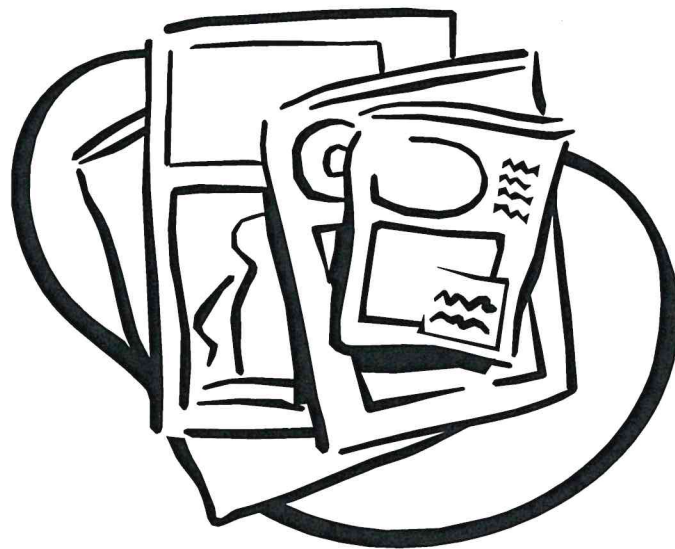




Ordinary Council Meeting

23rd July 2019



Papers Relating

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8.1

Reports of Committees



**REPORT TO COUNCIL
Ordinary Council Meeting 24th August 2019**

AREA: Local Government Week

OFFICER: Sharon Warner

PERIOD OF REPORTING: 8-9th August

Community Opportunity on Common Ground

Looking for extra funding not just for new facilities but upgrades to facilities. WA Sports federation has now joined with local governments to get more funding. We need to promote, advocate, build and innovate sports in our regions. Sporting events could be a tourism destination for our area if done right. Sports and sports Tourism is big business. Bring big sporting events to our areas. Get people to stay extra past their event?

Another Idea is Council provide facilities and clubrooms to clubs.

Clubs service the facilities (club volunteers are vital for this)

- Manage expectations of local government
- Manage expectations of clubs & community
- Collaboration

Communities working with government & industry to produce better outcomes for all. (eg. Byford & districts Country Club)

Dr Leonore Lyons- Executive Director –GSCORE (Great Southern Centre for Outdoor Recreation Excellence)

Outdoor recreation- not organised around traditional structures.

Trail running Events- Social & sporting events- don't put economic growth on your grant application.

These events can outstrip general sporting events.

Look at the Great Southern Regional Trails Master Plan

Hiking, Mountain bike etc. Huge Tourism potential opportunities

Local Solutions for Local Issues

"There can be no keener revelation of a community's soul. Than the way it treats its children and young people"

Nelson Mandela

We have to look at ways to celebrate young people's achievements. What this means is Community Ownership and Local Leadership.

Councils need to look at opportunities and support towards youth employment. Find incentives

Who is going to be running our businesses, farms and pay our rates etc.!!!

Who is going to sustain our areas in the Future!!

Youth to work focus

- Set Goals
- Building Resilience
- Use power of & influence of Local leaderships to close the gaps

Look after our Youth for our community's future, so they and our community are here in the future.

Rural Fire Brigade

Priorities for 19/20 DFES

- BCoE- Transition of bushfire related training (Bushfire Centre of Excellence)
- New intro for Prescribed burning course – close to release
- Intermediate & advance prescribed burns training

Bushfire management plans link in with our strategic plans. Stage 1 of website launched BCoE New hub is going to be located in the Shire of Murray. Recruitment of staff has started; they have kept some old DFES staff. Focused specifically for the enhancement of Bushfire Management across Western Australia. This centre will aim to improve rural fire management outcomes. This centre is about bringing everyone together – Traditional custodians, Parks & Wildlife service, volunteer and career fire fighters, local governments & DFES

- Final business case
- Interim facilities –October 2019
- BCoE - Design & construction of facilities
- Construction commencing Feb 2020
- Completion Dec 2020

Websites

BushfireCoE@dfes.wa.gov.au wwwdfes.wa.gov.au/bushfirecoe

State funding available for approved local governments BRMP- Bushfire Risk Management Plan

Next round opens 15/8/19 and closes 26/9/19

As at 1st July 2019

- 55 LG's have commenced BRM Plan
- 32 of 55 had plans endorsed by OBRM (Office of Bushfire Risk Management)

Guidelines are under review. Land use planning advice@dfes.wa.gov.au

Continuous improvement of the guidelines for planning in Bushfire prone areas.



**COUNCILLOR REPORT TO COUNCIL
Ordinary Council Meeting 24th August 2019**

AREA: Woodlands Centre

Reporting Councillor: Councillor Wyatt

Period of Reporting: August 2019

Woodlands Centre Advisory Group:

Next meeting 9th September 2019.

Kulbardi Hill Consultants

It was good to have the consultants come and talk to Council about the feel and look of the interior styling for the Centre. Officers have reported good feedback was gained and the consultants will have a report submitted early September.

Construction

- Internal Walls. Gyprock quotes were sought from the local and Perth based suppliers the project will be using a local Norseman builder.
- Septic Installation. Two large septic holding tanks were installed on site as well as the three soak-wells put in place during July.
- Brickwork is due to commence on 16th August, with builders looking to source scaffolding from regional suppliers.
- Norseman has quite a bit of rain during the mid-August however the site seems to have held up well.

Goldfields Esperance Development Commission

Representatives were in Norseman and paid a visit to the site. Shire offices have been encouraged to strive for a greater local content delivery, meaning that the State Government would like to see as many local and regional suppliers and contractors used as possible.



10.1.1

Proposed Amendment 9 to the Shire of Dundas Town Planning Scheme No 2

SHIRE OF DUNDAS TOWN PLANNING SCHEME No. 2
SCHEME AMENDMENT NO 9
SCHEDULE OF SUBMISSIONS

Name/Address of Submitter	Summary of Submission	(Consultant) Officer Comment Town Planning Innovations	Recommendation
1. Water Corporation 629 Newcastle Street Leederville WA 6007	1a) Reticulated water is currently available to the subject lot to serve the proposed useage (map provided). 1b) The developer is expected to fund any new works required or the upgrading of existing works and protection of all works. 1c) The proposed changes to the Scheme do not appear to impact on the Water Corporations infrastructure or operations. 1d) Please provide a copy of these comments to the owner, developer or their representative.	1a) Noted. The Water Corporation has no objections to the amendment. 1b) Noted. 1c) Noted. 1d) Noted. A copy was emailed to the applicant on the 8 August 2019.	1. That the submission be noted and no modification to the amendment be made.
2. Department of Mines, Industry Regulation and Safety	2a) The Department has determined that this proposal raises no significant issues with respect to mineral and petroleum resources. geothermal energy and basic raw materials.	2a) Noted. The Water Corporation has no objections to the amendment.	2. That the submission be noted and no modification to the amendment be made.

SHIRE OF DUNDAS TOWN PLANNING SCHEME No. 2
SCHEME AMENDMENT NO 9
SCHEDULE OF SUBMISSIONS

Name/Address of Submitter	Summary of Submission	(Consultant) Officer Comments	Recommendation
Mineral House 100 Plain Street East Perth WA 6004	1. Continued	1. Continued	
3. Jacarandah Management Pty Ltd PO Box 123 Fremantle WA 6959	3a. Jacarandah Management Pty Ltd has no objection to Amendment 9 for Lot 3 Roberts Street Norseman.	3a) Non objection noted.	That the submission be noted and no modification to the amendment be made.
4. Trafalgar Investments Pty Ltd PO Box 1237 Fremantle WA 6959	4a. Jacarandah Management Pty Ltd has no objection to Amendment 9 for Lot 3 Roberts Street Norseman.	4a) Non objection noted.	That the submission be noted and no modification to the amendment be made.
5. Prendville Enterprise Pension Pty Ltd Prendville Enterprise Pension	5a. Prendville Enterprise Pension Pty Ltd ATF Prendville Enterprise Pension Superannuation Fund has no objection to Amendment 9 for Lot 3 Roberts Street Norseman.	5a) Non objection noted.	That the submission be noted and no modification to the amendment be made.

**SHIRE OF DUNDAS TOWN PLANNING SCHEME No. 2
SCHEME AMENDMENT NO 9
SCHEDULE OF SUBMISSIONS**

Name/Address of Submitter	Summary of Submission	(Consultant) Officer Comment Town Planning Innovations	Recommendation
<p>Superannuation Fund PO Box 1237 Fremantle WA 6959</p>			
<p>6. Prendville Enterprise Pension Pty Ltd ATF Prendville Enterprise Pension Prendville Enterprise Pension Superannuation Fund AS Bare Trust Norseman 2016 Pty Ltd</p>	<p>6a) Prendville Enterprise Pension Pty Ltd ATF Prendville Enterprise Pension Superannuation Fund AS Bare Trust Norseman Travelstops 2016 Pty Ltd has no objection to Amendment 9 for Lot 3 Roberts Street Norseman.</p>	<p>6a) Non objection noted.</p>	<p>That the submission be noted and no modification to the amendment be made.</p>



10.3.2

Shire of Dundas Response to the Select Committee

CHARLES SMITH MLC

Member for the East Metropolitan Region

MEDIA RELEASE

Smith urges public to reveal dodgy local government conduct

24 July 2019

Member for the East Metropolitan Region Charles Smith urges West Australians to come forward with information about questionable local government behaviour in preparation for a parliamentary inquiry.

The public's information will be submitted to a committee established this year to specifically examine local government conduct.

Mr Smith says the committee is a necessary measure to deal with increasingly dishonest local government practices and urges people to come forward.

"Increasingly we are seeing ratepayers coming forward with issues about the behaviour of their local council, be it from rate rises to political policies outside the scope of their duties, people are becoming increasingly upset with local government and an examination is long overdue.

"Sadly, this is not the first time Parliament has scrutinised local councils, with an inquiry into local government accountability taking place in 2005," Mr Smith said.

Mr Smith said that anyone who comes forward with a complaint will contribute to ensuring the future transparency and accountability of local authorities.

"I would strongly encourage those who have had issues with their local council, or know of anything that strikes them as improper to come forward and tell their stories to this committee."

Submissions to the Committee are open until midnight 23 August with a report expected within 12 months thereafter.

ENDS

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26 July 2019

Our Ref: NS:CC

The Hon. Kate Doust MLC
Parliament House, 4 Harvest Terrace
WEST PERTH WA 6005

Dear Madam President

SELECT COMMITTEE INTO LOCAL GOVERNMENT

I write with reference to the statement (attached) released on 24 July 2019 by Charles Smith MLC, member of the Select Committee undertaking the Parliamentary Inquiry into Local Government.

