City was identified as a Category 1 local government, meaning that it had provided evidence to indicate that there is existing organizational and financial capacity to meet current and future community needs.

The assessment of the City of Armadale's checklist and associated documents identified many key strengths, in particular:

- demonstrable evidence of best practice approach to integrated long term strategic planning;
- demonstrable evidence of best practice approach to asset and infrastructure planning;
- demonstrable evidence of long term financial management planning in place to supplement future financial viability and planning;
- demonstrable evidence of a comprehensive staff attraction and retention policy;
- demonstrable evidence of a strategic, human resources approach to employee training and professional development to build organisational capacity;
- demonstrable evidence of a coordinated approach to attract investment and facilitate local economic growth in the district;
- demonstrable evidence of significant partnerships negotiated with levels of Government and the private sector to attract investment and enhance community service provision and infrastructure;
- demonstrable evidence of a strategic, corporate approach to community engagement and consultation;
- demonstrable evidence of planning for demographic change and population growth incorporated into key corporate documents;
- demonstrable evidence of environmental management planning incorporated into corporate planning documents;
- planning and finance strategies in place to provide optimal service delivery in response to community expectations;
- identified opportunities for working in partnership with neighbouring local governments to address regional issues.

Whilst the checklist and attached documents demonstrate a best practice approach in long term planning by the City, areas where improvements are required were identified in relation to:

- some delays noted with processing building and development applications; and
- the need to encourage greater community participation in voting at local government elections.

On Wednesday 12 August, the WA Local Government Association advised as follows:-

*Please be advised that at the WALGA State Council Meeting on Sunday 9 August 2009, The State Council resolved to request the Minister for Local Government to extend the time for Local Governments to submit their reform submissions to the end of September 2009.*

*Due to the direction provided at the Local Government Convention by the Premier, Minister for Regional Development and Minister for Local Government; many Local Governments are reconsidering their positions and require more time to develop reform proposals in consultation with their Communities.*

*We have been advised that the Minister has accepted this request and Local Governments can have to the 30<sup>th</sup> of September to complete their submissions. The Minister's office has stated that they look forward to receiving those submissions that are complete now, however those Councils that require more time can have until 30 September 2009.*

## **COMMENT**

The second phase of the reform process involved community consultation and the preparation of the City's final submission.

A timeframe was established as follows:-

- feedback/submission by 14 August 2009
- Public Meeting on Wednesday 19<sup>th</sup> August 2009 and
- report to Council on Monday 24 August 2009.

Council at its meeting on 24 August 2009 considered preliminary results of the community consultation undertaken to date.

### **Community Consultation**

Following receipt of the Department's response to Council's original submission, advertisements requesting community comment on the Structural Reform Issues had been published in the local press on Thursday 30<sup>th</sup> July (Examiner) and Tuesday 4<sup>th</sup> August 2009 (Comment News).

A Media Release was issued and the City's website provided a direct link from the Homepage to Council's submission on Structural Reform and the Department's response.

The website also contained a questionnaire on the key issues.

A consultant group was commissioned to undertake a telephone survey and conduct analysis of the results.

On Wednesday, 12 August Councillors and Executive Directors attended a workshop to discuss the issue of number of elected numbers and ward representation.

The consultation process concluded with a public meeting held on Wednesday 19 August 2009 to discuss community's views on amalgamation, ward boundaries and number of elected members.

Results of the Community Consultation are included in the *City of Armadale Local Government Reform Submission*.

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It is recommended that Council endorse the City of Armadale Local Government Reform Submission as presented at **Attachment A-1 to this report**.

Council Discussion

*Whilst having been assessed as a Category One local government i.e. evidence that there is existing organisational and financial capacity to meet current and future community needs”, by the Department of Local Government in July 2009, Council continued to develop its Reform Submission addressing the three principle local government reform strategies, i.e.*

1. *Voluntary Amalgamation and Boundary Changes*
2. *Number of Elected Members, and*
3. *Regional Groupings*

*Following further discussion at Councillor workshops and extensive public consultation, Council endorsed its position in relation to each of the strategies, and unanimously supported the recommendations identified in the Reform Submission.*

MOVED Cr Best that Standing Orders be resumed.

**239/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)**

**MOVED Cr Zelones:**

1. **That Council, having regard for the outcomes of its community consultation process and in accordance with the Minister for Local Government’s guidelines for developing a Reform Submission, advise the Minister as follows:**

**A. Voluntary Amalgamation and Boundary Changes**

**That the City of Armadale:**

- i) **does not propose to amalgamate with any other local governments,**
- ii) **will continue to review and be supportive of boundary changes with neighbouring local governments where there is a demonstrated net benefit to the affected communities.**

**B. Number of Elected Members**

**That the City of Armadale can see no tangible benefit in the proposal to reduce the number of elected members to between 6 and 9, for urban local governments like Armadale. Furthermore, if an amendment to the Local Government Act resulting in a reduction to the maximum number of elected members on a Council is to eventuate, then the City of Armadale is of the view that the number for large urban local governments be set at between 8 and 12 and if this amendment were to occur, then the City of Armadale would propose reducing its member numbers from 14 to 12.**

**C. Regional Grouping**

**That the City of Armadale will continue to:**

- i) work collaboratively with other local governments on a regional grouping basis**
- ii) be involved in a number of very successful joint local government initiatives namely, the *Rivers Regional Council* (involving the local governments of Gosnells, South Perth, Mandurah, Murray, Serpentine-Jarrahdale and Waroona), the *Outer Metropolitan Growth Councils Group*, and several Land Care and Environmental based Programs; and**
- iii) actively examine, evaluate and implement joint local government initiatives as and when the opportunity presents and when it can be demonstrated that there are tangible net benefits to the communities of the participating local governments.**

- 2. That Council endorses the *City of Armadale Local Government Reform Submission* (as presented at Attachment A-1 to this Report) being submitted to the Minister for Local Government as being the rationale and evidence in support of the above recommendation to the Minister.**

**240/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)**

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**5 CLOSURE**

*The Mayor, Cr Reynolds, declared the meeting closed at 8.10 pm*

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MINUTES CONFIRMED THIS 14<sup>th</sup> SEPTEMBER 2009

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MAYOR

**ATTACHMENT A-1**

**LOCAL GOVERNMENT REFORM**

**SUBMISSION TO THE MINISTER FOR  
LOCAL GOVERNMENT**

LOCAL GOVERNMENT REFORM

SUBMISSION TO THE MINISTER FOR  
LOCAL GOVERNMENT

CITY OF ARMADALE

AUGUST 2009

## LOCAL GOVERNMENT REFORM SUBMISSION

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## INTRODUCTION

In February 2009 the Minister for Local Government, the Hon John Castrilli, announced a package of wide-ranging reform strategies and invited all Councils in Western Australia to consider the option of amalgamating with neighbouring local governments and reviewing all aspects of service delivery.

Guidelines outlining the State Government's objectives in this regard were released in late February 2009, requiring Councils to make an initial submission by 30 April 2009, followed by a final submission by 31 August 2009.

The City of Armadale considered these matters on:-

CS21/02/09 Council meeting held on 23 February 2009  
CS86/8/09 Council meeting held on 24 August 2009  
Special Meeting of Council of 31 August 2009

and the relevant reports are shown at [Attachment 1](#).

In addition a series of Workshops were held on 23 April and 12 August 2009 involving elected members and senior staff.

The City of Armadale submitted its initial checklist submission on 29 April 2009 and after receiving the Department of Local Government's response on 21 July 2009, advertised the reform agenda extensively throughout the City and invited comment from the public through local media and the City's website.

It also commissioned an independent random telephone survey of residents to gain further insight into the community's views on these matters.

On Wednesday 19 August 2009 a public meeting was held to discuss the outcomes of the process and invite further public contribution to the City's final submission.

## REFORM FEATURES

The desired outcome of structural reform is a strong sustainable local government. The Minister identified a range of outcomes which could be achieved through the reform process. These include:

- Increased capacity for local government to better plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability.
- Increased capacity for local government to have adequate financial and asset management plans in place.
- Enhanced efficiency in the processing of planning, building and other licence applications made by business and the community.

- Greater ability to attract and retain employees including the provision of further career development opportunities.
- Greater competition for positions on council and, in conjunction with other reforms, potential for enhanced governance capacity and
- Larger local governments with greater capacity to partner with State and Federal Government, and the private sector to further improve services to their respective communities.

A Local Government Steering Committee was established and councils have been invited to take part in the reform process.

Key features of the Government's structural reform process include:

- The voluntary reduction in the number of councils within Western Australia through amalgamation
- Reduction in the number of elected members (to between 6 and 9) and
- Regional groupings (sharing resources to deliver services)

## INITIAL SUBMISSION – 29 April 2009

The City's original submission, prepared in accordance with the Minister's checklist and guidelines, was submitted on 29 April 2009 and is shown at [Attachment 2](#).

The submission, and the early workshops in March and April of this year gave careful consideration to the objectives and potential benefits outlined by the Minister. The City needed to confirm that it has the organisational and financial capacity to meet current and future community needs.

Overall, the City found that it does have the capacity and necessary strategies in place to oversee and sustain the growth of the district over the next three decades and beyond.

The Department of Local Government supported this assessment in its response to the City's initial submission, finding that Armadale is a "Category One" Council, i.e. *"Evidence indicates that there is existing organisational and financial capacity to meet current and future community needs. Local governments should still consider reform opportunities which enhance service provision to local and regional communities."*

*"The assessment of the City of Armadale's checklist and associated documents identified many key strengths, in particular:*

- *demonstrable evidence of best practice approach to integrated long term strategic planning;*
- *demonstrable evidence of best practice approach to asset and infrastructure planning;*

- *demonstrable evidence of long term financial management planning in place to supplement future financial viability and planning;*
- *demonstrable evidence of a comprehensive staff attraction and retention policy;*
- *demonstrable evidence of a strategic, human resources approach to employee training and professional development to build organisational capacity;*
- *demonstrable evidence of a coordinated approach to attract investment and facilitate local economic growth in the district;*
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- *demonstrable evidence of planning for demographic change and population growth incorporated into key corporate documents;*
- *demonstrable evidence of environmental management planning incorporated into corporate planning documents;*
- *planning and finance strategies in place to provide optimal service delivery in response to community expectations;*
- *identified opportunities for working in partnership with neighbouring local governments to address regional issues.*

*Whilst the checklist and attached documents demonstrate a best practice approach in long term planning by the City, areas where improvements are required were identified in relation to:*

- *some delays noted with processing building and development applications; and*
- *the need to encourage greater community participation in voting at local government elections.”*

A copy of the Department's response to the City's initial submission is presented at [Attachment 3](#).

## AMALGAMATION WITH NEIGHBOURING AUTHORITIES

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.

There were 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.

This matter was again examined throughout the community consultation process. A telephone survey of residents found that approximately 40% of respondents either disagreed or strongly disagreed with the prospect of Armadale combining with one or more other local authorities.

In contrast, 24% were in favour of amalgamation. Comments provided by the respondents were more decisive, with some 54% opposing amalgamation and reducing the size of the Council, while only 17% favoured major reform. The other 29% were non-committal in their comments.

Of those who did favour amalgamation, the general preference was that the City of Gosnells or Shire of Serpentine-Jarrahdale was the most likely partners.

In response to public advertisement, 11 submissions were received on structural reform. Of these 5 favoured amalgamation, while 5 opposed, with one remaining non-committal.

Two of the eleven submissions were from outside the district.

One submission recommended formation of a “super Council” including Kwinana, Cockburn, Gosnells and parts of Serpentine-Jarrahdale.

This is not supported for a number of reasons. As outlined in the conclusion, a local government of population exceeding 300,000 growing to 500,000 and straddling 8-10 State electorates is considered too large and hardly “local”. This is particularly so if the size of the Council representing this population is reduced to 9 members.

Further, community of interest in greater Perth can be grouped broadly into 3 “vertical” bands, i.e. coastal, urban and hills (eastern). While Armadale is urban and hills, it shares little community of interest with the City of Cockburn and Town of Kwinana, who have more in common with their coastal neighbours, Fremantle, Rockingham and Mandurah.