The media release titled "*Smith urges public to reveal dodgy local government conduct*" contains a series of baseless and damaging assertions about the Local Government sector which do a significant disservice to the integrity and objectivity of the Parliamentary process.

I am seeking your urgent consideration of the appropriateness of Mr Smith's membership of the committee given the clear prejudice he has demonstrated towards the Local Government sector.

The conduct of Local Government in Western Australia is regulated through State integrity bodies including the Corruption and Crime Commission, the Office of the Auditor General, the Public Sector Commission, the WA Ombudsman and the Department of Local Government, Sport and Cultural Industries.

Stating that he believes "*the committee is a necessary measure to deal with increasingly dishonest local government practices*" is not only inflammatory but demonstrates an inherent bias which is not conducive to a fair consideration of the issues and evidence to be presented.

It is the contention of WALGA that the continued participation of Mr Smith casts significant doubt as to the impartiality of the committee and as such the veracity of any findings that may eventuate.

The Western Australian Local Government Association (WALGA) welcomes the opportunity to participate in the Parliamentary process and is actively encouraging all WA Local Governments to provide submissions and to request to appear before the Select Committee.

Mr Smith's prejudicial comments provide no comfort that WALGA and its 138 member councils will be provided with the balance and objectivity the community expects from the Western Australian Parliament.

Yours sincerely

**Cr Lynne Craigie OAM
President**

Cc: The Hon. Mark McGowan, Premier

The Hon. Minister David Templeman, Minister for Local Government, Heritage, Culture & the Arts

The Hon. Simon O'Brien, Shadow Minister for Electoral Affairs



DRAFT
Submission
Select Committee into
Local Government

August 2019

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About WALGA

The WA Local Government Association (WALGA) is working for Local Government in Western Australia. As the peak industry body, WALGA advocates on behalf of 138 Western Australian Local Governments. As the united voice of Local Government in Western Australia, WALGA is an independent, membership-based organization representing and supporting the work and interests of Local Governments in Western Australia. WALGA provides an essential voice for 1,222 Elected Members, approximately 22,000 Local Government employees (16,500 Full Time Equivalent's) as well as over 2.5 million constituents of Local Governments in Western Australia.

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Introduction

Local Governments play a key role in the Australian Federation. Local Governments in Western Australia provide democratic representation and a range of services to their respective communities which span the length and breadth of the state.

Local Governments, in one form or another, have existed in Western Australia since the arrival of settlers from Britain in the nineteenth century. The first piece of legislation to weave the fabric of today's Local Government sector was the *Towns Improvement Act of 1838*.¹ Today, Local Government is constituted and primarily regulated by the *Local Government Act 1995* but there are many other legislative instruments which impact the way Local Governments operate in their diverse array of activities.

Local Governments are a key democratic institution in Western Australia's local communities. Councils have well-established relationships with the communities they serve and represent, local businesses and organisations as well as other spheres of government.²

Services provided by the 139 Local Governments in Western Australia include the traditional roads and waste collection but also now extend to recreation, medical services and other human services.³ Often, Local Governments taking on new or expanded roles in service delivery or advocacy is as a result of gaps left by other spheres of Government reducing their service delivery, or due to community pressure for Local Governments to step into a particular space.

All Local Governments throughout Western Australia continually strive to provide the highest quality services within the constraints of Local Government revenue streams, Australia's vertical fiscal imbalance and ongoing cost-shifting from other spheres of Government, all of which are well documented by the 2003 Hawker Report⁴ and many reports on Local Government finances before and since.⁵

Local Government in Western Australia, with a presence in every community in the state represents a significant component of the State's economy. Local Government is the steward of public assets of \$48 billion, including responsibility for more than 88 percent of the public road network, employs a workforce of 22,000 people (16,500 FTEs) and spends \$4.1 billion per year.⁶

¹ WALGA (2011)

² Aulich *et al* (2011) Volume 2 p13

³ PricewaterhouseCoopers (2006)

⁴ House of Representatives Standing Committee on Economics, Finance and Public Administration, (2003)

⁵ See also PricewaterhouseCoopers (2006) and Aulich *et al* (2011) Volume 1

⁶ WALGA (2019a)



Trust in Government

The 2019 Edelman Trust Barometer, the pre-eminent study of peoples' trust in institutions around the world found, that:

- Trust in Government remains low in Australia with people generally 'distrusting' of Government, and,
- Only a minority in western democracies believe "the system is working for me".⁷,

This lack of trust in democracy and in institutions has a real impact. A lack of trust in the system leads to increased fear and increased fear erodes trust and negatively affects our collective wellbeing.

This places Local Government in a very important position and creates significant opportunities for Local Government as a legitimate and connected sphere of Government.

As trust in Government and institutions declines to an all-time low, there is a small slice of good news for Local Government. The 2014 Griffith University Constitutional Values Survey found that, of our three spheres of Government, Local Government is the most trusted.⁸

Specifically, in Western Australia, while 69.8 percent of respondents trust Local Government to do a good job in carrying out its responsibilities, 63.2 percent of respondents trust the State to do a good job and only 56.9 percent trust the Federal Government to do a good job with its responsibilities.

With global uncertainty, and the erosion of trust in government, many people are looking for community, connection and stability. The challenge being embraced by Local Governments across Western Australia is to enable and facilitate this community connection.

This Select Committee presents a tremendous opportunity to further build trust in Local Government as a legitimate and democratically mandated sphere of government. This can be achieved by highlighting the achievements of Local Government.

It would be a real shame, and an opportunity lost, if this Parliamentary Inquiry is hijacked by those with an axe to grind using the committee process to air their often unfounded or unsubstantiated grievances. Instead, this Inquiry has a tremendous opportunity to highlight the achievements of Local Government in building cohesive and resilient communities.

To that end, WALGA would like to pay tribute to Western Australia's 1,222 Elected Members who have been willing to step up and take a leadership role in their communities, often in a challenging political role in the public realm. Unfortunately, Local Government has recently

⁷ Edelman (2019)

⁸ Griffith University (2014)



attracted uninformed criticism from a small number of noisy individuals who seem to have an axe to grind.

WALGA would like to remind the Committee that it's not the critics, comfortable in their cheap seats behind anonymous social media pages who matter, it's the men and women who put themselves forward to take a leadership position in their community.

As Theodore Roosevelt famously said:

"It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly... who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly."⁹

That's not to assert that the Local Government sector in Western Australia is perfect; of course there is room for improvement and Local Governments welcome opportunities to improve their efficiency, effectiveness and their engagement with their communities.

Local Government has embraced a range of recent initiatives to improve their efficiency, effectiveness and engagement with their communities. For instance, the Integrated Planning and Reporting Framework was introduced into Western Australia at the behest of the Local Government sector who saw the opportunity for a more integrated and strategic approach to community, financial and business planning.

Performance audits, undertaken by the Auditor General, have also been welcomed by the Local Government sector. Performance audit participants have welcomed the opportunity to have their systems and processes critically examined by an external agency, and the learnings from the performance audits have been widely shared across the sector.

The increasing prevalence of deliberative democracy techniques, such as participatory budgeting, further demonstrates the desire and willingness of Local Governments to meaningfully engage with their communities.

It is WALGA's and the Local Government sector's expectation that the Committee will take the time to consider the full range of positive examples of Local Governments continual drive to deliver services efficiently, be an effective steward of community infrastructure, and

⁹ Brown (2019)

engage meaningfully with citizens as a key component of Western Australia's vibrant democracy.

Local Government Collaboration

Local Governments, while democratically representing their communities, strive to deliver services effectively and efficiently. One way Local Governments aim to improve their service provision is by collaborating with other Local Governments in partnerships, as members of Regional Local Governments, or as members of voluntary collaborative groups.

Collaboration in Local Government has a number of drivers. A key driver for Local Governments to work together to achieve community outcomes is to strive for better, more strategic, and regionally appropriate outcomes. When Local Governments collaborate to, for example, develop aged housing facilities, or promote regional tourism, they are collaborating because together they can drive better outcomes than they could as one Local Government undertaking a task more suited to a regional scale.

Local Government collaboration is also driven by necessity. In many cases, Local Governments collaborate because the service is more efficiently provided at a regional level. For example, in metropolitan Perth, Local Governments are members of Regional Local Governments to collaboratively provide waste services at an appropriate scale and level of service.

It is important to note that Local Governments also actively seek to work collaboratively with Government agencies, industry, local business and civil society in delivery community outcomes. Across regional WA, Local Governments work closely with Regional Development Commissions and regional offices of the Commonwealth's Regional Development Australia (RDA) network to undertake regional planning, develop regional projects and leverage State and Federal funding.

WALGA recently produced a "Cooperation & Shared Services" document that provides demonstrations of the collaboration currently being undertaken in the sector.

The document can be found here: [Cooperation & Shared Services document](#) and is also attached as Addendum 1.

Legislation

a) Whether the Local Government Act 1995 and related legislation is generally suitable in scope, construction and application

The legislative framework governing Local Government is generally appropriate and the underpinning principle of 'general competence' is strongly supported by the Local Government sector.

However, additions and amendments since the current Local Government Act was introduced over 20 years ago have created a layered, spaghetti-like regulatory regime that needs to be untangled and simplified. Similarly, practice and procedures have changed since the current Act's introduction and, as a result, the legislative framework requires modernisation.

For these reasons, the Local Government sector has strongly supported the State Government's goal to undertake a full Review of the *Local Government Act 1995* and the associated regulations.

Local Government Act Review

WALGA has been a strong supporter of the current Review of the Local Government Act and has supported the Government's intent to streamline and modernise the legislative framework.

WALGA put forward a comprehensive submission to Government that was the culmination of a signification consultation and engagement process, and the collection of policy and advocacy positions developed over many years.

The Local Government sector participated in a comprehensive process leading up to the adoption of the advocacy positions, as detailed below:

WALGA partnered with the Department of Local Government, Sport and Cultural Industries to deliver facilitated workshops across all WALGA Zones, held throughout October and November 2018. Approximately 500 Elected Members and senior administrators attended 19 workshops held in each of the 17 WALGA Zones.

WALGA, LG Professionals and the Department of Local Government, Sport and Cultural Industries partnered to host the Future of Local Government Forum, which was held at Curtin University on Wednesday, 30 January 2019 and was attended by 230 participants.

A total of 73 member Local Governments provided responses to the WALGA consultation process, either through an individual response or a Zone/regional group response. 42

individual Local Governments responded with additional collective responses from three WALGA Zones representing a further 31 member Local Governments.

The WALGA State Council, consisting of 25 representatives from across the State, in adopting advocacy positions in March 2019 endorsed the positions unanimously. This demonstrates the veracity of the consultation process. In addition, the Department of Local Government, Sport and Cultural Industries received over 3,000 submissions from the community, Local Governments and stakeholder bodies.

Key Principles

State Council, in finalising WALGA's submission to the Local Government Act Review process, endorsed the following key principles as fundamental drivers of future Local Government legislation.¹⁰

1. Retain General Competence Powers.

The Local Government Act is founded on the general competence powers principle, which gives Local Governments the legal capacity to do anything that is not prohibited by law. This principle is uniformly supported by the Local Government sector and that it should not be diluted by over-regulating the operations of Local Government.

2. Provide Flexible, Principles-based Legislative Framework.

The Local Government Act works well when Local Governments apply their general competence powers within a legislative framework that provides for good governance, with accountability to the community for decision-making. The Local Government sector seeks a light-touch regulatory approach accompanied by best practice guidance, support and assistance.

There is concern that, without adequate care and sector input, the new Local Government Act will be overly prescriptive and mistakes of the past will be repeated. Prescriptive compliance regimes do not typically drive innovation or organisational performance; instead boxes are ticked and processes to comply are implemented leading to inefficiencies and distractions.

The Local Government Act should focus on principles and objectives, not on process. As an example, Local Governments in 2016 were given the ability to establish Regional Subsidiaries. A key feature of the model is to enable Local Governments to establish a subsidiary that is fit-for-purpose by adapting the governing charter to the subsidiary's purpose and structure. Instead, the regulations are prescriptive and a number of Local Governments have considered the model and opted not to pursue it. Best practice, guidance material and

¹⁰ WALGA (2019b)



smart people working together to solve problems drive innovation; prescriptive regulation drives compliance for the sake of compliance.

To focus on the process and not the principles and objectives risks embedding today's practice into legislation instead of allowing Local Governments the flexibility to innovate and adapt to new methods and new technologies. Not everything a Local Government should do needs to be legislated. Ultimately, Councils are considered to be generally competent and are accountable to the community through democratic elections held every two years.

3. Size and Scale Compliance Regime

There is a marked appetite in the response to the Facilitated Workshops, Detailed Discussion Papers and Future of Local Government Statewide Forum for differentiation between Local Governments based on size and scale.

4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration the Local Government's role in creating a sustainable and resilient community through:

- i. Economic development;**
- ii. Environmental protection; and,**
- iii. Social advancement.**

The need to provide enabling legislation with a 'menu of opportunities' for the sector. The State Government needs to set legislation that enables Local Governments to carry out activities, even though all Local Governments may not want to carry the activity; those that wish to, should be permitted to. A good example of this is the proposed introduction of beneficial enterprises.

5. Avoid Red Tape and de-clutter the extensive regulatory regime that underpins the Local Government Act.

WALGA has called for the de-cluttering of the extensive regulatory regime that underpins the Local Government Act. The Act Review provides a timely reminder that the legislative burden on Local Government is vast and burdensome; the Local Government Act itself runs to over 500 pages and the 9 associated Regulations combine to approximately 400 additional pages. It would not be unfair or unkind to observe that few within each Local Government's administration, and fewer Elected Members, would grasp the level of detail contained throughout the Act and Regulations, creating of its own accord a compliance burden.

This scale of legislation represents a considerable challenge to the delivery of effective and efficient governance. WALGA echoes the sentiments of Dr David Cox, Chair of the Law Reform Commission of Western Australia, who stated at the Local Government Act Forum in January 2019:

“Consideration in drafting (the new Act) is to think about who you are drafting it for? Consider who has to read it and write it for normal people – not law graduates. People want to know what’s governing them and they need to understand it.”¹¹

6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

The State Government should not impose responsibilities to Local Governments without adequate resourcing. This principle is contained within the British Columbia Community Charter¹² and is supported by the Local Government sector.

Key Policy Positions

The following key policy positions are considered very important to the sector;

Rates, Fees and Charges

Rating Exemptions

- Rating Exemptions - Request that a broad review be conducted into the justification and fairness of all rating exemption categories, Sector Revenue foregone 2017/18 - \$45.6m;
- Local Government Act should eliminate exemptions for commercial (non-charitable) business activities of charitable organisations;
- Support for exemptions of genuine Charitable activities that qualify under the Commonwealth Aged Care Act 1997;
- Eliminate exemptions for Government Trading Enterprises;
- Support for the principle that all users of Local Government services should make a contribution to these services.

Rating Restrictions – State Agreement Acts

- Resource projects covered by State Agreement Acts should be liable for Local Government rates.

Imposition of Fees and Charges: Section 6.16

- That a review be undertaken to remove fees and charges from legislation and Councils be empowered to set fees and charges for Local Government services.

¹¹ Cox, D. (2019)

¹² British Columbia (2019)

No Rate Capping

The Local Government sector opposes rate capping or any externally imposed limit on Local Government's capacity to raise revenue as appropriately determined by the Council.

Beneficial Enterprises

The *Local Government Act 1995* should be amended to enable all Local Governments to establish Beneficial Enterprises (formerly known as Council Controlled Organisations).

Beneficial Enterprises are:

- Arm's length entities to deliver projects and services required by the community;
- Vehicle for greater efficiency and improved partnering practices for Local Government;
- Provide services & facilities that are not attractive to private investors;
- Cannot carry out any regulatory function of a Local Government;
- Skills Based Board – Alternate governance model;
- Not about outsourcing essential services.

Building Upgrade Finance

That WALGA advocate for amendments to the Local Government Act that enable a Building Upgrade Finance mechanism in Western Australia.

The Building Upgrade Finance position is advocating for reforms to Western Australian legislation that would enable local governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, advocates have identified an opportunity to use this approach to finance general upgrades to increase the commercial appeal of buildings for potential tenants. In this way, Building Upgrade Finance is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market in Perth and achieve economic growth.

Community Engagement Policy

That the Local Government Act 1995 include a requirement for Local Governments to adopt a Community Engagement Policy, with each Local Government to determine how to implement community engagement strategies.

Additional Policy Positions

A complete schedule of the Local Government sectors adopted policy positions, grouped according to the Government's three themes of agile, smart and inclusive, relating to specific

elements of the Local Government legislative regime were included in WALGA's submission to the Review of the Local Government Act which can be found [here](#) and is also attached as Addendum 2.

Scope of Activities of Local Government

b) The scope of activities of local governments

Local Government is an important sphere of Government that undertakes functions most appropriately implemented at the local level. As the sphere of Government closest to the people, Local Government affects the daily lives of all people and businesses and is well-positioned to have unique insight into the needs and aspirations of their communities.¹³

Across Western Australia, there is significant diversity in the range of functions and services that are provided by Local Government.

While there is some diversity of function across Local Governments in Western Australia, all Local Governments undertake a number of regulatory functions such as authorisation of planning and building developments, waste management, administration of food safety laws, regulation of companion animals, and provision of local roads. Most Local Governments provide social services as well, including provision of recreation and community facilities, economic development promotion and community festivals and events.

Local Governments in Western Australia manage a vast road network, of approximately 127,500km, and significant other built assets. On behalf of the community, Local Governments are responsible for nearly \$14 billion of built assets (excluding transport assets). These primarily comprise recreation facilities, including ovals and pitches for a wide range of sports, swimming pools, tennis courts, and gymnasiums, libraries, arts and other community centres. Local Governments with coastal or river frontage provide and maintain recreational boat launching facilities and associated infrastructure.

Some of the diversity of functions and services is driven by financial capacity. For instance, small, remote Local Governments do not have the financial resources to provide the community recreation services that a large metropolitan Local Government provides.

Diversity of functions can also be driven by community demand. For instance, Local Governments in country Western Australia deliver services, such as health services, that would otherwise be provided by the market or the State Government in metropolitan Perth. Local Governments in non-metropolitan regions also often provide housing and other incentives to attract and retain health and other professionals.

Evolution of Local Government's role to encompass human, social and community services is in response to the dynamics on the ground, including the withdrawal of services from other spheres of Government or in response to the democratic aspirations of the community.

¹³ Productivity Commission (2017)



The retreat from service provision from the State Government often means that Local Government, at the behest of the community through the democratically elected Council, will step up to fill the gaps. For example, a number of Local Governments provide security services in their suburbs and communities. Often this sort of service eventuates due to the demands of citizens for a safer community. Similarly, a number of Local Governments are actively becoming involved in seeking to address homelessness in their communities. While the State Government's Department of Communities is the lead agency responsible for addressing homelessness, Local Governments often play a role in coordinating agencies and not-for-profit service providers, again filling a gap in service provision from another sphere of Government.

Waste Management and Resource Recovery

The Local Government sector provides contemporary waste management (and often resource recovery) services as an essential service to their communities in order to maintain public health standards and minimise the environmental impact of municipal solid waste, with the *Waste Avoidance and Resource Recovery Act 2007*, the *Health Act 1911* and the *Local Government Act 1995* providing the primary heads of power. Resource recovery operations are subject to international commodity price fluctuations, foreign environmental import standards and contamination rates that impact the quality of the commodities recovered. Importantly, recycling also generates three-to-one employment opportunities compared to traditional landfill.

The 2016-17 Census of Local Government Waste and Recycling Services found that Local Governments in Western Australia spent \$295 million in collecting 1.5 million tonnes of domestic waste in 2016-17.¹⁴ 16 Local Governments reported investing in new waste and recycling infrastructure and/or initiatives in 2016–17.

These investments included:

- New or upgraded transfer stations (completed or commenced construction) in the shires of Dardanup, Harvey, Moora, Cuballing and the City of Busselton;
- A new landfill cell in the Shire of Augusta–Margaret River;
- The installation of a landfill weighbridge in the Shire of Broome;
- A new regional waste facility in the Shire of Ravensthorpe;
- A new green waste kerbside collection service in the City of Subiaco; and,
- The introduction of a fortnightly kerbside recycling service in the City of Karratha and the Shire of Coorow.

36 Local Governments reported recycling their own construction and demolition waste and 73 Local Governments reported recycling green waste from their own operations, and a

¹⁴ Waste Authority (2018a)

number of metropolitan Local Governments are investing in waste to energy solutions for residual waste. 52 Local Governments and regional councils reported spending a total of approximately \$3 million in waste and recycling education programs in 2016–17. About half (52 per cent) was expended by regional councils.