At the public meeting held on 19 August 2009, comments were overwhelmingly opposed to amalgamation with comments as follows:-

- Growth to population of 120,000 is appropriate
- Structures in place to manage this growth
- Fear there will be loss of identity, sense of community
- Fear that there will be loss of representation and community access to Council decision-making

### Amalgamations – Conclusion

Since making its initial submission in April 2009, the City of Armadale has continued to examine the prospect of benefit to its community in amalgamating with one or more of its neighbours. All of the factors outlined in the City’s earlier submission remain. Further work undertaken with the most likely partners, Gosnells and Serpentine-Jarrahdale, indicate there is no financial gain and even less community of interest with the City of Gosnells. The two Cities are of a similar residential/commercial mix, but Armadale is commencing a 20 year rapid growth phase, while Gosnells is just emerging from its growth period. These phases require a different allocation of resources and focus.

Armadale’s hills, rural and forest catchment areas have little in common with predominantly urban Gosnells. While both Cities work closely together in a strategic sense, their total ultimate combined population would exceed 250,000, which the community and Council believe would no longer represent “local” government. Evidence from other States show marked difference in the community’s sense of participation in local government. As submitted earlier,

this Council believes a population of 100,000 to 120,000 represents an ideal balance of scale between good governance and economic delivery of service.

With regard to the potential of amalgamation with the Shire of Serpentine-Jarrahdale, it is apparent there would be a financial disbenefit to the Armadale district if such a proposal went ahead. The largely rural Shire of Serpentine-Jarrahdale is approaching the “first-home” growth curve experienced by Armadale in the 1970s. Armadale has moved on from that phase and has only in the past decade addressed the backlog of issues and infrastructure problems inherited from that period. The new growth phase in Armadale is at a “higher” investment level of diverse residential and commercial development, it does not want to revert to the issues experienced in past decades, nor indeed revisit the financial legacy of rapid development under intense pressure, currently being experienced by Serpentine-Jarrahdale. The City of Armadale is available as an advisor and service provider and works closely with its neighbour, but believes both governance and financial strategy of the two districts should remain separate.

## **BOUNDARY ADJUSTMENTS**

The City has a history of amicable boundary adjustments, evolving from the original Kelmscott Roads Board (1895), with the most recent significant adjustment being the ceding of Byford to the Shire of Serpentine-Jarrahdale in 1979.

Currently discussions are underway for further minor adjustments to the City of Armadale’s boundaries with the Cities of Gosnells and Shire of Serpentine-Jarrahdale.

(Plan of Minor Boundary Amendments under consideration is presented at [Attachment 5](#).)

These are:-

### **INSET 1 – City of Gosnells**

Proposed realignment of the local government boundaries between the Cities of Armadale and Gosnells by relocating a portion of Lot 22 Ranford Road from its locality of Southern River in the City of Gosnells to the locality of Forrestdale in the City of Armadale. The request to initiate this boundary realignment was received from the ARA to facilitate the planning of its Forrestdale Business Park West Precinct. Council, at its Meeting on 27 January 2009, resolved to approve the minor modification and to forward a request to the Local Government Advisory Board pending support from the City of Gosnells. A request has been sent to the City of Gosnells and it is understood that a report will be submitted to the Gosnells Council during September 2009.

## [INSET 2 – Shire of Serpentine-Jarrahdale](#)

Proposal has to do with the realignment of the local government boundaries of the City of Armadale and the Shire of Serpentine – Jarrahdale by relocating Lot 5072 Tonkin Highway and a parcel of vacant Crown Land from its locality of Oakford in the Shire of Serpentine-Jarrahdale to the locality of Hilbert in the City of Armadale. The request to initiate the boundary realignment was also received from the ARA to facilitate the planning of its Wungong Urban Water Redevelopment Scheme. Council, at its Meeting on 28 April 2009, resolved to approve the minor modification and to forward a request to the LG Advisory Board pending response from the Shire of Serpentine-Jarrahdale.

## [INSETS 3 & 4 – Shire of Serpentine-Jarrahdale](#)

In the 1990s the City and the Shire of Serpentine Jarrahdale entered discussions with a view to proposed boundary adjustments for the areas of Admiral Rd and Wungong South Rd. These entailed:

1. Excising from the City of Armadale Lots 191, 192, 193, 195 and 196, accessed from Wungong South Rd as shown shaded yellow on the attached diagram, and incorporating these properties in the Shire of Serpentine Jarrahdale. This variation was prompted by the owners of Lot 194 objecting to the original proposal and on the basis that this Council provides access to both Lot 194 and adjacent Lot 1.
2. Excising from the City of Armadale Lots 238, 291, 11, 12, 13 and 14 accessed from Admiral Rd, Byford and shaded blue on the attached diagram and incorporating these properties in the Shire of Serpentine. This variation is based on the fact that Lot 2 (included as part of the original proposal) is a Regional Open space Reservation and it would be logical not to separate it from other Regional Open Space to the north by way of Municipal Boundary.

Included in the above proposal were two further matters which centred around the maintenance of Rowley Rd and who should be responsible for what and the possibility of a scenic route through Admiral Rd.

The matter of maintenance in Rowley Road was resolved in 1998 and the structural reform debate has promoted a renewed consideration of the two proposed boundary adjustments.

## **2004 BOUNDARY CHANGE**

In April 2004 Council initiated a boundary amendment with the City of Gosnells to amend the boundary by moving the boundary northeast to the centreline of the Tonkin Highway between Ranford Road and Albany Highway. This boundary amendment has been put in place.

## ELECTED MEMBER REPRESENTATION

The City of Armadale understands that it is proposed to amend the Local Government Act to reduce the size of all Councils in WA to between 6 and 9 members. This Council will submit that 9 elected Councillors is not adequate in a growing urban municipality, and the “upper limit” needs to be greater.

It is understood that the suggested limitation is on the basis that a collective of 6 to 9 is regarded as “ideal” for decision-making, and that a Council should assume the role of a Board of Directors. It will be outlined below that the role of a democratically elected Councillor is more than that of a Director of a Board.

The City of Armadale has supported the concept of reform in local government in WA, participating strongly in the preparation of WALGA’s SSS Report – “The Journey”.

However, there has always been concern that the reform process would focus inordinately on amalgamations, boundaries and elected members, rather than the underlying financial and governance issues that make many local governments unsustainable.

This is particularly problematic when a “one size fits all” approach is applied.

It is respectfully submitted that on the matter of elected member representations, 6 to 9 Councillors represents “one size” and does not provide adequate range for the wide variance in local government sizes in WA.

While the size of the “Board” will be discussed below, it is suggested that the needs of a remote rural community and the largest urban municipality are so different that a different framework is needed for governance and leadership.

*It would be more appropriate that while a range of 6 to 9 Councillors could represent most rural communities, a range of 8 to 12 is more appropriate in the larger urban local governments.*

### “Board of Directors” – Role of Council

It has been advised that Councils should be based on the Australian Institute of Company Directors model of a Board. However, Boards are normally:-

- Appointed on expertise to achieve a specified mix on a pre-designed “team”
- Often single industry or interest
- Decision-making role only (normally strategic, limited perspective)
- All other roles assumed by the Executive

In contrast, the Council of a local government is:-

- Elected democratically from the Community
- The “team” must be formed from whatever variety of capability an election delivers.
- Must deal with extremely diverse material and matters
- Training occurs “on the job” – experience on the team is of great value.
- Must perform an advocacy role and vital communication link back to the community.
- Accountable to the community every 4 years.

### Diversity of Council Business

The issues dealt with by any medium or large local government are extremely diverse and varied. While the Council operates at a strategic level Councillors must consider reports of extreme detail on matters as widely varied as environmental issues, public health, town planning and building, engineering design, parks and recreation and community welfare - not to mention the financial responsibilities of overseeing a multi-million dollar corporation (\$60M to \$150M per annum).

While their decision-making is strategic, Councillors are also required to consider all aspects of the recommendations put forward by officers on appointed experts. Indeed, this is the advice provided by the Australian Institute of Company Directors.

Local Government Councillors are elected to act not just as Directors but also as the Governing Body. They are elected to represent their community as an advocate, to bring the views of that community to the table in debate, then vote on issues using their best judgement, in good faith.

Following that decision, they provide a role in communicating decisions and the reasons behind them, back to the community.

Councillors are uniquely able to provide this role, because they *participate* in the decision-making process, not just observe.

They undertake this role voluntarily, with limited compensation.

The Minister has indicated that it is preferred that the role of a Councillor remain voluntary, albeit with better training and a modest increase in fees. It is clear from the evidence throughout this report that a smaller number of Councillors will share an increased workload. Rather than attracting more persons interested in standing for Council, this could have a negative effect, limiting Council aspirants to those with the time or financial resources to spare.

## Development of a Strategic Role

Because a Council is elected, not appointed, at any time, it will have elected members in three categories:-

1. Experts & leaders
2. Community advocates/contributors
3. Inexperienced Councillors “in development”

Of the latter, a minority may be “single-issue” Councillors that survive one electoral term or less.

All contribute to the democratic process of determining the community’s future, even the single-issue member.

No Council will find itself “dealt” the ideal mix of experts that might be appointed to a Board from the outset.

Team members develop, strategies are nurtured, tested and reviewed. Members come to understand their role and are less likely to revert to operational or incidental matters.

Accordingly, it is suggested that a 9 member Council will deliver just 2-3 experienced leaders at any one time.

These are the members that must assume the workload and burden of responsibility for decisions made on behalf of up to 150,000 people.

A smaller board or Council (9 members) perhaps changing half its members every 2 years will be more likely to lose its strategic focus and swing between extremes of direction, dictated by issue-driven minority groups.

A smaller board can more easily be dominated by a minority group (just 5 for an absolute majority).

These are factors characteristic of highly political eastern states Councils – not desired in Western Australian communities.

## Advocacy Role of Councillors

Elected Councillors provide a valuable link in sourcing and advancing community views, then in advising/communicating outcomes back to the community.

This is unlike State and Federal agencies where this process is carefully managed through paid consultants, bureaucrats and appointed community representatives.

If Councillor numbers are reduced, this role will need to be filled by paid Council officers or consultants. Convening and attending community

meetings, “friends” groups and ratepayer groups will become a paid role, which could cost hundreds of thousands of dollars per annum at this Council alone.

### **Ideal Size of a Board - AICD**

In considering this matter in 2006, the Local Government Advisory Board advised:

*Interstate comparison of legislative requirements in relation to numbers of elected members is as follows. In NSW, Victoria, Queensland and NT, five members is the prescribed minimum number of members. Two other States prescribe a maximum number of members, 12 in Victoria and 15 in NSW. The Tasmanian legislation includes a schedule for the number of members for each council. In SA, the number of elected members in a council ranged from six to 21, however, there are no minimum and maximum requirements.*

A NSW State Government inquiry into the structure of local government (Sproats 2001) considered the issue of elector representation. Its finding on this matter was:

*“There was no definitive conclusion about the ideal number of councillors or the ideal representation ratio. What appears to be important is how opportunities are created which enhance democracy and allow the community to participate in information sharing and decision making” (page 39)*

***The Australian Institute of Company Directors recommended that a Board of Directors for a public company be between eight and 12 members.***

The Advisory Board Report then went on to say:-

*In relation to a maximum number of elected member, the Board believes that the current maximum of 15 councillors is too large and can stifle decision making. It is therefore recommended that the maximum number of elected members be reduced to 13. An amendment of this sort would currently impact upon the following local government: Albany, Armadale, Bunbury, Stirling, Swan, and Wanneroo.*

*The Advisory Board then recommended that:*

*The Local Government Act 1995 be amended to:*

- 1. Reduce the minimum number of elected members required by a council within a regional local government to four.*
- 2. Decrease the maximum number of elected members in any local government council from 15 to 13.*

Local Government Advisory Board – April 2006

***Accordingly, the City suggests that a maximum of 9 Councillors for a large urban Council of up to 200,000 population, is not adequate.***

***Armadale will recommend that if the Local Government Act is to be amended to reduce the maximum number of Councillors on any Council, that the maximum number be 12 members for an urban Council.***

***Also, that if this amendment occurs, the City of Armadale be comprised of 12 Councillors, noting that its population is estimated to increase to 120,000 by 2031.***

## **Ward Representation**

The Minister has outlined the benefits of wards or districts in ensuring that communities continue to have access to their elected Council.

The City of Armadale agrees with this view and believes that a ward representation system should be retained as it promotes a broader and more representative perspective and lessens the opportunity for minority groups to assume control of the Council,. Where a committee system is used for more informed decision-making, the Ward system can be linked to (again) ensure the broadest perspective.

A factor often over-looked is that less Wards (or one Ward) means that election and advocacy costs for Council candidates greatly increase. A candidate for a “one Ward” Council must canvas and represent all electors (30,000 to 100,000) whereas a ward system limits this to 3,000 to 10,000 electors..