All of this innovation is being achieved with minimal strategic planning or financial support from State or Commonwealth Governments. The new State Waste Strategy is uncosted and unfunded. It is important to note that in 2017, the Waste Avoidance and Resource Recovery Levy generated approximately \$76m in receipts, of which 75 percent went to consolidated revenue, with the Minister for Environment approving the allocation of just \$19 million to the WARR Account.¹⁵ Of the \$19m, approximately half went to underwriting the waste branch of the Department of Water and Environmental Regulation, leaving approximately \$8.5m for strategic waste initiatives.

Local Government contends that there are a number of improvements that would assist in delivering more efficient and effective outcomes – including meeting the targets of the State Waste Strategy – primarily through hypothecating all funds collected from the Waste Avoidance and Resource Recovery Levy into strategic waste management activities (as identified in the State Waste Strategy and Action Plan). Strategic investments could then include 50:50 funding for FOGO (3 bin) infrastructure, state-wide and regional waste infrastructure plans to direct future public and private investments, the State Government mandating sustainable procurement policies across all departments and agencies, and matching funding for Local Government regional landfill upgrades. A State/Local Government Partnership Agreement on Waste Management and Resource Recovery would provide the required governance framework to achieve this.

Roads, Bridges, Paths and Drains

Local Governments are responsible for 127,500km of roads in Western Australia, which represents 88 percent of the public road network.

With just 10.5 percent of the national population, Western Australian Local Governments are responsible for 19.4 percent of the Local Government road length. This equates to 49.4km of road per person, which is nearly double the National average of 26.8km of Local Government road per person. For comparison, NSW Local Governments are responsible for just 18.6km of roads per person. This reflects both the extensive nature of the road network in WA and the responsibility of Local Government in Western Australia for all but the highest order roads (primarily freeways and highways). This has clear ramifications for the capacity to fund road maintenance and renewal. This issues is discussed further in the section relating to Local Government funding.

¹⁵ Waste Authority (2018)



To support active transport (walking, cycling) Local Governments provide and maintain more than 15,800km of sealed walking and cycling paths and an additional 715km of gravel paths.

There are 894 bridges managed by Local Governments across Western Australia.

Effective drainage is critical but typically unseen infrastructure provided and maintained by Local Governments to avoid damage to public and private infrastructure from inundation.

With an estimated replacement value of \$27.18 billion at June 2018, the roads, paths, bridges and drains are one of the most valuable State assets in a financial sense as well as underpinning the connectivity of communities and industries.

Local Governments spent \$982 million on roads, bridges and paths during 2017/18. Nearly half of this expenditure is funded by Councils from rates and other revenues. The balance is funded by the Federal Government (22 percent) and the State Government (28 percent).

Local Governments are also seeking to innovate in the construction of roads and paths with many utilising recycled material.

Transport Planning

Almost every journey involves the road and path network under the control of Local Governments. Consequently, Local Governments are actively involved in transport planning to ensure that community and industry expectations for access and safety are delivered. This activity assists to address key issues of congestion, particularly around activity centres, parking and integration between modes, particularly public transport.

In industrial, rural and regional areas, freight movements are an important consideration as efficient movement of freight underpins the economic growth of these areas.

In the five years to 2017, 50.4 percent of those killed and 59 percent of those seriously injured in road crashes were on roads under the control of Local Governments. Identifying high risk locations, suitable treatments to ameliorate the risks and sourcing funding for these projects is an important Local Government function.

Provision of transport related services and infrastructure accounts for nearly 30 percent of total Local Government expenditure.¹⁶

Local Governments are innovating in their transport planning responsibilities as much as possible. For instance, Local Governments are utilising data from mobile phones and vehicle navigation systems to inform transport planning, using drones and other remote sensing

¹⁶ Western Australian Local Government Grants Commission (2018)



technology to improve efficiency and reduce risks, and building and providing charging infrastructure for electric vehicles.

Town Planning

Local Governments' town planning function aims to maintain and improve the wellbeing of local communities. Local Government has been involved in planning for its local communities since the *Town Planning and Development Act 1928* took effect in 1929. This Act provided for planning and development control to be achieved primarily through 'town planning schemes' prepared by local governments and approved by the Minister. Over the years, the level of detail and content of local planning schemes has evolved, guided by State Government requirements to address numerous state-wide planning issues and concerns at a local level to ensure the consideration of local perspectives and preservation of community values. Each Local Planning Scheme has been endorsed by the State Planning Agency (of the day) and has been granted formal approval by the Planning Minister to guide development in the local area.

Western Australian Local Governments are providing effective planning frameworks for the consideration of planning matters within their jurisdictions. Confirmation of this effectiveness was affirmed in a recent review of the planning and development performance of 19 Local Governments. These Local Governments encompass 90 percent of the total population of the Greater Perth region and 84.5 percent of the region's population growth between 2016 and 2017. The project provided an excellent representation of how the sector is achieving its strategic and statutory planning functions and meeting statutory timeframes of the planning and building approvals processes.

Key findings from this detailed review include:

- 99 percent of all building applications were approved by Local Governments within statutory timeframes.
- 98 percent of all planning applications were approved or responded to within the statutory timeframes. Planning applications include all development applications, subdivision referrals and clearances, building strata clearances (Form 26s) and building permits.
- 97 percent of applications were approved under delegated authority, allowing Council officers to assess and approve the application rather than being considered at a full Council meeting.
- Of the total time taken to process a scheme amendment, on average 40 percent is spent with the WA Planning Commission, Minister for Planning or the Environmental Protection Authority.
- On average each Local Government has seven strategic planning documents which support land use planning functions, including: Strategic Community Planning, Community infrastructure, Commercial, Housing, Environment, Economic, Transport,

Activity Centres, Heritage and an Public Open Space. This demonstrates that Local Governments consider a complex array of planning matters when assessing planning applications, yet still meet statutory timeframe requirements.

There are a number of improvements that would assist the Local Government sector in fulfilling its planning responsibilities, including:

- Release of the Government's response to the Independent Planning Reforms 'Green Paper', which aims to streamline the WA planning framework and clarify roles and responsibilities;
- Resourcing the Department of Planning Lands and Heritage to assist in the implementation of the proposed Planning Reform measures that will be outlined in the response to the 'Green Paper';
- Review of the State Government Planning framework, given the large number of policies, guidelines, manuals and position statements to which Local Government must refer;
- Review of the Local Planning Strategy process given the massive amount of information expected to be included in the document, as outlined in the Local Planning Manual. The review should also include the connection to the State's Integrated Planning Framework and provide scalability of the content for smaller local governments;
- Providing legislated timelines for all referral agencies to provide advice on both strategic and statutory proposals;
- Timeframes for State Planning Policy review processes, as some 'reviews' have been underway for numerous years which affect a Local Government's ability to incorporate this proposed information into their local planning framework; and
- A review of the Planning Fees and Charges, which have been frozen since 2013.

Other issues being faced by the sector which inhibit its capacity to fulfil its planning responsibilities include:

- The dichotomy between the current focus on the standardisation of all Local Governments' local planning controls and the clear role of a Local Planning Scheme in upholding the specific local character and objectives of an area;
- A lack of a full cost benefit analysis of Development Assessment Panels (DAPs), to determine the effectiveness of the system, and what is an appropriate level of DAP involvement within the WA Planning system;
- Planning for waste in the peri-urban areas in a strategic manner, rather than each Local Government having to consider applications in an ad hoc manner;
- Lack of clarity and assistance in resolving financial and liability concerns in coastal planning implementation after completing a coastal hazard risk management plan;
- Different requirements and expectations of the various State Agencies in the implementation of Bush Fire Planning mechanisms; and



- Lack of coordinated state-wide planning for the provision of Regional Open Space. Local Governments are collaborating to try and achieve this outcome.¹⁷ Also compounded by the spending of the funds within Metropolitan Region Improvement Fund in order to progress regional open space and other regional infrastructure items, to ensure that the regions continue to grow.

Building

Local Government has been involved in building control for its local communities since the 1960s, providing for the health and safety of its residents through the assessment and issuing of building licences and monitoring of the licence conditions. A major change in the Building functions occurred in 2012, with the private sector able to be more involved in the process, in regards to the private certification of Building Permit Applications.

Local Governments are Permit Authorities under the *Building Act 2011*. Building Permits are issued by Local Government for any building work for which a building permit application is required pursuant to the *Building Act 2011* (Part 5) and the *Building Regulations 2012* and are assessed using the National Construction Codes, *Building Act 2011* and *Building Regulations 2012*, relevant Australian Standards, Local Laws and other relevant legislation.

A recent Office of Auditor General report found that the Local Government entities reviewed in the audit were properly assessing permit applications against requirements in the *Building Act 2011* and issuing most building permits within the legislated timeframes. Combined with the statistics from the recent Performance Monitoring project – specifically that 99 percent of all Building Applications were approved within the statutory timeframes – the sector is effectively performing its building permit function.

There are a number of improvements that could assist the Local Government sector in fulfilling its Building responsibilities including:

- A review of the operation of the *Building Act 2011* and associated regulations, and the improvements that the Local Government sector requires, in order to effectively administer the Act; specifically on the following topics:
 - clarity of information required to be submitted to Local Government;
 - mandatory inspections, including when and how they are undertaken;
 - time frames and fees;
 - amended plans process;
 - difficulties in building in bush fire prone areas;
 - appropriate infringements;
 - ongoing training and training of swimming pool inspectors;

¹⁷ See www.gapp.org.au/

- registration of technical specialists;
 - role of the Department of Fire and Emergency Services; and
 - Clarity on the other prescribed approvals that are required.
- A review of the fees and charges to ensure cost recovery is able to be achieved for the entire building process, not just the Building Permit assessment process.

Other issues being faced by the sector which inhibit its capacity to fulfil its building responsibilities include:

- The constant Industry pressure to introduce a full private certification model as occurs in the Eastern States, without the acknowledgement that a full regime of inspections would also need to be included to protect the consumer;
- Resources within a Local Government to provide a service, as the fees currently only pay for a portion of the Building Permit issuing function;
- Lack of workforce planning, encouraging more people to enter into a Building Surveying function in Local Government. The funds from the Construction Training Levy Fund does not include Local Government building surveyor trainees; and
- Lack of clarity and advice from the Building Commission on the operation of the Building Act. Some Local Governments spend significant time and resources obtaining advice from other Local Governments or from legal experts, in order to effectively implement the Act.

Emergency Management

Emergency Management is a relatively new Local Government responsibility. The roles assigned to Local Governments under the *Bushfires Act 1954* could be considered a traditional role of Local Government, as have been in place since 1954 and currently affect approximately 120 Local Governments. The Bushfires Act is primarily related to the management of bushfire brigades, enforcement of bushfire preparation and enforcement measures for non-compliance.

The *Emergency Management Act 2005* prescribed further responsibilities to Local Governments including requirements to:

- Undertake Emergency Risk Management assessments;
- Establish and chair a Local Emergency Management Committee;
- Develop and maintain local emergency management arrangements;
- Manage Recovery following an emergency; and,
- Appoint a Local Recovery Coordinator.

Furthermore in 2015, Bushfire Risk Management Planning was enshrined in State Emergency Management Policy (SEMP 2.9, Management of Emergency Risks). This policy



identifies AS/NZS ISO 3100:2009 Risk Management – Principles and Guidelines as the standard for emergency risk management in Western Australia. Schedule 3 of this policy identifies Local Governments with high or extreme level of bushfire risk require a specific plan. Local Governments named in the schedule are required to develop an integrated plan with participation from other agencies and landowners, and are named as the custodians of the plan for ongoing review. As this program matures, Local Governments are now facing the implications of undertaking works to mitigate the identified risks. The State is yet to embed mitigation policy and funding mechanisms into the State framework.

Since 2017, the Local Government sector has been adapting to the responsibilities outlined in Australia's strategy for protecting crowded places from terrorism. The Strategy has introduced the concept of 'shared responsibility' to counter terrorism which has not featured as strongly within the existing counter terrorism arrangements in Western Australia.

This has posed many challenges to Local Governments as outlined most recently in the Community Development and Justice Standing Committee Inquiry into crowded places. In brief, the sector is currently grappling with the implementation of the Strategy including:

- The strategy is not linked to any legislation or policy framework within WA and is therefore not mandatory;
- With no identified standards for compliance, there is a lack of clarity on the role of Local Governments as an owner operator and / or as the approver of events,
- The strategy lacks coordination across government with many State Government agencies acting independently on their own interpretation of their responsibilities,
- A risk management based approach to event approvals and consideration of mitigation measures is the preferred approach by Local Governments,
- There has been no funding provided to assist and support Local Governments to undertake these responsibilities or in implementing mitigation measures,
- Local Governments are concerned with the implications of these measures on events that are being hosted by community groups. Many Local Governments are challenged by asking these groups to be considering counter terrorism when it is the intention of these groups to be building community connections and wellbeing;
- The costs associated with implementing mitigation measures is cost prohibitive for community groups and Local Governments.

Climate Change

Any objective analysis of how each of the three spheres of government is tackling the issue of climate change would indicate that it is Local Government that is determined not to allow short term politics to impede good long term public policy, and action. No level of government wants to scare its community, but there is a clear duty of care to ensure that decisions made benefit the community in the long term. Whether we like it or not, we are now in a climate emergency.

Across a range of priority areas, from understanding local risks of climate change, to reducing operational energy costs and carbon intensity, to planning for the impacts of coastal erosion and bush fire risk, to driving innovations in water use efficiency, Local Governments are engaging with, listening to, and responding to their communities on climate change. A number of Local Governments have long committed to energy reduction targets for their own operations, to drive innovation and cost savings for their communities.

Local Government has identified a number areas where the State Government can assist:

1. Accelerated action and fast tracked reform to remove regulatory barriers and facilitate the transition to a low carbon, energy efficient economy.

Local Governments are already active in renewable energy and energy efficiency projects, but State level regulations continue to hamper Local Governments from undertaking or supporting a range of high impact cost-effective energy efficiency and renewable energy projects. For example, LED street lighting retrofits and large scale renewable energy projects, including power purchase agreements and community energy projects. Local Governments are also seeking amendments to Regulation 54 of the *Local Government (Financial Management) Regulations 1996* to include 'renewable energy infrastructure' as a prescribed charge. This would allow Local Governments to fund the installation of solar panels on the roof of residents that opt in, and then the resident is able to repay the cost of the panels over 10 years by adding a small amount onto the resident's rates bill. It would provide an economic stimulus to SME's in the solar industry, and address a major barrier to low social-economic households transitioning to a low carbon economy, realising savings on their energy bills, and countering rising electricity prices.

2. A State level emissions reduction target and/or renewable energy target.

Western Australia is the only State or Territory without an emissions reduction target or a renewable energy target. The State Government has previously indicated it considers it the responsibility of the Federal Government to enact any targets, however following the recent Federal election, there is a now a stronger argument to be put for setting a state level target. The Premier recently "warned that States such as WA could go it alone on climate policy unless the Morrison Government comes up with a workable national approach to reducing greenhouse gases and supply certainty to investors".¹⁸

¹⁸ The West Australian (31 May 2019)

3. Planning for climate proof communities (incl. funding for innovative climate change projects).

This priority speaks to the need for State Government and Local Government to work in partnership to build healthy, resilient communities by ensuring that climate change considerations (both mitigation and adaptation) are embedded in Government policies and regulations. A key aspect of this is a State Planning regime that adequately incorporates climate change in planning policies, along with related environmental issues such as urban forestry, biodiversity, water security and emergency management.

4. Comprehensive, effective adaptation planning.

It is recognised that there is planning around coastal adaptation currently occurring, but effective planning needs to take in comprehensive identification of, and response to, the effects of climate change. It also needs to expand out to other effects of climate change such as heat waves and other extreme weather events, bush fire planning and water management.

By way of an existing example, an increasing number of the 44 coastal Local Governments are undertaking Coastal Hazard Risk Management and Adaptation Plans to identify and understand the level of risk on the assets in coastal areas. Through this process, with assistance from the WAPC, Local Governments are able to investigate management and adaptation measures that are appropriate to minimise the identified risks to a more acceptable level. What is not clear, without a State Climate Change Policy, and coastal specific legislation, is how such risks can be addressed in an efficient, effective and equitable manner.

A State/Local Government Partnership Agreement on Climate Change and Sustainability would provide the required governance framework to achieve these outcomes for Local Government on behalf of the people and communities of Western Australia.

Economic Development

The Local Government sector has recognised that Local Government plays a key role in creating sustainable and inclusive economic growth as a way to support local communities and contribute to the Western Australian economy. Attention is now turning to ways to diversify the economy and position WA as a vibrant and innovative place to live, invest and do business. While economic development is typically seen to be the responsibility of State and Federal Governments, the role that Local Governments can and do play in creating economic conditions is often overlooked.

Far from the traditional responsibilities of 'roads rates and rubbish' which necessarily reflected the function of Local Government in its emerging role at the turn of the 19th century,

Local Government is now a legitimate partner with State and Federal Governments in developing local, regional, State and National economies.

The Local Government sector's responsibilities are broad and include a wide range of functions, all of which have an impact on the economic and business environment. The sector is also responsible for overseeing hundreds of local laws which influence the behaviour of businesses and consumers. Local Governments also derive powers from other State legislation and are tasked with implementing a broad range of regulations on behalf of the state, such as the *Planning and Development Act 2005*, the *Building Act 2012* and the *Public Health Act 2016*.

The sector's economic footprint is significant and clearly positions it as a major contributor to the State's economy. In 2016/17 WA Local Governments spent \$4.1 billion on important services for the community, and managed assets worth more than \$48 billion. Local Government raised \$2.2 billion in rates revenue in order to fund community services and collected \$976 million in fees and charges. In terms of its contribution to the State's employment targets, the sector employs 22,000 people (approximately 16,500 FTEs).

Local Governments clearly have an important role in supporting economic activity at a local and regional level through:

- Local leadership in setting a framework that fosters economic development
- Planning for the future
- Providing economic infrastructure such as roads, bridges, public spaces and facilities
- Minimising regulatory and compliance burdens on businesses, in particular the planning system
- Providing for appropriate land for business, industry and residential development
- Undertaking local procurement
- Creating liveable communities
- Marketing and promoting the local area
- Tourism
- Supporting the private sectors' wealth creation
- Building commercial relationships
- Coordinating and collaborating with stakeholders including other levels of government and the business sector
- Advocating to other levels of government
- Seed funding ventures where private sector funding is not available

In response to Local Government's increasing focus on its role in economic development, in 2019 after a sector-wide consultative process, WALGA launched its *Economic Development*

*Framework for Local Government*¹⁹ and through the review of the Local Government Act, the sector has agreed to imbed economic development as a key role of the Local Government sector.

Airports and Airfields

There are approximately 150 airports and airstrips owned, maintained and operated by Local Governments across regional Western Australia. Of these, 23 Local Government airports serve regular passenger transport (RPT) services. These facilities provide access to essential services, including medical services as well as facilitate industry and tourism across the State. They range in scale from gravel airstrips without services, to Karratha Airport which served 448,000 passengers in the year ending May 2019. The Shire of East Pilbara managed Newman airport served 318,000 passengers in the year to May 2019²⁰ and the City of Kalgoorlie-Boulder managed airport grew passenger numbers by 13.1 percent to 295,000 in the year to May 2019.

Other Services

As can be seen, Local Governments have evolved to be far more than roads, rates and rubbish. This is not empire building. Local Governments are responding to their community's aspirations and expectations.

Other Services include:

- Aged Care
- Child Care
- Parks and Recreation facilities and programs
- Libraries
- Museums
- Community Events
- Lifeguard and Beach control services

¹⁹ Available from: <https://walga.asn.au/Policy-Advice-and-Advocacy/Economic-Development/Economic-Development-Framework>

²⁰ Bureau of Infrastructure, Transport and Regional Economics (2019)



Department of Local Government

c) The role of the department of state administering the Local Government Act 1995 and related legislation

WALGA and the Local Government sector have a strong working relationship with the Department of Local Government, Sport and Cultural Industries, which is comprised of committed and dedicated officers and executives.

Notwithstanding, it is WALGA's observation that, over several years, the Department of Local Government has been diminished in its resources and, consequently, its ability to quickly respond to issues in the sector has been compromised. This decline in the Department's capacity over a number of years manifests itself in a number of ways.

Firstly, there is significant benefit in many cases in early interventions in relationship breakdowns, which, if not addressed, can deteriorate into substantial governance issues. An early intervention when there are signs of declining relationships or issues beginning to arise can arrest a downward spiral that may lead to the suspension of the Council, appointment of one or more commissioners and a formal inquiry into a particular Local Government, all of which impart significant cost to public funds, reduce trust in Government generally, and deprive a community of democratic representation while the inquiry is underway.

Secondly, the decline in service from the Department of Local Government to the Local Government sector represents a cost shift from the State to Local Government. WALGA has, over the past ten years, enhanced its governance and advice service offering to Local Governments, in part to fill the gap left by the State.