The concept of an independent, community-based Councillor would become a thing of the past under those conditions.

The City of Armadale strongly believes that Ward representation greatly enhances the advocacy and communicative role of elected Councillors. Whilst decision-making is at a district-level, communication and representation is at a Ward, or neighbourhood level.

Community feedback places great value on this role and access of the community to decision-making.

Armadale is at the start of its third growth phase, with its population of 60,000 about to double.

It's important that any new governance structure for the City be based on an orderly progression towards the ultimate population of 120,000.

This Council has developed a software model which projects a number of ward models for its future growth.

It currently has 7 wards of 2 Councillors each. At each election, 1 sitting Councillor remains while an election is held for the other. Ward members work in partnership, while the community has choice between its 2 representatives. Any new elected member has the opportunity to learn and grow with a co-ward member of some experience alongside.

Most Committees have a representative from each Ward, with the co-ward member as Deputy.

Committee meetings are open to the public with the usual provision of 15 minutes for public question time.

In looking at reducing Council numbers to 9, 2 models were examined.

### [“9 by 1” Ward Model](#)

Nine wards of one Councillor each was rejected on the basis:-

- Benefits of co-ward members team approach are lost
- Community expressed the view that 2 members can represent alternate views from one neighbourhood
- Rapid growth curve means the 9 ward model would require expensive boundary adjustment every 2 years (if not annually) i.e. 5% overall growth means “10% rule” will be exceeded frequently. Armadale growth currently exceeds 4% p.a.

### [“3 by 3” Ward Model](#)

This model of 3 wards of 3 Councillors overcomes most of the difficulties of the 9 by 1 model, but leads to uneven election cycles (1 position this year, 2 positions in 2 years time) with sitting Councillors opposing one another at alternate elections. This can lead to unnecessary division and distraction from strategic objectives as the election period approaches.

### [“6 by 2” Ward Model](#)

Noting the Minister’s suggested maximum, the City examined a model that retains the benefits of the “co-ward member” system which currently operates so successfully.

The City’s software model demonstrates that a 6 by 2 ward model could operate successfully and adjust readily for the City’s population growth until 2025. Whilst not essential to the matter of reform, the City will forward its examination of wards in growth areas to both the Department of Local Government and the Local Government Advisory Board. The model is currently limited to 2025 due to the lack of accurate forecasting data in the future growth area of Wungong.

## PUBLIC CONSULTATION - OUTCOMES

The results of the City's public consultation on the matter of Structural Reform are presented at [Attachment 4](#).

In Summary, results were:-

### Results of Telephone survey ([Attachment 4.1](#))

- Majority female (60%)
- Broad age range
- 40% oppose amalgamations, 24% support
- Preference Gosnells and Serpentine-Jarrahdale
- Non-committal on maximum population of a Local Government
- 85% consider important to be able to contact elected Councillor

### Comments from Telephone survey

- 53.8% opposed amalgamation or change
- 17% supported amalgamation or change

### Response to advertised invitation to submit ([Attachment 4.2](#))

11 Submissions received on reform

- Evenly divided on amalgamation/change
- Opposed reduction in number of Councillors
- Amalgamation proposals favoured Gosnells
- One proposal suggested Cockburn, Kwinana, Gosnells & S-J (but not rural)

### Outcomes from the Public Meeting

A public meeting to discuss the matter of structural reform was held at the City's administration Centre on Wednesday 19<sup>th</sup> August 2009. Attended by 29 persons, 14 of whom were Councillors and staff, the general public at the meeting were overwhelmingly opposed to amalgamation with another authority and a reduction in the number of elected members on Council. ([See Minutes at Attachment 4.3](#))

After a presentation by the CEO and Executive Director Corporate Services, comments submitted at the meeting were:

- Retain the current number of elected members
- Fear of loss of access to Council decision-making if Council was reduced or amalgamated
- Future growth demands a larger Council.

- Fear that prospective Councillors will be turned away by the workload and cost of running for Council.
- Concern that local access to elected ward members will be lost
- Public queried whether any rationale existed supporting the Minister's proposal to reduce the number of Councillors.
- Only pensioners will have time or inclination to stand for Council.
- Will not attract young people into local government.
- 6 to 9 Councillors appropriate to remote rural Councils, not urban.
- I like knowing my Councillor lives near me and experiences the same environment, whether it's traffic, graffiti or other community issue.
- Don't want to be represented by someone remote from their neighbourhood.
- Believe public will disengage, lose interest and not participate or vote.
- Concern that the "expert" pool supporting local government at a higher level (WALGA, WAPC, other authorities) will be diminished.
- No support for reducing Councillor numbers, but if forced, 13 or 12 should be retained in Armadale.

All outcomes of the public consultation process have been considered in the relevant sections of this report.

## REGIONAL GROUPINGS OF COUNCILS

As expressed in the City's original submission.

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.

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, Waroona 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.

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.

These include the national award winning South Eastern Regional Energy Group and other environmental partnerships listed, along with many achievements under the Cities for Climate Protection (CCP) and International Council for Local Environmental Initiatives (ICLEI) programmes, in Council's original submission.

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.

## CONCLUSION

The City has now examined and fully considered all those matters requested by the Minister.

As a Strategic Regional Centre with a future district population of 120,000, Armadale has the strategies in place that will enable it to assume a leading role in whatever local government environment created for greater metropolitan Perth.

The City has earnestly looked at the potential benefits of amalgamation with neighbouring authorities, noting that all (with the exception of the Shire of Kalamunda) were designated “Category One” following assessment by the Department of Local Government. There are no apparent benefits but rather, some significant disbenefits, to the residents of the district if amalgamations were to occur.

Armadale has a history of adjustment to population change with a major boundary adjustment in 1979 resulting in the ceding of Byford to the Shire of Serpentine-Jarrahdale. Over recent years a number of minor boundary adjustments have been agreed with neighbouring local governments. Discussions continue on these regular adjustments.

On the question of elected member representation the City has been asked to consider a potential change to the Local Government Act, restricting Councils to between 6 and 9 Councillors. Armadale acknowledges that this may be appropriate for remote rural communities. However, growing urban municipalities require a strong and forthright governing body. The uncertainty of the electoral process, combined with a maximum of just 9 positions, weakens the capability of a local government to meet the demands of a population of over 100,000 people.

Armadale submits that large urban local governments should not be reduced to less than 12 members, noting that this would mean a reduction of 2 from its current Council of 14 elected members.

Armadale has been an enthusiastic participant in a number of regional groupings. The City’s collaborative arrangements extend beyond geographical proximity with the Rivers Regional Council extending beyond neighbouring authorities and the National Growth Areas Alliance forming a close working association with similar Councils in other States.

The City has long been of the view that where a regional arrangement provides better service delivery outcomes, then it will initiate and facilitate such arrangements.

All of these outcomes are included in the recommendation below. They have been reached after lengthy consideration by Council, discussion with neighbouring local authorities and a public consultation process inviting citizens to “have their say”.

## RECOMMENDATION

1. That Council, having regard for the outcomes of its community consultation process and in accordance with the Minister for Local Government's guidelines for developing a Reform Submission, advise the Minister as follows:

### A. Voluntary Amalgamation and Boundary Changes

That the City of Armadale:

- i) does not propose to amalgamate with any other local governments,
- ii) will continue to review and be supportive of boundary changes with neighbouring local governments where there is a demonstrated net benefit to the affected communities.

### B. Number of Elected Members

That the City of Armadale can see no tangible benefit in the proposal to reduce the number of elected members to between 6 and 9, for urban local governments like Armadale. Furthermore, if an amendment to the Local Government Act resulting in a reduction to the maximum number of elected members on a Council is to eventuate, then the City of Armadale is of the view that the number for large urban local governments be set at between 8 and 12 and if this amendment were to occur, then the City of Armadale would propose reducing its member numbers from 14 to 12.

### C. Regional Grouping

That the City of Armadale will continue to:

- i) work collaboratively with other local governments on a regional grouping basis
- ii) be involved in a number of very successful joint local government initiatives namely, the *Rivers Regional Council* (involving the local governments of Gosnells, South Perth, Mandurah, Murray, Serpentine-Jarrahdale and Waroona), the *Outer Metropolitan Growth Councils Group*, and several Land Care and Environmental based Programs; and
- iii) actively examine, evaluate and implement joint local government initiatives as and when the opportunity presents and when it can be demonstrated that there are tangible net benefits to the communities of the participating local governments.

2. That Council endorses the *City of Armadale Local Government Reform Submission* (as presented at Attachment A-1 to this Report) being submitted to the Minister for Local Government as being the rationale and evidence in support of the above recommendation to the Minister.

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## LOCAL GOVERNMENT REFORM SUBMISSION

### LIST OF ATTACHMENTS

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# ATTACHMENT 1

Reports to Council  
in February 2009, 24 August 2009  
and 31 August 2009

***LATE ITEM******LOCAL GOVERNMENT REFORM STRATEGY***

WARD All  
 FILE REF: CM/O/8  
 DATE 17 Feb 09  
 REF RST  
 RESPONSIBLE CEO  
 MANAGER

**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 are not yet available so it is premature to set any official position.
- It is recommended that the City focus its reform discussion on its long-term financial planning and take a proactive approach to the reform agenda.
- It is recommended that discussion commence with a workshop of elected members and senior staff following release of the State Government's guidelines.

**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**

Nil

**Council Policy/Local Law Implications**

Nil

**Budget/Financial Implications**

Nil

**Consultation**

Nil

**BACKGROUND**

On Thursday 5 February 2009, the Minister for Local Government, Hon John Castrilli announced a package of wide-ranging reform strategies.

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 Minister's Media Statement is attached (Attachment A-4).

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 (membership shown in Attachment A-5) to oversee reform and four working groups formed to advise and guide the process.

**COMMENT**

While the need for reform of local government's basic funding and governance capability (to better reflect WA's changing demographic) – is long accepted, the Minister's announcement has been greeted with surprise by WALGA and the sector generally.

WALGA 's SSS Report "The Journey" recommended voluntary change over a sustained period, using a number of models and options. Clearly, there is no "one size to fit all" and the rules for metropolitan Perth cannot be the same for remote communities in the State's extremities.

This Council has supported the need for reform in its submissions both individually and as a member of the Outer Metro Growth Councils, although these have related to the need for reform to address cost-shifting, financial and legislative constraints.

Guidelines to outline the State Government's objectives, particularly to differentiate the expectations of growing urban areas in comparison to dwindling and remote population bases, are not yet available. *Until they are, it would be premature to speculate or set any official position.*

Clearly, there will be ramifications on the number of elected members on each Council, but this cannot be viewed in isolation from other guidelines. For instance, until the recommended population base is put forward, there is no point in speculating on ward or precinct representation.

What the City needs to focus on is its strategic sustainability and the most appropriate form of service provision and governance of its projected population (120,000 to 130,000 within 20 years).

The City's long-term financial planning sets the blue-print for growth and also highlights the risks and deficiencies that must be overcome to achieve it. Armadale's future role as a strategic regional centre surrounded by growing suburbs should be reflected in any future governance model.

It is recommended that the City focus its reform discussion on that blue-print (which will stand the test of any analysis) and take a proactive approach, perhaps with several different options, to the Minister's reform agenda. Discussion on this approach could best commence with a workshop based on the guidelines to be released "within a few weeks".

Councils may also wish to submit, in advance, the principles it thinks should guide the reform process for metropolitan Councils. WALGA will also need guidance on a prudent approach to a process that will be markedly different for rural Councils in comparison to urban authorities.

WALGA will be holding a Special Meeting on the 4<sup>th</sup> March to consider the Minister's announcement and the various Zones have been asked to convene meetings before that date. The South East Zone will hold its special meeting on 25<sup>th</sup> February. In the absence of guidelines, it will be impossible to provide Council input to meet this timeframe.