While WALGA is well placed to provide advice, support and capacity building initiatives for and on behalf of the Local Government sector, as a membership-based organisation without legislative mandate WALGA is not in a position to intervene in the affairs of a Local Government in the same way that the Department of Local Government can intervene with its legislative backing.

As part of WALGA State Council's deliberations relating to the current Review of the *Local Government Act 1995*, State Council adopted the following position relating to the Department of Local Government's role:

- a) *"Support the continuance of the Department of Local Government, Sport and Cultural Industries as a direct service provider of compliance and recommend the Department fund its capacity building role through the utilisation of third party service providers; and,*
- b) *Call on the State Government to ensure there is proper resourcing of the Department of Local Government, Sport and Cultural Industries to conduct timely inquiries and*

*interventions when instigated under the provisions of the Local Government Act 1995.*²¹

The rationale for the position adopted above was listed as follows:

“The addition of item (b) is in recognition of the sector’s response that intervention strategies proposed in the Local Government Act Review (Phases 1 and 2) are only one part of the challenge to providing an adequate response when a breakdown in good governance occurs. The sector seeks both a just and timely resolution when intervention is needed. For the Department to provide a timely response it must be properly resourced to avoid unnecessary delay in the intervention process. Undue delay in determining an outcome and corrective action is also an undue delay in returning good governance to the community of an affected Local Government.”²²

WALGA does not seek to criticise or impugn the commitment and dedication of officers or executives of the Department of Local Government; the issues are systemic and relate to the broader State Government’s commitment to appropriately funding the Department to fulfil its capacity building, regulatory, compliance and early intervention mandate.

Other Related Legislation

In addition to the requirement to administer the Local Government Act, Local Governments are directly affected by other state legislation such as the following:

- Aboriginal Heritage Act
- Agriculture and Related Resources Protection Act
- Animal Welfare Act
- Aquatic Resources Management Act
- Auditor General Act
- Biosecurity & Agricultural Management Act
- Biodiversity Conservation Act
- Building Act
- Building and Construction Industry Training Fund and Levy Collection Act
- Building Service (Complaint Resolution and Administration) Act
- Bush Fires Act
- Caravan Parks & Camping Grounds Act
- Cat Act
- Cemetery Act
- Child Care Services Act

²¹ WALGA (2019b) p25

²² WALGA (2019b) p25-26



- City of Perth Act
- Commercial Tenancy (Retail Shops) Agreements Act
- Conservation and Land Management Act
- Contaminated Sites Act
- Control of Vehicles (Off-road Areas) Act
- Corruption, Crime and Misconduct Act
- Country Housing Act
- Criminal Code Act Compilation Act 1913
- Defamation Act
- Disability Services Act
- Dividing Fences Act
- Dog Act
- Electoral Act
- Emergency Management Act
- Environmental Protection Act
- Equal Opportunity Act
- Fire Brigades Act
- Fire and Emergency Services Act
- Food Act
- Freedom of Information Act
- Health (Miscellaneous Provisions) Act
- Heritage Act
- Land Administration Act
- Legal Deposit Act
- Library Board of Western Australia Act
- Liquor Control Act
- Local Government Grants Act
- Local Government (Miscellaneous Provisions) Act
- Main Roads Act
- Marine and Harbours Act
- Mental Health Act
- Metropolitan Redevelopment Authority Act
- Mining Act
- National Redress Scheme for Institutional Child Sexual Abuse Act
- Occupational Safety and Health Act
- Planning & Development Act
- Port Authorities Act
- Public Health Act
- Public Interest Disclosure Act
- Public Transport Authority Act
- Public Works Act
- Rates and Charges (Rebates and Deferments) Act



- Regional Development Commissions Act
- Residential Tenancies Act
- Residential Parks (Long-stay Tenants) Act
- Retail Trading Hours Act
- Retirement Villages Act 1992
- Rights in Water and Irrigation Act
- Road Traffic Act
- Road Traffic (Administration) Act
- Royalties for Regions Act
- Salaries and Allowances Act
- Soil and Land Conservation Act
- State Administrative Tribunal Act
- State Records Act
- Statistics Act
- Strata Titles Act
- Swan and Canning Rivers Management Act
- Transfer of Land Act
- Trustees Act
- Waste Avoidance and Resource Recovery Act
- Water Services Act
- Waterways Conservation Act
- Workers Compensation and Injury Management Act

The above list relates to State legislation. There is a myriad of Commonwealth legislation that also applies to Local Government.

Roles of Elected Members and Chief Executive Officers

d) The role of elected members and chief executive officers / employees and whether these are clearly defined, understood and accepted

The *Local Government Act 1995* clearly defines the role of a Councillor:

A councillor —

- (a) represents the interests of electors, ratepayers and residents of the district; and*
- (b) provides leadership and guidance to the community in the district; and*
- (c) facilitates communication between the community and the council; and*
- (d) participates in the local government's decision-making processes at council and committee meetings; and*
- (e) performs such other functions as are given to a councillor by this Act or any other written law.*

The role of the Council is generally considered to be strategic in nature, with the Council employing a Chief Executive Officer to manage the day-to-day operations of the Local Government in accordance with the Council's strategic direction.

The role of a Councillor is challenging. Councillors are responsible for overseeing a complex business – that provides a broad range of functions, manages significant public assets, and employs in some cases hundreds of staff – all in a political and publicly accountable environment.

Councillor vs Council

It is also important to acknowledge, contrary to some community understanding, individual Councillors, including the Mayor or President, have little power as individuals. The power and authority of a Councillor only exists as a member of a Council making formal decisions at a legally constituted Council meeting.

The then Department of Local Government and Communities, in guidance for prospective candidates in advance of the 2017 Local Government elections are absolutely clear on this point. The Fact Sheet states:

“Generally, local government council members, who include the mayor, president and councillors, do not have any authority to act or make decisions as individuals. They

*are members of an elected body that makes decisions on behalf of a local government through a formal meeting process.*²³

This may be contrary to community expectations, particularly in relation to the Mayor or President, elected on a mandate to make certain changes or to fulfil certain commitments, which may not be achievable due to the wishes of the Council as a collective.

In Victoria, the review of their Local Government Act addressed this very issue:

*“The role of mayors is not properly understood by the community. Many councillors argue that mayors are ‘first among equals’ and that the role is merely ceremonial—such as representing council at public functions like citizenship ceremonies—as well as chairing council meetings. Out in the community, people often have a completely different view: that the mayor has an important leadership role in council; that they are responsible for holding councillors to account for their actions and have the power to do so; and that they also have broader responsibilities for how the council, including its administration, fulfils its role.”*²⁴

It may be the case that some of the public disquiet about Local Government relates to the misalignment between the public understanding of the role of individual Councillors including the Mayor or President, and the actual role defined by the *Local Government Act 1995*.

Councils are not Boards

There has been some commentary in recent times that Councils are equivalent to a Board of Directors. This misunderstands and misrepresents the fundamental role of Council to make *political* decisions in a *public* setting.

Councillors are very much encouraged to adopt ‘board-like behaviour’ in their deliberations and decision making in Council meetings and their dealings with constituents.

Councillors are community representatives – not professional directors that would be found in the private sector – tasked with a number of complex and often competing roles, such as providing good democratic government, supporting the community, managing places, delivering and maintaining infrastructure, and delivering services efficiently while ensuring rates are kept low.²⁵ Again, these roles are performed in a publicly and contested political environment.

²³ Department of Local Government and Communities (2017)

²⁴ The State of Victoria Department of Environment, Land, Water and Planning (2016), p38

²⁵ Skatsoon (2019)

Training and Professional Development

The complexity of the role, coupled with its public and political nature, demonstrates that training, professional development, capacity building and ongoing advice and support for Elected Members is essential. For this reason, WALGA, as the Local Government sector peak body, has invested significant resources in ensuring training and advice are available to Elected Members at all levels.

WALGA is a Registered Training Organisation (RTO) that offers a range of Nationally-Accredited Elected Member professional development courses that have been designed to provide the essential knowledge and skills to support Councillors to perform their role as defined in the *Local Government Act 1995*.²⁶

With a range of flexible courses to choose from, including a qualification specifically developed to meet the needs of Elected Members in Western Australia, there are a variety of ways for Elected Members to maintain and develop their professional capabilities.

Completion of training and assessment activities from all three Stages of WALGA's Learning and Development Pathway, will result in the achievement of the Diploma of Local Government (Elected Member) qualification. Since 2011, 35 Elected Members have completed the Diploma qualification and there are a further 36 currently enrolled.

Role of the Chief Executive Officer

The *Local Government Act 1995* clearly defines the role of a Local Government Chief Executive Officer:

The CEO's functions are to —

- (a) advise the council in relation to the functions of a local government under this Act and other written laws; and*
- (b) ensure that advice and information is available to the council so that informed decisions can be made; and*
- (c) cause council decisions to be implemented; and*
- (d) manage the day to day operations of the local government; and*
- (e) liaise with the mayor or president on the local government's affairs and the performance of the local government's functions; and*
- (f) speak on behalf of the local government if the mayor or president agrees; and*
- (g) be responsible for the employment, management supervision, direction and dismissal of other employees (subject to section 5.37(2) in relation to senior employees); and*

²⁶ WALGA (2019)

- (h) ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law; and
- (i) perform any other function specified or delegated by the local government or imposed under this Act or any other written law as a function to be performed by the CEO.

The Chief Executive Officer is the principal adviser to the Council and assists Elected Members to perform their role by providing advice and information so they can make informed decisions that are legally within the Council's powers while taking account of financial and resource constraints.²⁷

The CEO implements Council's decisions and is answerable to the Council for the performance of the Local Government in delivering services and facilities to the community.²⁸ Employment, management and supervision of all other staff is the responsibility of the CEO, who is responsible for managing operations on a day-to-day basis.

Given the Council has only one employee – the Chief Executive Officer – it is crucial that the Council makes a good decision when employing a CEO, and also that Council is able to effectively manage the performance of the CEO. As Councillors are often community representatives, who may not be experienced or qualified in contemporary human resource management practices, employment, management and performance appraisal of the CEO may be one of the Council's most significant challenges.

The *Local Government Act 1995* requires that performance criteria for the purpose of reviewing the CEO's performance are established. Similarly, development of these performance criteria are crucial for the Council to get right.

For these reasons, WALGA offers an Elected Member training course on CEO Performance Appraisals, and provides Elected Members with significant advice and assistance through the CEO recruitment and performance appraisal cycle.

It is also acknowledged that the recent amendments to the Local Government Act in June 2019 provide for guidelines to be produced for the CEO recruitment and performance review process.