**CS21/2/09 RECOMMEND**

**That a workshop of elected members and senior staff be convened at the earliest following release by the Minister for Local Government of the guidelines for the local government reform process.**

Moved Cr Butterfield  
Motion Carried (7-0)

**LOCAL GOVERNMENT REFORM STRATEGY**

WARD	All	<p><b>In Brief:</b></p> <ul style="list-style-type: none"> <li>• 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.</li> <li>• A Local Government Steering Committee and four working groups was formed to oversee, advise and guide the process.</li> <li>• Guidelines outlining the State Government's objectives were released in late February requiring Councils to make an initial submission by 30 April 2009, followed by a final submission by 31 August 2009 following a community consultation process.</li> <li>• The Department's assessment of Council's initial submission in April indicates that the City of Armadale has the organisation and financial capacity to meet current and future needs.</li> <li>• Community consultation is being undertaken in August in various forms – an online questionnaire, random telephone survey of 200 residents by a consultant and a public meeting is to be held on 19 August 2009.</li> <li>• A Councillor workshop was held on 12 August to discuss the issue of number of elected members and ward representation.</li> <li>• Advice has since been received from WALGA (12 August) that the Minister has now extended the deadline for submissions to 30 September 2009 which will allow Council some flexibility in considering its final submission.</li> <li>• Preliminary results on the public consultation will be tabled at Committee.</li> <li>• It is recommended that Council note progress to date.</li> </ul>
FILE REF:	G/AM/1	
DATE	13/8/09	
REF	SDS/RST	
RESPONSIBLE MANAGER	CEO	

**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**

Nil

**Council Policy/Local Law Implications**

Nil

**Budget/Financial Implications**

A funding application will be submitted under the Government's funding assistance program for Local Government Reform for the cost of the community consultation.

**Consultation**

Nil

**BACKGROUND**

On 5 February 2009 the Minister for Local Government, the Hon, John Castrilli MLA, announced strategies for local government structural reform

The desired outcome of structural reform is a strong sustainable local government. The Minister identified a range of potential benefits which could be achieved through the reform process. These include:

- Increased capacity for local government to better plan, manage and deliver services to their communities with a focus on social, environmental and economic sustainability.
- Increased capacity for local government to have adequate financial and asset management plans in place.
- Enhanced efficiency in the processing of planning, building and other licence applications made by business and the community.
- Greater ability to attract and retain employees including the provision of further career development opportunities.
- Greater competition for positions on council and, in conjunction with other reforms, potential for enhanced governance capacity and
- Larger local governments with greater capacity to partner with State and Federal Government, and the private sector to further improve services to their respective communities.

A Local Government Steering Committee was established and councils have been invited to take part in the reform process.

Key features of the structural reform include:

- The voluntary reduction in the number of councils within Western Australia through amalgamation
- Reduction in the number of elected members (to between 6 and 9) and
- Regional groupings (sharing resources to deliver services)

**COMMENT****Initial Submission – April 2009**

The first stage of the reform process required local governments to complete a Local Government Reform Checklist.

This checklist covered information such as whether a local government had strategic, business and financial management plans and Councils were asked to identify their capital reserves, income streams and debt levels.

The City submitted the requested Local Government reform Checklist to the Minister for Local Government in late April 2009.

In forwarding Armadale's response to the Minister's checklist, the City advised that it has considered all potential partners for amalgamation and "the largest combination of Councils".

The Mayor and CEO met with their counterparts at the two authorities sharing the greatest community of interest, the City of Gosnells and the Shire of Serpentine-Jarrahdale.

The CEO also held discussions with CEOs of all other neighbouring Councils. The outcome of those discussions is outlined in the City's conclusion to the checklist.

The City has determined that after considering the checklist and discussion with our neighbouring authorities, Armadale's ultimate population of 120,000 provides a sound base for an effectively governed local government.

Accordingly, it respectfully submitted that there is *no benefit, financial or otherwise, to be gained by amalgamation with neighbouring authorities.*

**Department's Response**

The assessment of the City of Armadale's checklist and associated documents identified many key strengths, in particular:

- demonstrable evidence of best practice approach to integrated long term strategic planning;
- demonstrable evidence of best practice approach to asset and infrastructure planning;
- demonstrable evidence of long term financial management planning in place to supplement future financial viability and planning;
- demonstrable evidence of a comprehensive staff attraction and retention policy;
- demonstrable evidence of a strategic, human resources approach to employee training and professional development to build organisational capacity;
- demonstrable evidence of a coordinated approach to attract investment and facilitate local economic growth in the district;

- demonstrable evidence of significant partnerships negotiated with levels of Government and the private sector to attract investment and enhance community service provision and infrastructure;
- demonstrable evidence of a strategic, corporate approach to community engagement and consultation;
- demonstrable evidence of planning for demographic change and population growth incorporated into key corporate documents;
- demonstrable evidence of environmental management planning incorporated into corporate planning documents;
- planning and finance strategies in place to provide optimal service delivery in response to community expectations;
- identified opportunities for working in partnership with neighbouring local governments to address regional issues.

Whilst the checklist and attached documents demonstrate a best practice approach in long term planning by the City, areas where improvements are required were identified in relation to:

- some delays noted with processing building and development applications; and
- the need to encourage greater community participation in voting at local government elections.

#### **Community Consultation**

Council was advised earlier than an advertisement requesting community comment on the Structural Reform Issues had been published in the local press (See attached advert at Attachment A-2).

A Media Release was issued and the City's website provided a direct link from the Homepage to Council's submission on Structural Reform and the Department's response.

The website also contains a questionnaire on the key issues.

A consultant group has been commissioned to undertake a telephone survey and conduct analysis of the results, to fit in with the advertised timeframe, i.e. feedback/submission by 14 August 2009, Public Meeting on Wednesday 19<sup>th</sup> August 2009 and report to Council on Monday 24 August 2009.

On Wednesday, 12 August Councillors and Executive Directors attended a workshop to discuss the issue of number of elected numbers and ward representation.

It is proposed that a final report be prepared following completion of the community consultation process and holding of the proposed public meeting.

On Wednesday 12 August, the WA Local Government Association advised as follows:-

*Please be advised that at the WALGA State Council Meeting on Sunday 9 August 2009, The State Council resolved to request the Minister for Local Government to extend the time for Local Governments to submit their reform submissions to the end of September 2009.*

*Due to the direction provided at the Local Government Convention by the Premier, Minister for Regional Development and Minister for Local Government; many Local Governments are reconsidering their positions and require more time to develop reform proposals in consultation with their Communities.*

*We have been advised that the Minister has accepted this request and Local Governments can have to the 30<sup>th</sup> of September to complete their submissions. The Minister's office has stated that they look forward to receiving those submissions that are complete now, however those Councils that require more time can have until 30 September 2009.*

While Council does not propose to change its consultation schedule, it does allow some flexibility with regard to considering Council's final submission on 24 August. Additional information will be tabled at Committee.

*The CEO tabled preliminary results of the telephone survey conducted and a summary of the submissions received in response to Council's advertised invitation for public comment, both in the press and on the City's website. These are only preliminary comments which will be refined following the public meeting on 19<sup>th</sup> August 2009. A further report will be submitted for Council's consideration of the City's final submission to the Minister. A copy of these preliminary results are presented at Attachment A-3.*

**CS86/8/09 RECOMMEND**

**That Council note progress to date in preparation of its final submission on Structural Reform process, including the extension of time for submissions to 30 September 2009.**

Moved Cr Reynolds  
Motion Carried (7-0)



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**SPECIAL MEETING OF COUNCIL  
31 August 2009**

**MINUTES**

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**ATTACHMENT A-1**

**CITY OF ARMADALE'S SUBMISSION TO THE MINISTER FOR LOCAL GOVERNMENT  
ON LOCAL GOVERNMENT REFORM**

## CITY OF ARMADALE

<b>MINUTES</b>
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OF SPECIAL MEETING OF THE ARMADALE CITY COUNCIL HELD IN THE COUNCIL CHAMBERS, 7 ORCHARD AVENUE, ARMADALE ON MONDAY, 31 AUGUST 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 H Munn JP CMC	Lake Ward
Cr C J MacDonald	Lake Ward
Cr J Knezevich	Minnawarra Ward
Cr K Lethbridge	Minnawarra Ward
Cr G A Best	Neerigen Ward
Cr H A Zelones JP	River Ward
Cr P J Hart	Jarraah Ward
Cr L Scidone	Jarraah Ward
Cr W Mauger	Palomino Ward
Cr J Everts	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 W A Bruce	Executive Director Technical Services
Mr N Kegie	Executive Director Community Services
Ms S D'Souza	CEO's Executive Assistant

Public:        Nil  
Press:         Nil



***LOCAL GOVERNMENT REFORM STRATEGY***

WARD All  
 FILE REF: G/AM/I  
 DATE 27 Aug 09  
 REF RST  
 RESPONSIBLE CEO  
 MANAGER

**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 was formed to oversee, advise and guide the process.
- Guidelines outlining the State Government's objectives were released in late February requiring Councils to make an initial submission by 30 April 2009, followed by a final submission by 31 August 2009 following a community consultation process.
- The Department's assessment of Council's initial submission in April indicates that the City of Armadale has the organisation and financial capacity to meet current and future needs.
- Community consultation was undertaken in August in various forms – an online questionnaire, random telephone survey of 200 residents by a consultant and a public meeting held on 19 August 2009. Results of the consultation are outlined in the Reform submission.
- A Councillor workshop was held on 12 August to discuss the issue of number of elected members and ward representation.
- Advice has since been received from WALGA (12 August) that the Minister has extended the deadline for submissions to 30 September 2009.
- Council's draft submission on Structural Reform has been forwarded under separate cover.
- It is recommended that Council endorse the *City of Armadale's Reform Submission* as presented at Attachment A-1.

**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**

Councils have been invited to voluntarily participate. However, if reform is to be enforced it will require amendment to the Local Government Act.

**Council Policy/Local Law Implications**

Nil

**Budget/Financial Implications**

Council's decision will have no immediate Budget or financial impact. However, if structural reform is imposed by legislation, it will have significant Budget and financial ramifications for the City.

**Consultation**

Elected Members  
Neighbouring Local Authorities  
Residents & Ratepayers

**BACKGROUND**

On 5 February 2009 the Minister for Local Government, the Hon, John Castrilli MLA, announced strategies for local government structural reform

The first stage of the reform process required local governments to complete a Local Government Reform Checklist.

This checklist covered information such as whether a local government had strategic, business and financial management plans and Councils were asked to identify their capital reserves, income streams and debt levels.

The City submitted the requested Local Government reform Checklist to the Minister for Local Government in late April 2009.

In forwarding Armadale's response to the Minister's checklist, the City advised that it has considered all potential partners for amalgamation and "the largest combination of Councils".

The Mayor and CEO met with their counterparts at the two authorities sharing the greatest community of interest, the City of Gosnells and the Shire of Serpentine-Jarrahdale.

The CEO also held discussions with CEOs of all other neighbouring Councils. The outcome of those discussions is outlined in the City's conclusion to the checklist.

The City has determined that after considering the checklist and discussion with our neighbouring authorities, Armadale's ultimate population of 120,000 provides a sound base for an effectively governed local government.

Accordingly, it respectfully submitted that there is *no benefit, financial or otherwise, to be gained by amalgamation with neighbouring authorities.*

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On 22 July 2009, the City received the Department of Local Government's assessment of the City's Reform Checklist. The City was identified as a Category 1 local government, meaning that it had provided evidence to indicate that there is existing organizational and financial capacity to meet current and future community needs.

The assessment of the City of Armadale's checklist and associated documents identified many key strengths, in particular:

- demonstrable evidence of best practice approach to integrated long term strategic planning;
- demonstrable evidence of best practice approach to asset and infrastructure planning;
- demonstrable evidence of long term financial management planning in place to supplement future financial viability and planning;
- demonstrable evidence of a comprehensive staff attraction and retention policy;
- demonstrable evidence of a strategic, human resources approach to employee training and professional development to build organisational capacity;
- demonstrable evidence of a coordinated approach to attract investment and facilitate local economic growth in the district;
- demonstrable evidence of significant partnerships negotiated with levels of Government and the private sector to attract investment and enhance community service provision and infrastructure;
- demonstrable evidence of a strategic, corporate approach to community engagement and consultation;
- demonstrable evidence of planning for demographic change and population growth incorporated into key corporate documents;
- demonstrable evidence of environmental management planning incorporated into corporate planning documents;
- planning and finance strategies in place to provide optimal service delivery in response to community expectations;
- identified opportunities for working in partnership with neighbouring local governments to address regional issues.

Whilst the checklist and attached documents demonstrate a best practice approach in long term planning by the City, areas where improvements are required were identified in relation to:

- some delays noted with processing building and development applications; and
- the need to encourage greater community participation in voting at local government elections.