Chief Executive Officer Remuneration

At times, there has been uninformed commentary in the public realm about the pay of Chief Executive Officers in the Local Government sector. The remuneration of Chief Executive Officers is subject to a determination every year by the Salaries and Allowances Tribunal,

²⁷ WALGA (2019a)

²⁸ WALGA (2019a)

the same body that determines the pay and conditions for Members of Parliament, senior executives of Government Trading Entities such as Synergy and the Water Corporation, and Judges and Magistrates.

The Salaries and Allowances Tribunal's process for determining CEO remuneration is transparent and well-established.

To criticise Local Government CEOs for 'earning more than the Premier', which seems to be a common trope among the uninformed, is misguided. The Premier occupies a political office; a Local Government CEO occupies an executive management administrative office and is often responsible for management of significant sums of public money.

In the case of large metropolitan Local Governments, the Chief Executive Officer may be responsible for an organisation with \$170 million in annual revenue and 1,000 employees. To suggest that someone with such responsibility would not command a significant remuneration package is naïve and misguided.

Funding and Financial Management

e) The funding and financial management of local governments

The removal of constraints to Local Government revenue capacity is a critical success factor for an improved system of Local Government in Western Australia.

The place of Local Government in Australia's Federation and in the context of the vertical fiscal imbalance has been well documented and well researched. The revenue constraints impacting on Local Government in virtue of its role in the Federation is perhaps best summarised by the Systemic Sustainability Study Panel:

"The positioning of Australian Local Government in jurisdictional roles, determined by State legislation and with revenue sourced from State and Commonwealth sources along with own-source rates and charges, provides significant scope for role and funding tensions between the three levels of government."²⁹

This tension sometimes manifests in commentary about Local Government rate setting, which occasionally degenerates to a discussion about the merits or otherwise of specific rate increases. A debate of this nature can be destructive; rate rises above the consumer price index may be essential for a number of reasons, and may be a manifestation of a democratic mandate for the Local Government to provide specific services to a certain level of service.

Rates are Local Governments' only taxation mechanism available to fund the myriad of services expected by the community. This is because other sources of income are subject to varying degrees of control by other spheres of government: fees and charges may be set or capped by regulation and not increased over time and grants and transfers are not subject to Local Government control. Secondly, due to a large infrastructure backlog, there is a need for Local Governments to raise sufficient revenue to fund future obligations for infrastructure replacement and renewal. Failure to do this represents an inequitable transfer of liabilities to future generations of ratepayers.

A significant infrastructure backlog is a tangible manifestation of Local Governments' revenue constraints. In 2017-18 there was a \$136 million shortfall between the \$717 million estimated to be required to maintain the road network in its current condition and the \$584 million that was spent by Local Governments on road preservation. This gap has grown by around \$48 million per year over the past five years. The gap between actual and required expenditure on roads is largest in the Wheatbelt region and has been for many years. The cumulative effect of this is clear in road condition data across the network, where between 20 and 25 percent of the sealed roads are in a poor or very poor condition. This challenge is not able to be resolved by Local Governments alone. In the Wheatbelt South Region it has been calculated that, in aggregate, Local Governments would have to spend 100 percent of their

²⁹ WALGA (2006) p19

revenue raising capacity (a theoretical maximum calculated by the WA Local Government Grants Commission) in addition to the grants received in order to meet their road preservation needs. The increased service levels required by high productivity vehicles (over-mass, road trains) add to the challenges faced by Local Governments in these regions.

Remote regions are heavily dependent on Federal and State Governments to fund road maintenance and renewal. In the Gascoyne Region, around 90 percent of road funding is from Federal and State Governments, and in the Kimberley around 80 percent of funding is from Federal and State Governments.

Beyond acknowledging Local Government's place in Australia's Federal system of Government, characterised by a significant vertical fiscal imbalance, there are some practical reforms that would enhance the revenue capacity of Local Governments and improve equity in the community.

Rates

Rates, which represent Local Governments' only tax instrument and primary form of own-source of revenue, are a tax on wealth, not tied to any specific services, but rather used to fund a broad range of community facilities and services.³⁰

Local Government is a legitimate and essential sphere of Government with the democratically enshrined mandate to raise revenue through rates to fund infrastructure and services for the benefit of their community.

Councils' deliberative rate setting processes reference their Integrated Planning Framework – a thorough strategic, financial and asset management planning process – and draw upon the community's willingness and capacity to pay.

The Henry Tax Review puts forward five key principles that the tax system should seek to address:³¹

1. Equity
2. Efficiency
3. Simplicity
4. Sustainability
5. Policy Consistency

It can be seen in the following table that rates perform well when assessed against the principles of taxation.

³⁰ Deloitte Access Economics (2013)

³¹ Commonwealth of Australia (2010)

Principle	Definition³²	How rates perform
Equity	The tax and transfer system should treat individuals with similar economic capacity in the same way, while those with greater capacity should bear a greater net burden. Further, the tax system should be progressive.	As rates are directly related to property value, those with higher valued properties will pay more in rates than those with lower valued properties in the same jurisdiction.
Efficiency	The tax and transfer system should raise and redistribute revenue at the least possible cost to economic efficiency and with minimal administration and compliance costs.	Rates are a relatively efficient tax as they are unlikely to substantially affect economic decision-making. In fact, the Henry Tax Review contends that “the estimated welfare losses of municipal rates and land tax are lower than, or similar to, those of the GST, and a lot lower than for personal tax on labour income and company income tax.” ³³
Simplicity	The tax and transfer system should be easy to understand and simple to comply with.	Rates are simple, easy to understand, easy to comply with, and difficult to avoid.
Sustainability	A principal objective of the tax system is to raise revenue to fund government programs... [and] should have the capacity to meet the changing revenue needs of government on an ongoing basis.	Rates are sustainable. As a tax on land, which is immobile, revenue from rates is relatively fixed when compared to other forms of taxation.
Policy Consistency	Tax and transfer policy should be internally consistent.	Rates are not inconsistent with other forms of taxation and there is a direct link between rates and services provided to the property and the broader community.

³² Commonwealth of Australia (2010)

³³ Commonwealth of Australia (2010),

[http://www.taxreview.treasury.gov.au/content/FinalReport.aspx?doc=html/publications/papers/Final Report Part 1/chapter 1.htm#Chart 1 5](http://www.taxreview.treasury.gov.au/content/FinalReport.aspx?doc=html/publications/papers/Final%20Report%20Part%201/chapter%201.htm#Chart%201.5)

Rate Exemptions

Rating exemptions undermine the efficacy of rates in relation to the criteria outlined in the table above.

Exemptions from rates represent significant revenue leakage for Local Governments and this transfers the rate burden to remaining ratepayers. The Local Government sector supports a broad review into the justification and fairness of all rating exemption categories currently prescribed under section 6.26 of the *Local Government Act 1995*. Rate exemptions can be particularly perverse where commercial operations are clearly evident.

To understand the impact of ratings exemptions on the sector, WALGA conducted a survey of its members during July 2018. The survey sought to quantify the impact of ratings exemptions during the 2017-18 financial year.

Some 100 Local Governments responded to the survey, representing Local Governments of all sizes and from across both metropolitan and regional WA. 30 respondents were from the metropolitan area, 63 were from regional WA, and the remainder did not state their location.

The total value of revenue foregone in 2017-18 as a result of ratings exemptions was \$45,633,541. This represents approximately two percent of total rates revenue (based on 2016-17 figures). The impost of rates exemptions was relatively evenly spread across the sector, with the largest share of revenue forgone attributed to the City of Stirling (11 percent) and City of Greater Geraldton (9 percent).

In dollar terms, the largest overall financial impost to the sector from rating exemptions related to land used exclusively for charitable purposes (\$16,564,788), followed by crown land (\$7,522,264), and land used as a non-government school (\$7,247,816). It is noted that some Local Governments had difficulties accessing gross rental values for crown land and so the revenue forgone is potentially much higher.

The most common type of property that was exempt from rating during the 2017-18 financial year was land which is property of the crown (13,905 properties). This was followed by land used exclusively for charitable purposes (2,919 properties) and land owned by a regional local government (2,811 properties).

Charitable Purposes Rating Exemption

Of particular concern to the Local Government sector is the rate exemption relating to charitable purposes. In 2005, the Local Government Advisory Board inquired into the



operation of section 6.26(2)(g) of the *Local Government Act 1995*.³⁴ This section provides that “land used exclusively for charitable purposes” is exempt from Local Government rates.

In principle, this section of the Act is supported by the Local Government sector. Clearly, Local Government, like any sphere of government, ought to continue to play a role in supporting and encouraging charitable organisations in their work for the benefit of the community. Accordingly, advocacy by the Local Government sector for legislative amendments relating to this section of the Act should not be misinterpreted as disregard for the positive work of charities in the community.

The Local Government sector contends that exemptions under this section of the Act have extended beyond the original intention and now provide rating exemptions for non-charitable purposes, which increase the rate burden to other ratepayers.

The most prominent example of this is the exemption provided under this section of the Act to Independent Living Units (ILU), which is well documented in the Local Government Advisory Board’s Report.³⁵ It was estimated by the Local Government Advisory Board that approximately \$3 million of revenue was foregone by Local Governments in 2005 as a result of this section of the Act.³⁶ This figure has significantly increased since the Advisory Board’s report published over a decade ago, with WALGA’s 2018 survey of Local Governments suggesting that \$16.5 million of rate revenue is forgone due to the charitable purposes rate exemption.

If this issue is not addressed, the rate burden on other ratepayers will continue to increase as the demand for Independent Living Units increases as the population ages.

The Local Government Advisory Board recommended in 2005 that Independent Living Units should not be exempt from rates.³⁷ The Legislation Reform Working Group recommended in 2010 that Independent Living Units should not be exempt from rates.³⁸ WALGA’s policy position on this issue is that the *Local Government Act 1995* should be amended to remove the rate exemption for Independent Living Units. There may be an argument for exemptions to be granted by State or Federal legislation. Examples include exemptions granted by the *Commonwealth Aged Care Act 1997* and group housing for the physically and intellectually disabled which is supported under a government scheme such as a Commonwealth-State Housing Agreement or Commonwealth-State Disability Agreement.

The sphere of government that determines that exemptions should be granted should fund the exemption. This will ensure that funding the revenue shortfall will be equitably and

³⁴ Local Government Advisory Board (2005)

³⁵ Local Government Advisory Board (2005) p14-22

³⁶ Local Government Advisory Board (2005) p3

³⁷ Local Government Advisory Board (2005) p22

³⁸ Legislation Reform Working Group (2010) p2

appropriately distributed amongst taxpayers. For example, the State Government have a compensatory fund of this nature relating to pensioner discounts for the payment of rates.