On Wednesday 12 August, the WA Local Government Association advised as follows:-

*Please be advised that at the WALGA State Council Meeting on Sunday 9 August 2009, The State Council resolved to request the Minister for Local Government to extend the time for Local Governments to submit their reform submissions to the end of September 2009.*

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*Due to the direction provided at the Local Government Convention by the Premier, Minister for Regional Development and Minister for Local Government; many Local Governments are reconsidering their positions and require more time to develop reform proposals in consultation with their Communities.*

*We have been advised that the Minister has accepted this request and Local Governments can have to the 30<sup>th</sup> of September to complete their submissions. The Minister's office has stated that they look forward to receiving those submissions that are complete now, however those Councils that require more time can have until 30 September 2009.*

## COMMENT

The second phase of the reform process involved community consultation and the preparation of the City's final submission.

A timeframe was established as follows:-

- feedback/submission by 14 August 2009
- Public Meeting on Wednesday 19<sup>th</sup> August 2009 and
- report to Council on Monday 24 August 2009.

Council at its meeting on 24 August 2009 considered preliminary results of the community consultation undertaken to date.

### Community Consultation

Following receipt of the Department's response to Council's original submission, advertisements requesting community comment on the Structural Reform Issues had been published in the local press on Thursday 30<sup>th</sup> July (Examiner) and Tuesday 4<sup>th</sup> August 2009 (Comment News).

A Media Release was issued and the City's website provided a direct link from the Homepage to Council's submission on Structural Reform and the Department's response.

The website also contained a questionnaire on the key issues.

A consultant group was commissioned to undertake a telephone survey and conduct analysis of the results.

On Wednesday, 12 August Councillors and Executive Directors attended a workshop to discuss the issue of number of elected numbers and ward representation.

The consultation process concluded with a public meeting held on Wednesday 19 August 2009 to discuss community's views on amalgamation, ward boundaries and number of elected members.

Results of the Community Consultation are included in the *City of Armadale Local Government Reform Submission*.

It is recommended that Council endorse the City of Armadale Local Government Reform Submission as presented at **Attachment A-1 to this report**.

#### Council Discussion

*Whilst having been assessed as a Category One local government i.e. evidence that there is existing organisational and financial capacity to meet current and future community needs”, by the Department of Local Government in July 2009, Council continued to develop its Reform Submission addressing the three principle local government reform strategies, i.e.*

1. *Voluntary Amalgamation and Boundary Changes*
2. *Number of Elected Members, and*
3. *Regional Groupings*

*Following further discussion at Councillor workshops and extensive public consultation, Council endorsed its position in relation to each of the strategies, and unanimously supported the recommendations identified in the Reform Submission.*

MOVED Cr Best that Standing Orders be resumed.

239/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)

#### MOVED Cr Zelones:

1. That Council, having regard for the outcomes of its community consultation process and in accordance with the Minister for Local Government’s guidelines for developing a Reform Submission, advise the Minister as follows:

##### A. Voluntary Amalgamation and Boundary Changes

That the City of Armadale:

- i) does not propose to amalgamate with any other local governments,
- ii) will continue to review and be supportive of boundary changes with neighbouring local governments where there is a demonstrated net benefit to the affected communities.

##### B. Number of Elected Members

That the City of Armadale can see no tangible benefit in the proposal to reduce the number of elected members to between 6 and 9, for urban local governments like Armadale. Furthermore, if an amendment to the Local Government Act resulting in a reduction to the maximum number of elected members on a Council is to eventuate, then the City of Armadale is of the view that the number for large urban local governments be set at between 8 and 12 and if this amendment were to occur, then the City of Armadale would propose reducing its member numbers from 14 to 12.

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**C. Regional Grouping**

That the City of Armadale will continue to:

- i) work collaboratively with other local governments on a regional grouping basis
  - ii) be involved in a number of very successful joint local government initiatives namely, the *Rivers Regional Council* (involving the local governments of Gosnells, South Perth, Mandurah, Murray, Serpentine-Jarrahdale and Waroona), the *Outer Metropolitan Growth Councils Group*, and several Land Care and Environmental based Programs; and
  - iii) actively examine, evaluate and implement joint local government initiatives as and when the opportunity presents and when it can be demonstrated that there are tangible net benefits to the communities of the participating local governments.
2. That Council endorses the *City of Armadale Local Government Reform Submission* (as presented at Attachment A-1 to this Report) being submitted to the Minister for Local Government as being the rationale and evidence in support of the above recommendation to the Minister.

240/8/2009 MOTION not opposed, DECLARED CARRIED (12-0)

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**5 CLOSURE**

*The Mayor, Cr Reynolds, declared the meeting closed at 8.10 pm*

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MINUTES CONFIRMED THIS 14<sup>th</sup> SEPTEMBER 2009

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MAYOR

# ATTACHMENT 2

City's Initial Submission on  
29 April 2009



# Local Government Reform Checklist

April 2009

Local Government Reform Checklist			
Guiding principle <sup>1</sup>	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
<b>1. Long term strategic planning</b>			
<ul style="list-style-type: none"> <li>o Your local government has a five year (or longer) strategic plan in place.</li> </ul>	Yes – Strategic Plan 2005-2009 attached [Attachment 1]		<p>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.</p> <p>Fundamental principles of the steps to the future were:</p> <ul style="list-style-type: none"> <li>• Armadale’s growth had stalled early in the 1990s</li> <li>• Growth was needed to meet the true population potential and provide the critical mass needed to commercially support a genuine metropolitan strategic regional centre.</li> <li>• Consultation with Government, private and community stakeholders identified a number of key strategic initiatives that could generate urban growth.</li> <li>• 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.</li> <li>• All of the City’s efforts and resources thereon were focussed on achievement of these outcomes.</li> </ul>

<sup>1</sup> It is understood that some of these principles are not mandatory, however reflect principles of best practice.

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Local Government Reform Checklist

<ul style="list-style-type: none"> <li>Your local government has a five year (or longer) financial management plan in place that is linked to the plan for the future.</li> </ul>			<p>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.</p> <p>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.</p> <p>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.</p> <p>The Plan guides the City's rating strategy and anticipates the timing and allocation of rate revenue from new growth areas.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>The City won a Certificate of Excellence from the Minister in two consecutive years, 2005-2006 and 2006-2007 for Local Government Financial Management.</p> <p>Works/Programmes extend over 5 Years reviewed annually.</p>
<ul style="list-style-type: none"> <li>Your local government has detailed three/five year business plans.</li> </ul>	<p>Yes – Plan for the Future and 15 Year Financial Plan attached [Attachment 2]</p>	<p>Yes</p>	

			<p>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.</p>
<p><b>2. Detailed asset and infrastructure management planning</b></p>			
<p>o Your local government has an inventory of all infrastructure assets and has an accompanying maintenance and renewal plan in place.</p>	<p>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 &amp; 6]</p>	<p>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.</p> <p>The AMIS states:-  <i>“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.”</i></p> <p>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).</p> <p>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.</p>	<p>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.</p>
<p>o Asset maintenance and replacement gaps have been identified and addressed in the financial plan.</p>	<p>Yes</p>		

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		<p>No new assets are accepted without a whole of life assessment of the community's ability to maintain and preserve the asset.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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Local Government Reform Checklist

Guiding principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
<b>3. Future financial viability and planning</b>			
<ul style="list-style-type: none"> <li>Your local government has adequate reserve funds for future capital works and plant replacement.</li> </ul>	Yes		<p>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.</p> <p>The Plan also provides, through a multitude of funding sources, some \$134.7m towards strategic projects essential to the growth of the District</p>
<ul style="list-style-type: none"> <li>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.</li> </ul>	Yes (Attachment 7 - 2008 Submission to WALGGC)		<p>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 "today's" dollars.</p> <p>N.B. This does rely on the application of a SAR to all new urban cells.</p> <p>The City provides over 60% of its operational and asset replacement needs from its own resources (rates, fees &amp; 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</p>

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<p>o Your local government has financial management plans indicating:</p> <ul style="list-style-type: none"> <li>- existing debt levels;</li> <li>- depreciation allocations compared to allocations on asset replacement and renewal;</li> <li>- operating deficit compared to rates revenue;</li> <li>- amount of reserve funds compared to expenses/asset values; and</li> <li>- adverse financial trends.</li> </ul>	<p>Yes</p>		<p>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.</p> <p>The City's 2008 Submission to the WA Local Government Grants Commission outlines this dilemma. (see attached)</p>
<p>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.</p> <p>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.</p> <p>The Plan and annual budget clearly indicate the City's end-of year surplus/deficit position compared to annual rates revenue.</p> <p>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).</p> <p>Adverse financial trends are readily identified in the City's long term (15 year) projection of all programs.</p> <p>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.</p>			

Local Government Reform Checklist		
Guiding principle	Include figures	Explanatory comment
<b>4. Equitable governance and community representation</b>		
<ul style="list-style-type: none"> <li>○ Indicate the number of vacancies at the 2007 ordinary local government elections.</li> </ul>	<p>Seven (7) [Attachment 8 – WAEC Report on Oct 2007 Elections]</p>	<p>There were 7 vacancies with one sitting Councillor elected unopposed leaving 6 vacancies to be contested. All remaining vacancies were contested.</p>
<ul style="list-style-type: none"> <li>○ Indicate how many vacancies at the 2007 ordinary local government elections were uncontested.</li> </ul>	<p>One (1)</p>	<p>See comment above.</p>
<ul style="list-style-type: none"> <li>○ Indicate the ratio of elected members to community population.</li> </ul>	<p>2007 = 1 : 3928</p>	<p>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.</p>
<ul style="list-style-type: none"> <li>○ Indicate the percentage of voter turnout at the most recent local government elections.</li> </ul>	<p>31.28%</p>	<p>Council has always had a good participation rate since introduction of postal voting, occasionally exceeding 40%.</p>
<b>5. Proficient organisational capacity</b>		
<ul style="list-style-type: none"> <li>○ Indicate the number of staff vacancies and the period these vacancies have continued in each of;                             <ul style="list-style-type: none"> <li>- senior management;</li> <li>- middle management; and</li> <li>- senior operational staff positions.</li> </ul> </li> </ul>	<p>None</p>	<p>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.</p>

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		<p>Current staff turnover rate is 15%, comparing well with a State average of 21%.</p> <p>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.</p> <p>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 :-</p> <ul style="list-style-type: none"> <li>• Minister's Local Government Financial Management Certificate of Excellence Award in 2006 and 2007</li> <li>• Premier's Award for Switch Your Thinking Project – Sustainable Management of the Environment (2008)</li> <li>• National Awards for local Government - Switch your Thinking Project – Outstanding Achievement (2008)</li> <li>• National KABC Sustainable Cities Awards – Environmental Innovation – Winner – Switch your Thinking (2008)</li> <li>• Minister's Planning Award for North Forrestdale Project (2008)</li> <li>• Property Council's Innovation and Excellence in Local Government - Highly Commended - North Forrestdale Project (2009).</li> </ul> <p>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.</p> <p>Armadale has found that the best retention strategy is the City's good management reputation.</p>
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		<p>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.</p>
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Local Government Reform Checklist		
Guiding Principle	Are these elements in place at your organisation?	
	Yes	No
<ul style="list-style-type: none"> <li>Your local government has an employee attraction and retention strategy.</li> </ul>	Yes	<p>Explanatory comment</p> <p>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.</p> <p>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.</p> <p>The City also developed a strategy to address its ageing workforce and to avoid loss of corporate knowledge as cohorts of staff approach retirement.</p>
<ul style="list-style-type: none"> <li>Your current staff engage in annual professional training and development opportunities.</li> </ul>	Yes	<p>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.</p>
<ul style="list-style-type: none"> <li>Your local government currently experiences delays in meeting statutory reporting functions and / or requests extensions.</li> </ul>	No	<p>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.</p>

Local Government Reform Checklist

<ul style="list-style-type: none"> <li>o Your local government processes residential building licence applications within 20 working days.</li> </ul>			<p>The City has met all compliance reporting requirements in a timely manner.</p>	<p>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.</p> <p>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. <b>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.</b> 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.</p>
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Local Government Reform Checklist	
	<p>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.</p>
<ul style="list-style-type: none"> <li>○ Under delegations your local government processes development applications within 20 working days.</li> </ul>	<p>Yes</p> <p>Under C10.9 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.</p>
<ul style="list-style-type: none"> <li>○ All other development applications are processed within 40 working days.</li> </ul>	<p>Yes</p> <p>Under C10.9 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</p>

**Local Government Reform Checklist**

			<p>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.</p> <p><b>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.</b></p>
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Local Government Reform Checklist		
Guiding principle	Are these elements in place at your organisation?	
	Yes	No
<p><b>6. Effective political and community advocacy for service delivery</b></p> <ul style="list-style-type: none"> <li>○ Your local government has funding or other partnerships in place with programs and services sourced by the State Government.</li> </ul>		
<p>Yes [Attachment 9 – Submission to State &amp; Federal Govt]</p>		<p>Explanatory comment</p> <p>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.</p> <p>The City sought the formation of the Armadale Redevelopment Authority to facilitate Government focus and cooperation in urgently needed regeneration and growth.</p> <p>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".</p> <p>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.</p> <p>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.</p>

		<p>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.</p> <p>The City has led numerous submissions to State and Federal agencies on the need for better community and infrastructure planning. (attached)</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
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**City of Armadale**

**Local Government Reform Checklist**

<p>○ Your local government has funding or other partnerships in place with programs and services sourced by the Federal Government.</p>	<p>Yes</p>		<p>As referred earlier, Federal funding has been achieved for key infrastructure projects through consistent advocacy, partnership and engagement with the local Federal Member.</p> <p>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.</p> <p>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.</p> <p>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.</p> <p>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.</p>
<p>○ Your local government has funding partnerships in place with the private sector to enhance service delivery.</p>	<p>Yes</p>		<p>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 &amp; Co). Both Council and the ARA are constantly engaged in the partnership of planning, approval and delivery of these key developments.</p>

City of Armadale

Local Government Reform Checklist

<ul style="list-style-type: none"> <li>o The relationship between local government boundaries and relevant State and Commonwealth Agency boundaries are appropriate for effective decision making.</li> </ul>	<p>Yes</p>		<p>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.</p> <p>The new State Planning Policy 3.6 will be fundamental to these arrangements and Council awaits implementation of this Policy.</p> <p>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.</p>
			<p>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.</p> <p>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.</p> <p>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.</p> <p>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</p>

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<p>○ In the past 2 years your local government has attracted investment that has led to economic growth and job creation.</p>			<p>“customers” are shared by a plethora of agencies, but collectively make up communities, suburbs and towns that age and change.</p> <p>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.</p> <p>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.</p>
<p>○ In the past 2 years your local government has attracted investment that has led to economic growth and job creation.</p>	<p>Yes [Attachment 10 – North Forrestdale Structure Plan and Wungong Master Plan]</p>		<p>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.</p> <p>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.</p>

Local Government Reform Checklist

Guiding principle	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
<ul style="list-style-type: none"> <li>Your local government has community consultation strategies in place, both on-going and project specific.</li> </ul>	Yes [Attachment 11 – Community Consultation Policy]	No	<p>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.</p> <p>Examples of consultation processes conducted recently are outlined in the 15 Year Plan for the Future.</p> <ul style="list-style-type: none"> <li>Community Perceptions Survey</li> <li>Community Safety Plan Review</li> <li>Advisory Committee Review</li> <li>North Forrestdale Planning Steering Group Community Forums</li> <li>North Forrestdale Structure Plan Comment Period - Harrisdale and Piara Waters</li> <li>North Forrestdale Structure Plan Comment Period - Piara Waters Stage 2</li> <li>Wungong Master Plan Comment Period</li> <li>Strategic Library Services Study</li> <li>Active Sporting Reserves Needs and Feasibility Study</li> <li>Aquatic Centre Needs and Feasibility Study</li> <li>Frye Park Community Concept Planning</li> <li>Youth Precinct Study / Youth Activities Area</li> <li>Seniors / Disabilities Plan</li> <li>Forrestdale Community Workshops</li> <li>Roleystone Revitalisation Workshops</li> <li>Indigenous Services Consultation</li> <li>Families and Children Needs Analysis</li> <li>Westfield Works - Meet in the Street Survey</li> </ul> <p>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</p>

Local Government Reform Checklist

			<p>maintaining a number of advisory committees and working groups who meet on a regular basis.</p> <p>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.</p>
<p><b>7. Understanding of and planning for demographic change</b></p>			
<p>○ Your local government's population trend for the past five years has been:</p> <ul style="list-style-type: none"> <li>- declining</li> <li>- stable</li> <li>- growing</li> </ul>	<p>Growing</p>		<p>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.</p> <p>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).</p> <p>Thereafter, population is anticipated to reach 83,343 by 2018 and 104,551 By 2025.</p>
<p>○ Your local government's projected population for the next five years will be:</p> <ul style="list-style-type: none"> <li>- declining</li> <li>- stable</li> <li>- growing</li> </ul>	<p>Growing</p>		<p>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%.</p>

Local Government Reform Checklist

<p>o Your local government has plans in place for demographic change.</p>	<p>Yes</p>	<p>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.</p> <p>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.</p> <p>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.</p>
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Local Government Reform Checklist

Guiding principles	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
<b>8. Effective management of natural resources</b>			
<ul style="list-style-type: none"> <li>o Your local government, by itself or in partnership, has resource management plans to address changing environmental conditions.</li> </ul>	Yes		<p>The City has a number of strategies to manage pressures on the natural environment including the following:</p> <ul style="list-style-type: none"> <li>• State of the Environment Report 2005</li> <li>• Greenhouse Purchasing Action Plan</li> <li>• Armadale-Gosnells Landcare Group Strategic 5 year plan</li> <li>• Regional Community Greenhouse Action Plan 2001-2011</li> <li>• South East Regional Energy Group Business Plan 2006/7-2008/9</li> <li>• Corporate Greenhouse Action Plan 2009-2012</li> <li>• Local Biodiversity Strategy (in draft)</li> <li>• Dieback Policy</li> <li>• Tree Preservation Policy</li> <li>• Erosion Prevention and Sediment Control Policy</li> <li>• Environmental Management and Improvement for Constrained Land Policy</li> <li>• Subdivision and structure planning for lots with water courses in rural living and general rural zones.</li> <li>• In addition the City has prepared management plans for a number of the regional parks within its jurisdiction.</li> </ul> <p>The City has also been a leader in the Cities for Climate Protection (CCP) and ICLEI's Local Governments for Sustainability Program.</p> <p>The South East Regional Energy Group's (Cities of Armadale, Gosnells &amp; Shire of Serpentine-Jarrahdale) innovative <i>switch your thinking</i> program won awards at both State and national level.</p>

			<p>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</p>
<p><b>9. Optimal community of interest</b></p> <ul style="list-style-type: none"> <li>○ Your local government provides services and facilities to communities with a similar community of interest.</li> </ul>	<p>Yes</p>		<p>The City has entered into service providing arrangements in the past, although none are currently in operation.</p> <p>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.</p> <p>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.</p> <p>As a growing local authority demand for services usually outstrips available resources.</p> <p>Armadale has examined joint-tender arrangements with neighbouring authorities and where benefits can be gained, will exercise that option.</p> <p>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.</p>

<b>10. Optimal service delivery to community</b>	
<p><input type="radio"/> Your local government has the capacity to improve / increase service delivery in response to community expectation and associated demand.</p>	<p style="text-align: center;">Yes</p> <p>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.</p> <p>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.</p> <p>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.</p>

Local Government Reform Checklist

Guiding principles	Are these elements in place at your organisation?		Explanatory comment
	Yes	No	
<b>11. Membership of an effective regional grouping</b>			
<ul style="list-style-type: none"> <li>Your local government is a member of a regional grouping of two or more local governments to plan and deliver services regionally.</li> </ul>	<p>Yes</p> <p>[Attachment 12 and 13 – Submission to Minister Castrilli and NGAA Brochure ]</p>		<p>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)</p> <p>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.</p> <p>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.</p>
<ul style="list-style-type: none"> <li>Indicate your regional grouping preference, identifying participating local governments.</li> </ul>	N/A	N/A	<p>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.</p> <p>As outlined elsewhere, there are no apparent benefits to our community in more formal arrangements (i.e. amalgamation).</p> <p>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.</p>

<p><b>12. Previous Structural Reform</b></p>			<p>○ Have you gained any benefits from structural reform measures taken with other local governments to date?</p> <p>Yes</p> <p>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.</p> <p>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:</p> <ul style="list-style-type: none"> <li>• 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;</li> <li>• 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;</li> <li>• The Karragullen township was originally divided between the Kelmscott and Darling Range Roads Districts, and</li> <li>• 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.</li> <li>• 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.</li> </ul>
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<p><b>13. Conclusion</b></p> <ul style="list-style-type: none"> <li>○ After completing the checklist, are you of the view that amalgamation or any other type of structural reform is necessary for your local government?</li> </ul>	<p>No.</p> <p>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.”</p> <p>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.</p> <p>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.</p> <p>In each discussion, the following <b>points</b> were outlined on behalf of the City of Armadale.</p> <ul style="list-style-type: none"> <li>● The City is currently undergoing rapid growth towards a population of 120,000 by 2031.</li> <li>● This is considered a sustainable size for a Western Australian metropolitan City.</li> <li>● The City’s sustainability could be improved by an increase in the ratio of commercial/industrial areas, relative to population within its boundaries.</li> <li>● 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.</li> <li>● Indeed, there would be some disbenefit in this regard were the City to consider amalgamation with the Shire of Serpentine-Jarrahdale.</li> <li>● 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.</li> <li>● 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.</li> <li>● 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.</li> <li>● 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</li> </ul>
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<p><b>City of Armadale</b></p>	<p><b>Local Government Reform Checklist</b></p>
<p>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.</p> <ul style="list-style-type: none"> <li>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.</li> </ul> <p>In response, representatives echoed similar sentiments. All agreed:-</p> <ul style="list-style-type: none"> <li>➤ No authority held "predatory intent" to forcibly "take over" or instigate amalgamation proceedings with the City of Armadale.</li> <li>➤ The City of Armadale advised it had no such intent towards any neighbouring authority.</li> <li>➤ 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.</li> </ul>	<p><b>CONCLUSION</b></p> <p><b>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.</b></p> <p>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.</p> <p>Whilst the Plan demonstrates the City still has an asset preservation gap, examination will show that this is shared by all local governments and <b>all</b> will need to address this in future financial plans, regardless of the possibilities of amalgamation.</p> <p>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.</p> <p>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.</p>

<b>List of Attachments</b>	
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	WAEK 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

# ATTACHMENT 3

## Department of Local Government's Response to the City's Initial Submission



Government of **Western Australia**  
Department of **Local Government**

Our Ref: 159-09#02



Mr Ray Tame  
Chief Executive Officer  
City of Armadale  
Locked Bag 2  
ARMADALE WA 6992

Dear Mr Tame

#### **Checklist Assessment Outcome**

Thank you for providing the Local Government Reform Steering Committee with your completed Reform Checklist. This is an important part of the reform process and we thank you for the effort which your local government has invested in this exercise.

The Steering Committee has developed a standardised methodology for assessing the information provided in the checklists against objective criteria. The purpose of this methodology is to assess the current operations of each local government and to identify capacity gaps which might impact on its ability to meet current and future community needs.

This assessment identifies particular strengths and weaknesses and includes recommendations relating to structural reform where this might address the capacity gaps identified to assist local governments with progressing reform.

The assessment places local governments into one of three categories:

**Category One:** evidence indicates that there is existing organisational and financial capacity to meet current and future community needs. Local governments should still consider reform opportunities which enhance service provision to local and regional communities.

**Category Two:** structural reform including amalgamation/boundary adjustments and formalisation of regional groupings should be considered to enhance organisational and financial capacity to meet current and future community needs.

**Category Three:** significant structural reform including amalgamation and formalisation of regional groupings is required to ensure long term community and organisational benefit in order that the needs of the current and future generations are met.

On the basis of the checklists assessment, the City of Armadale was placed in Category One: "evidence indicates that there is existing organisational and financial capacity to meet current and future community needs. Local governments should still consider reform opportunities which enhance service provision to local and regional communities."

The assessment of the City of Armadale's checklist and associated documents identified many key strengths, in particular:

- demonstrable evidence of best practice approach to integrated long term strategic planning;
- demonstrable evidence of best practice approach to asset and infrastructure planning;
- demonstrable evidence of long term financial management planning in place to supplement future financial viability and planning;
- demonstrable evidence of a comprehensive staff attraction and retention policy;
- demonstrable evidence of a strategic, human resources approach to employee training and professional development to build organisational capacity;
- demonstrable evidence of a coordinated approach to attract investment and facilitate local economic growth in the district;
- demonstrable evidence of significant partnerships negotiated with levels of Government and the private sector to attract investment and enhance community service provision and infrastructure;
- demonstrable evidence of a strategic, corporate approach to community engagement and consultation;
- demonstrable evidence of planning for demographic change and population growth incorporated into key corporate documents;
- demonstrable evidence of environmental management planning incorporated into corporate planning documents;
- planning and finance strategies in place to provide optimal service delivery in response to community expectations;
- identified opportunities for working in partnership with neighbouring local governments to address regional issues.

Whilst the checklist and attached documents demonstrate a best practice approach in long term planning by the City, areas where improvements are required were identified in relation to:

- some delays noted with processing building and development applications; and
- the need to encourage greater community participation in voting at local government elections.

Please refer to the attached table for specific comments recorded relevant to the first 12 questions of the Local Government Reform Checklist.

To discuss the City's checklist, or to seek advice on structural reform opportunities, please contact me on 9217 1440.

Yours sincerely



Tim Fowler  
A/EXECUTIVE DIRECTOR,  
STRATEGIC POLICY & LOCAL GOVERNMENT REFORM

21 July 2009

Principle Areas	Armadae Checklist Assessment Outcome
<p>1. Long Term Strategic Planning</p>	<p>The City provided evidence of a best practice approach to long term strategic planning.</p> <p>The City provided demonstrable evidence of long term strategic planning in place for the future vision and development of the Armadale centre as a strategic regional centre. The strategic plan is over a period of 2005 – 2009, to be reviewed shortly.</p> <p>The City provided demonstrable evidence of a 15 year financial plan incorporated as a Plan for the Future, which is reviewed and reported on annually as part of annual budget reporting process, along with clear links to priority objectives identified in the strategic plan.</p> <p>The City advised of organisational business plans developed annually, however this is to be addressed through the development of a corporate, business plan coordinating the organisational implementation of its strategic plan, to be undertaken as part of the review process and linked back to unit business plans.</p>
<p>2. Detailed Asset Management Planning</p>	<p>The City provided evidence of a best practice approach to asset management planning.</p> <p>It is noted that the City has progressed through the Western Australian Asset Management Improvement program and the Institute of Public works Engineering Australia program.</p>
<p>3. Future Financial Viability and Planning</p>	<p>The City provided demonstrable evidence of robust long term financial planning, identifying and planning for the financial impact of estimated project costs and asset renewal costs on long term budget estimates and operations.</p> <p>The City provided a comprehensive planning framework with identifiable linkages to budget operations of its Plan for the Future.</p>

Principle Areas	Armadale Checklist Assessment Outcome
4. Equitable Governance and Community Representation	<p>The City advised that all but one position was contested at the 2007 local government elections, with voter turnout on par with the State average.</p> <p>The Western Australian Electoral Commission's data identifies an elected member to elector ratio of 1:2477.</p>
5. Proficient Organisational Capacity	<p>The City noted no vacant management positions in the preceding months, with staff turnover at rates less than the industry average.</p> <p>The City provided demonstrable evidence of a comprehensive approach to staff attraction and retention with corporate policies in place.</p> <p>The City provided demonstrable evidence of a comprehensive, strategic human resources approach to employee training and professional development to build organisational capacity.</p> <p>While the City reported that due to incomplete applications submitted, some delays in approvals for building and development applications were recorded, however all statutory reporting requirements were met.</p>

Principle Areas	Armadale Checklist Assessment Outcome
<p>6. Effective Political and Community Advocacy for Service Delivery</p>	<p>The City provided multiple and significant examples of funding sourced from the State and Commonwealth Government and the private sector to enhance community service provision and build community and industry infrastructure. It is noted that there is significant private sector development currently being undertaken in the town centre, resulting in economic growth and job creation. It is noted that the City is working collaboratively with the Armadale Redevelopment Authority for the redevelopment of the town centre and international sporting venue at Champion Lakes.</p> <p>The City demonstrated a coordinated approach of initiatives identified to attract and support local businesses. The City advised of strategies to attract investment and facilitate local economic growth through property development and infrastructure provisions to facilitate such development.</p> <p>The City demonstrated a comprehensive approach to community consultation.</p>
<p>7. Understanding of and Planning for Demographic Change</p>	<p>The City's anticipation of continued population growth into the future is substantiated by the Western Australian Planning Commission's data, which projects further growth for the district.</p> <p>It was noted that the City's planning and resourcing is focused on projections of growth and renewal and that it has commissioned detailed demographic projections.</p> <p>The City's Plan for the Future and asset strategy incorporates measures to maintain City assets reflective of population change.</p>

Principle Areas	Armadale Checklist Assessment Outcome
8. Effective Management of Natural Resources	<p>The City provided evidence of comprehensive environmental management planning and partnerships for vegetation, water and greenhouse action.</p> <p>The City is a member of the International Council for Local Environmental Initiatives - Local Governments for Sustainability.</p> <p>The City is also a member of the 'Switch your Thinking' program with the Shire of Serpentine Jarrahdale, Town of Victoria Park and the Cities of Gosnells, Belmont, South Perth and Perth.</p>
9. Optimal Community of Interest	<p>The City advised that it enters into joint service arrangements as required, including waste management, and provision of planning and some technical services to an adjacent Shire.</p> <p>The City noted that there are no neighbourhoods or suburbs split across district boundaries.</p>
10. Optimal Service Delivery to Communities	<p>It was noted that future service increases and improvements have been taken into account in the City's financial and strategic planning and will be achievable through the City's rate/taxation model.</p>
11. Membership of an Effective Regional Grouping	<p>The City is a member of the Rivers Regional Council for waste management planning.</p> <p>The City is also a member of regional policy planning groups and contributes to policy forums on the outer metropolitan growth councils.</p>
12. Previous Structural Reform	<p>In 1979 a boundary adjustment took place, moving the Byford ward to the Shire of Serpentine Jarrahdale.</p>

# ATTACHMENT 4

## Results of the City's Public Consultation

- 4.1 Telephone Survey Results
- 4.2 Responses to invitation to submit
- 4.3 Minutes of Public Meeting

# Structural reform Telephone Survey

**City of Armadale**

August 2009

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Document prepared August 2009

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## City of Armadale Local Government Reform – Telephone Survey Results

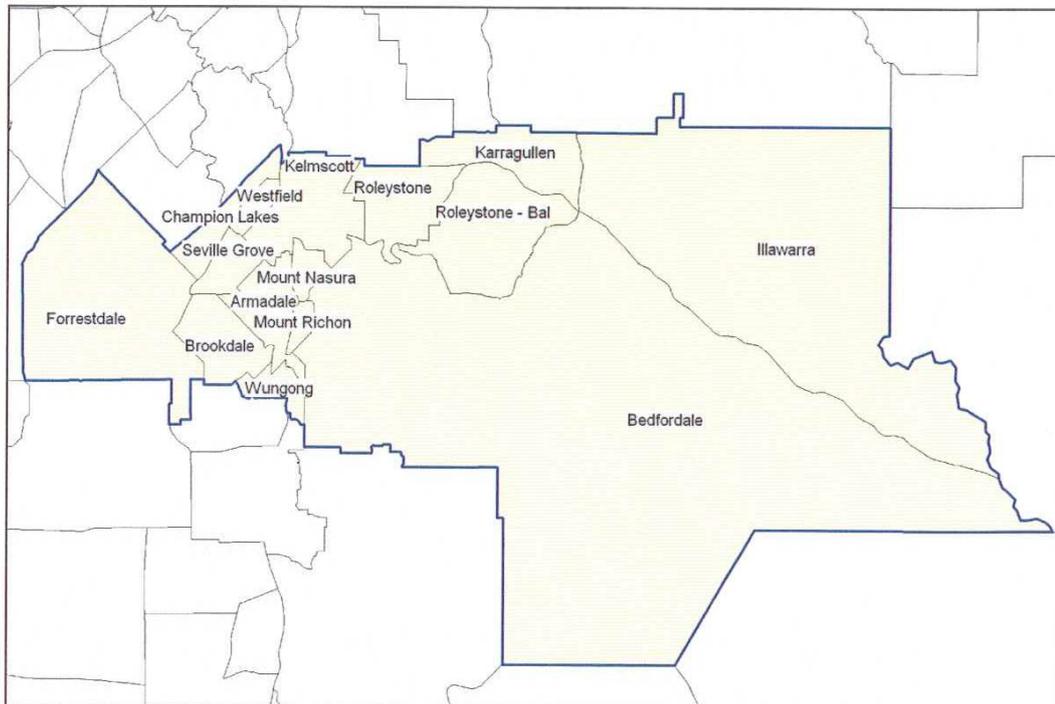
### Background

Following a request by the Minister for Local Government, Hon John Castrilli MLA, each local government in Western Australia is to have made an informed decision on voluntary amalgamation, elected member representation and preferred regional grouping by 31<sup>st</sup> August 2009.

The Western Australian Local Government Association (WALGA) position supports voluntary reform based on the research and recommendations of the SSS report. The process is an opportunity for each local government to assess their current situation and evaluate the best option for moving forward for Communities.

The City of Armadale has commissioned Creating Communities Australia (CCA) to undertake community consultation via a telephone survey of 200 residents and prepare a report on the results to inform council on community perceptions of the issues. The survey respondents were sourced from within the City of Armadale suburbs shown in the following map.

**Figure 1: Survey Area**



The data contained in this preliminary summary shows the main findings of the survey. A final report will be prepared following feedback from the City of Armadale.

## Section 1 – Question Response Data

1. *Gender***Table 1: Response by Gender**

Gender	Respondents	%
Male	81	40.3%
Female	120	59.7%
TOTAL	201	100.0%

The majority of respondents were female. This is likely to reflect that females were more willing to participate in the survey rather than a skewed sample.

2. *Which age bracket do you fit into?***Table 2: Response by Age Cohort**

Age Cohort	Respondents	%
18-24 years	16	8.0%
25-39 years	64	31.8%
40-59 years	57	28.4%
60+ years	64	31.8%
Refused	0	0.0%
TOTAL	201	100.0%

A broad range of representative age groups participated in the survey indicating a satisfactory sample.

3. *How strongly do you agree or disagree that consideration should be given to combining the City of Armadale with one or more other local government authorities, thus creating a new larger local authority or entity?***Table 3: Consideration Given to Combining City of Armadale**

Consider Combining (amalgamation)	Respondents	%
Strongly disagree	20	10.0%
Disagree	58	28.9%
Neither agree nor disagree	47	23.4%
Agree	38	18.9%
Strongly agree	10	5.0%
Don't know	28	13.9%
TOTAL	201	100.0%

Approximately 40% of respondents either disagree or strongly disagree that consideration should be given to combine the City of Armadale with another local authority. In contrast, approximately

24% of respondents either agree or strongly agree that consideration should be given to combine with another local authority.

4. *If such consideration was given, which other local government authority(s) should the City consider combining with? (multiple responses allowed)*

**Table 4: Potential LGAs**

Which LGAs Considered	Respondents	%
Canning	26	10.0%
Gosnells	65	25.0%
Kalamunda	15	5.8%
Beverley	9	3.5%
Wandering	5	1.9%
Shire of Serpentine –Jarrahdale	77	29.6%
Cockburn	6	2.3%
Kwinana	3	1.2%
None of these	31	11.9%
Don't know	23	8.8%
TOTAL	260	100.0%

If consideration to combine were given to combine with another authority, the majority of respondents prefer the Shire of Serpentine-Jarrahdale or the City of Gosnells.

5. *What do you believe is the maximum population a local government should represent?*

**Table 5: Maximum LGA Population**

Maximum LGA Population	Respondents	%
50,000	23	11.4%
100,000	42	20.9%
200,000	16	8.0%
300,000	5	2.5%
No limit	36	17.9%
Don't know	79	39.3%
TOTAL	201	100.0%

The majority of respondents (39%) did not know what the maximum population of a local government area should be. However, 21% of respondents thought that a maximum of 100,000 persons was appropriate and 18% thought there should be no limit.



6. *The Minister for Local Government has indicated his preference for councils in Western Australia to have between 6 and 9 Elected Members including the Mayor/President. As a result of the City's Ward Boundary Review in 2006 and the subsequent determination by the State Government, the City of Armadale is divided into 7 Wards, each with 2 elected members. Council may consider revising boundaries in the future to balance anomalies in representation ratios.*

*What do you believe the number of Councillors representing the Armadale community should be?*

**Table 6: Councillor Numbers**

Councillor Numbers	Respondents	%
Six	28	13.9%
Nine	47	23.4%
Fourteen	59	29.4%
Don't know	57	28.4%
Other	10	5.0%
TOTAL	201	100.0%

The majority of respondents indicated that there should be fourteen councillors representing the Armadale community. A significant proportion of respondents did not know how many Councillors should represent the community.

7. *Using a scale from 1 to 5 where 1 means not important and 5 means very important, how important do you feel it is to be able to contact your local councillor to assist you with problems or issues?*

**Table 7: Councillor Contact**

Ability to contact councillor	Respondents	%
1. Not important	3	1.5%
2	3	1.5%
3. Neither important nor unimportant	20	10.0%
4	29	14.4%
5. Very important	143	71.1%
6. Don't know	3	1.5%
TOTAL	201	100.0%

Over 70% of respondents feel that it is very important be able to contact their local councillor to assist with problems or issues.

8. *Do you have any general comments in relation to the Local Government Reform that you wish to make?*

There were 52 comments on the survey, which are included as Attachment One – Telephone Survey Respondent Comments. A general summary of the comments coded by response to being generally in favour of structural reform in the City of Armadale is shown below.

**Table 8: General Comment Summary**

In Favour	Respondents	%
No	28	53.8%
Yes	9	17.3%
Undecided	15	28.8%
Total	52	100.0%

The results show that of those respondents that had a comment on the subject, 54% were generally not in favour of structural reform in the City of Armadale and 17% were in favour. Almost 29% were undecided, indicating a significant proportion of respondents unaware of the background required to have an opinion. This is consistent with the “undecided” response result for Question 6 regarding councillor numbers. Four of the comments received were critical of the current council.

9. *Suburb*

**Table 9: Respondent Suburb of Residence**

Suburb	Respondents	%
Armadale	36	17.9%
Bedforddale	2	1.0%
Brookdale	1	0.5%
Camillo	22	10.9%
Challis	1	0.5%
Champion Lakes	3	1.5%
Forrestdale	9	4.5%
Hilbert	3	1.5%
Kelmscott	44	21.9%
Karragullen	1	0.5%
Mt Nasura	17	8.5%
Mt Richon	7	3.5%
Roleystone	16	8.0%
Seville Grove	33	16.4%
Wungong	2	1.0%
Westfield	4	2.0%
	201	100.0%

The sample of respondents to the survey included persons from almost all suburbs within the City of Armadale indicating a satisfactory representative sample.



## Section 2 - Summary Data Analysis

The following points summarise the results of the telephone survey:

- ▶ The majority of respondents were female which is likely to reflect that females were more willing to participate in the survey;
- ▶ A broad range of representative age groups participated in the survey and persons from most City of Armadale suburbs were represented in the sample;
- ▶ Approximately 40% of respondents either disagree or strongly disagree that consideration should be given to combine the City of Armadale with another local authority. In contrast, only about 24% of respondents either agree or strongly agree that consideration should be given to combine with another local authority;
- ▶ If consideration to combine were given, the majority of respondents prefer to consider the Shire of Serpentine-Jarrahdale or the City of Gosnells;
- ▶ The majority of respondents (39%) did not know what the maximum population of a local government area should be. However, 21% of respondents thought that a maximum of 100,000 persons was appropriate and 18% thought there should be no limit;
- ▶ The majority of respondents indicated that there should be fourteen councillors representing the Armadale community. A significant proportion (28%) of respondents did not know how many Councillors should represent the community; and
- ▶ Over 70% of respondents feel that it is very important be able to contact their local councillor to assist with problems or issues.

Individual comments from respondents are shown in the following attachment. The comments overall show that 52% of those respondents who commented are generally not in favour of structural reform and 28% are undecided.

## Attachment One - Telephone Survey Respondent Comments

The verbatim comments are coded based on interpreting whether the respondent is in favour of structural reform including amalgamation and reduction of councillor numbers.

Code: Y = Yes, N = No, U = Undecided.

Comments	Code
All of my dealings with the council have been professional and quick	N
As long as it's not tax payers money	Y
Be content to see us embrace a bigger council in the interests of economies. I am sure the rates will go up either way.	Y
Could do better in general I guess	Y
Do it if it cuts down costs and rates. If theirs are duplicity they could cut that out it reduces costs be smart about it/ they should be doing their own research in house instead of paying another company to do it	Y
Don't know	U
Has only been here for a short while and what I can see the govt is doing really well, happy with what she can see so far	N
Housing govt should do more about housing	U
I don't know enough.	U
I feel that there are a number of shires that could amalgamate but not Armadale	N
I haven't heard anything about the reform	U
I strongly disagree with the proposal I think that that will cause more problems than it will solve	N
I think it is a good idea I think that they could just about get rid of local government. because I go to Kelmscott rate payers association and they lease with the council and at those meetings the councillors will say that isn't our dept they will say it's the roads dept they will handball everything	Y
I think it's a good idea.	Y
I think there should be more accountability from councillors	U
I think they should look after the locals rather than outside	N
I think they're keeping the costs down, were only increasing 4-5%	N
It's the first I have heard of it, and I know there have been lots of rate increases. We shouldn't have increased rates, and we shouldn't pay for other cities infrastructure and facilities.	N
Its taking too long, should have been done long ago and they should continue to work strongly at it	Y
Keep local councils representing smaller groups of people so that individuals don't lose their voice	N
Major concern on traffic speed in his residential area, in particular people are going to fast because he walks around every morning and 50% of motorists are happy for you to be on road but others want to drive you off the road. They go past at 70km/hr and if you look at them they shake their fists at you. One thing he'd like to see introduced in Kelmscott are speed humps, they knocked back the idea the other day because of costing and not enough people signed the petition. Clifton hills area used as shortcut to highway but people go just as fast as they would on the actual highway itself around the suburban streets	U
No - stand alone have a pretty good system	N
No - surprised that it happened so quick and easy	N
No as long as its transparent and we know what they're doing	N
No I'm quite happy	N
No it's not worth fixing that isn't broken they are doing a great job	N
No just I have been trying to get some council assistance in my street with regards to the sewer and I can't	N
No just that its good for smaller communities	N
No problems with council right now	N
No problems with that	U
No that fine	U
No they don't annoy me and I don't annoy them	N

Comments	Code
No, as long as the rates don't go up.	N
No, just that they need to be careful of how big an area they need to cover, some of those areas would start to get very difficult to manage, WA is a very large state, I dunno if you are going to get efficiencies at scale, and also I guess that local councils still understand people best, so they do play an important role.	N
Nobody looks after the burg (burb?)	N
Not 100% up on it	U
Nothing outstanding	U
One assumes it is going to help the rate payers and get the rates down	Y
Only one is make sure you look at the examples in Queensland, his mums in Queensland in a taken over council and has started to see her services go	N
Reforms won't work they never will	N
Seen it done in Victoria and not work-city of Armadale is large enough as it is without combining with any others.	N
Slack-finish off your jobs-roads unfinished etc.	U
The current mayor does a good job at the moment	N
There is no reform required.	N
They make decisions without bearing any consideration to the constituents.	U
They should listen if people ask them something.	U
They started to put phone lines underground but the money was stopped they should finish it.	U
They've got to be stronger with the hooligans	U
Think Armadale should stay a separate identity, big enough area as it is. if it gets too big it will lose contact with personal touch	N
We contact our member several times. Not really.	N
we would get better services and amenities and public transport amenities here with amalgamation	Y
Would not be happy if the areas are amalgamated. The area is a growing area and should be left as it is because it is growing	N

## Comments Summary:

- No = 28
- Yes = 9
- U = 15 - including 4 critical of current council.

**STRUCTURAL REFORM OF LOCAL GOVERNMENT  
CITY OF ARMADALE  
SUMMARY OF 11 SUBMISSIONS RECEIVED IN RESPONSE TO ADVERTISEMENT & WEBSITE**

Locality	Resident or Ratepayer	Amalgamate	Reduce Crs	No. of Crs	Possible Amalgamation	Boundary change	Comments
<b>GROUP 1 – 9 Submissions</b>							
1. Roleystone	Y	N	N	14	N	N	
2. Bedfordale	Y	Y	Y	6			Larger is better. Economy of scale. Less crs, less cost
3. Seville Grove	Y	N	N	14	N	N	Just right as is
4. Mt Richon	Y	Y	Y	6	G, SJ,Cb,Kw	Y	Amalgamate – not rural
5. Mt Richon	Y	N	N	14	N	N	Keep Armadale identity
6. Armadale	Y	N	N	14	N	N	Growth to ideal size
7. Kelmscott	Y	Y	N	14	G	Y	Part of G to Canning, B'dale & F'dale to SJ
8. Kelmscott	Y	Y	N	14	G	Y	Part of G to Canning
9. Email (R'stone)	Y	U	Y	U	U	U	Cost to ratepayers
<b>GROUP 2 – 2 Submissions</b>							
10. Balcatta	N	N	N	14	N	N	Current system good, serves community well. Keep representation
11. Thornlie	Y	Y	Y	6	G,C,SJ	Y	Recommend Queensland model – "Bigger is better"
<b>SUMMARY:</b>							
Amalgamate	No – 5, Yes – 5, U – 1						
Reduce Crs	No – 7, Yes – 4						
Amalgamation Partners	G-4, C-2, SJ-2, C-1, Cb-1, Kw-1						

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**LOCAL GOVERNMENT REFORM**

**MINUTES OF  
PUBLIC MEETING**

**Monday, 19<sup>th</sup> August 2009 at 7.00 pm  
Council's Administration Centre, Orchard Avenue, Armadale**

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**In Attendance:**

Mayor, Cr L Reynolds AM JP presided over	Heron Ward
Deputy Mayor, Cr J H Munn JP CMC	Lake Ward
Cr C J MacDonald	Lake Ward
Cr J Knezevich	Minnawarra Ward
Cr K Lethbridge	Minnawarra Ward
Cr G A Best	Neerigen Ward
Cr H A Zelones JP	River Ward
Cr R Butterfield	River Ward
Cr L Scidone	Jarrahdale Ward
Cr W Mauger	Palomino Ward
Cr J A Stewart CMC	Heron Ward
Mr R S Tame	Chief Executive Officer
Mr A F Maxwell	Executive Director Corporate Services
Mr I MacRae	Executive Director Development Services
Mr N Kegie	Executive Director Community Services
Ms T Clarkson	Secretarial Assistant

Public 15

**Business**

After a brief welcome and introduction by the Mayor, the CEO Mr Ray Tame and Executive Director Corporate Services, Mr Tony Maxwell, provided a presentation on the Structural Reform process to date, including:

- Systemic Sustainability Study Report – “The Journey”
- Ministers expectations (Feb 2009)
- Council's checklist submission (April 2009)
- Department of Local Government's response to checklist
- “Category One” classification
- Public consultation process
- Public consultant outcomes
- Amalgamations and boundary adjustments
- Elected member representation

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- Reduction in the number of Councillors
- Is a Council a Board of Directors?
- Possible Ward structures at Armadale

### **Public Discussion**

Members of the public were invited to make submissions or to speak. Comments were:

- Retain the current number of elected members
- Fear of loss of access to Council decision-making if Council was reduced or amalgamated
- Future growth demands a larger Council.
- Fear that prospective Councillors will be turned away by the workload and cost of running for Council.
- Concern that local access to elected ward members will be lost
- Public queried whether any rationale existed supporting the Minister's proposal to reduce the number of Councillors.
- Only pensioners will have time or inclination to stand for Council.
- Will not attract young people into local government.
- 6 to 9 Councillors appropriate to remote rural Councils, not urban.
- I like knowing my Councillor lives near me and experiences the same environment, whether it's traffic, graffiti or other community issue.
- Don't want to be represented by someone remote from their neighbourhood.
- Believe public will disengage, lose interest and not participate or vote.
- Concern that the "expert" pool supporting local government at a higher level (WALGA, WAPC, other authorities) will be diminished.
- No support for reducing Councillor numbers, but if forced, 13 or 12 should be retained in Armadale.

### **Outcomes**

It was unanimously agreed:

- The meeting opposed the concept of amalgamation with any neighbouring authority.
- The meeting opposed a reduction in the number of elected Councillors at Armadale.
- In the event a reduction was forced, that it be to 13 or 12, it being agreed that 9 is not enough elected Councillors for a growing urban City.

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- The meeting agreed that the City continue to work collaboratively with other Local Government's on a regional basis.

**Closure**

The Mayor thanked all for their attendance and enthusiastic participation.

Meeting Closed at 8.20pm.

# ATTACHMENT 5

## Map of Proposed Minor Boundary Amendments