The *Local Government Act 1995* needs to be amended to provide clarification on rating of land used for charitable purposes.

Rate Equivalency Payments

A similar issue relates to rate exemptions for State Government trading entities.

A particular example is the exemption granted to LandCorp by the *Land Authority Act 1992*. In 1998, the Act was amended to include provisions for LandCorp to pay the Treasurer an amount equal to that which would have otherwise been payable in Local Government rates, based on the principle of 'competitive neutrality'.

This matter is of serious concern to Local Governments with significant LandCorp holdings in their district. The shortfall in rates are effectively paid by other ratepayers, which means ratepayers have to pay increased rates because LandCorp has a presence in the district.

The current situation involving the Perth Airport demonstrates that such a system is appropriate and can work in practice. In this case, the Commonwealth Government requires the lessee to make a rate equivalency payment to the relevant Local Government and not the Commonwealth. There is no reason why a similar system cannot be adopted for State Government Trading Entities.

State Agreement Acts

Before the 1980s, State Government conditions of consent for major resources projects in WA included the requirement for purpose-built towns in close proximity to project sites. These conditions were detailed in State Agreement Acts, which are essentially contracts between the State Government and proponents of major resources projects that are ratified by the State Parliament.

The requirement to provide community services and infrastructure meant State Agreement Acts typically included a Local Government rating restriction clause. Many of these towns have since been 'normalised' due to Local Governments, the State Government and utility providers assuming responsibility for services and infrastructure.

In 2011, the State Government introduced a new policy on 'the application of Gross Rental Valuation to mining, petroleum and resource interests' (the GRV mining policy). The policy would apply for a 3 year trial period from 1 July, 2012. The trial period was recently extended until 30 September, pending the outcomes of a review of the policy. The primary objectives

of the policy were to clarify the circumstances where Local Governments could apply GRV rating to mining land and enable the use of GRV rating on new (i.e., initiated after June 2012) mining, petroleum and resource interests. This included the application of GRV rating to new State Agreement Acts.

However, existing State Agreement Acts continue to restrict Local Government rating. Local Governments can only rate projects covered by existing Agreements in the unlikely event of 'both parties agree[ing] to adopt the policy'. Alternatively, the State Government has also stated that 'projects that operate under existing State Agreements and currently exempt from rates may apply the policy as part of their respective Agreement Variation processes with the Department of State Development during the trial period'. Again, this statement suggests it is unlikely that the rating exemptions will be removed for existing State Agreements since variations are infrequent and there is no real requirement to remove the exemptions.

Rating exemptions on State Agreement Acts mean that Local Governments are denied an efficient source of revenue. There are also equity issues associated with the existing exemptions since they only apply to a select group of mining companies whose projects are subject to older State Agreement Acts. Removing the rates exemption clauses from the pre-July 2012 State Agreement Acts would provide a fairer outcome for all other ratepayers, including the proponents of new resources projects.

Restrictions on Borrowings

Another Local Government finance issue is a disincentive for Local Government investment in community infrastructure due to borrowing restrictions in the *Local Government Act 1995*. Section 6.21(2) states that a Local Government can only use its 'general funds' as security for borrowings to upgrade community infrastructure, and is restricted from using its assets to secure its borrowings.

This provision severely restricts the borrowing capacity of Local Governments and reduces the scale of borrowing that can be undertaken to the detriment of the community.

This is particularly relevant since the Global Financial Crisis. Treasury now requires member Local Governments to show as contingent liabilities in their balance sheet their proportion of contingent liabilities of the Regional Local Government of which they are a member. Given that the cost of provision of an Alternative Waste Disposal System is anything up to \$100 million, the share of contingent liabilities for any Local Government is significant. Even under a 'Build-Own-Operate' financing method, the unpaid (future) payments to a contractor must be recognised in the balance sheet of the Regional Local Government as a contingent liability.

This alone is likely to prevent some Local Governments from borrowing funds to finance its own work as the value of contingent liabilities are taken into account by Treasury for borrowing purposes.

Fees and Charges

Fees and charges are, on average, the second largest source of Local Government discretionary revenue.³⁹ Local Governments are able to charge users for specific, often incidental, services. Examples include dog registration fees, fees for building approvals and swimming pool entrance fees.

In some cases, Local Governments will recoup the entire cost of providing a service or even make a profit. In other cases, user charges may be set below cost recovery to encourage a particular activity with identified community benefit, such as sporting ground user fees or swimming pool entry fees.⁴⁰

Currently, fees and charges are determined according to three methods:

- By legislation
- With an upper limit set by legislation⁴¹
- By the Local Government.

Fees determined by State Government legislation are of particular concern to Local Governments and represent significant revenue leakage. Examples of fees and charges of this nature include dog registrations fees, town planning fees and building permits. Since Local Governments do not have direct control over the determination of fees set by legislation, this revenue leakage is recovered from rate revenue.

Under the principle of 'general competence' there is no reason why Local Governments should not be empowered to make decisions regarding the setting of fees and charges for specific services.

There may be an argument that certain fees and charges should be consistent across the State or the metropolitan area; however it is not clear why dog registration fees, as an example, should be the same in every Local Government area. Local Governments in most other states are able to set animal registration fees.

Car registration fees are not the same in every State and few would argue they ought to be; setting fees, charges and tax rates is a core function of government and Local Governments, as a legitimate sphere of government, should be able to make policy decisions regarding their services and revenue streams.

Councils should be empowered to make policy decisions regarding user-paid services provided by the Local Government.

³⁹ WALGA (2008) p80

⁴⁰ WALGA (2008b) p81

⁴¹ See Section 6.17(3) of the *Local Government Act 1995*



Grants

Grants and transfers from other spheres of Government are the other main revenue source for Local Government. Financial Assistance Grants, provided by the Commonwealth and distributed by the State Government's Local Government Grants Commission are a key funding source for many Local Governments.

The Department of Local Government, Sport and Cultural Industries website explains Financial Assistance Grants:

“Local Government Financial Assistance Grants funded by the Commonwealth Government are distributed among 137 local governments in Western Australia each year. The grants are the State's entitlement for financial assistance from the Commonwealth Government, paid in equal quarterly instalments for a financial year, under the Australian law, Local Government (Financial Assistance) Act 1995. The distribution of Financial Assistance Grants is for local government purposes, to achieve equitable levels of services by reasonable effort.

Western Australia's share of Commonwealth funding for 2018-19 is \$293,275,889, which equals 11.93 per cent of the national allocation of \$2.457 billion. The allocation has increased from \$287.355m. The funding is untied; there are no conditions on how the funds should be spent. The amount is divided into two parts, a general purpose component and a local roads component.”⁴²

Particularly for smaller, more remote Local Governments, financial assistance grants can comprise of a significant portion of revenue. As the Australian Local Government Association (ALGA) notes, Financial Assistance Grants are particularly important in areas with a low rate base, and/or high growth rate, and rapidly expanding service and infrastructure needs.⁴³

Local Governments in Western Australia strongly support ALGA's advocacy campaign to restore Financial Assistance Grants to one percent of Commonwealth taxation revenue, which was the level of funding provided in 1996.⁴⁴ Since then, despite the Australia's Gross Domestic Product growing strongly, Financial Assistance Grants funding has eroded to now represent approximately 0.55 percent of Commonwealth taxation revenue.⁴⁵

This decline in revenue support from the Commonwealth coincides with the responsibilities and demands of Local Government increasing as the State Government reduces services to address budget issues and Local Government seeks to address the infrastructure backlog, which improves the economic capacity of Western Australia's communities.

⁴² Department of Local Government, Sport and Cultural Industries (2019)

⁴³ ALGA (2019)

⁴⁴ ALGA (2019a)

⁴⁵ ALGA (2019a)

Other Related Matters

- f) Any other related matters the select committee identifies as worthy of examination and report*

Transparency and Accountability

Local Government is a unique combination of a complex organisation, operating in the public realm with significant transparency and accountability requirements.

Appropriately, given Local Government's role as steward of public assets and public funds, there is a high level of public scrutiny related to Local Government operations and decision-making. In particular, Council meetings, with limited exceptions, are open to the public, and community members can avail themselves of public question time at Council meetings. Further, Local Governments are required to hold a public meeting of electors annually, and members of the community are able to petition for special electors meetings to be held to address specific issues.

In addition, the role of an Elected Member includes a role in facilitating communication between the community and the Council. Elected Members are generally approachable and make themselves available to be contacted about community issues in person at events or via telephone, email or social media. Information, including agendas and minutes, is available on each Local Government's website, meaning that Council decisions are generally accessible.

Local Governments embrace accountability, openness and transparency. Accusations to the contrary are fundamentally misguided, given the existing legislative transparency requirements coupled with Local Government practice that enhances transparency even further.

A prime example of Local Government's culture of openness is highlighted by the commencement of performance audits by the Office of the Auditor General. Despite the resource requirement in facilitating an audit of this nature, Local Governments have embraced the opportunity for an independent agency to access their organisation and provide recommendations on how performance can be improved to reduce risk or enhance efficiency or effectiveness.

The performance audits conducted by the Office of the Auditor General are not only relevant to the subset of Local Governments chosen for audit, but also provide learnings for other Local Governments. It is a credit to the Local Government sector that the performance audits have been welcomed by Local Governments, and not resisted.



State Local Government Partnership Agreement

In August 2017, the following State and Local Government sector leaders signed the Western Australian State Local Government Agreement:⁴⁶

- Premier – Hon Mark McGowan MLA;
- Minister for Local Government – Hon David Templeman MLA;
- President, WALGA – Cr Lynne Craigie; and,
- President, Local Government Professionals Australia WA – Mr Jonathan Throssell.

The objectives of the partnership agreement are to facilitate the State Government and the Local Government sector working together to enhance communication and consultation between the two spheres of Government, and to provide good governance for the people of Western Australia.

Importantly, the Agreement sets out a communication and consultation framework that commits the State Government to thoroughly consulting with the Local Government for 12 weeks for proposals that “will have a significant impact on Local Government responsibilities or operations.”⁴⁷

Further, the Agreement establishes the State and Local Government Partnership Group comprising the following State and Local Government leaders:

- Premier;
- Treasurer;
- Minister for Local Government;
- Minister for Planning / Transport;
- WALGA President;
- LG Professionals President; and,
- Such other Ministers and Local Government representatives as appropriate to the subject matter on the agenda.

The Partnership Agreement provides opportunities for both the State Government and the Local Government sector.

For the Local Government sector, the commitment to consultation timeframes and regular, formal access to key Government leaders, such as the Premier and Treasurer, are important.

For the State Government, there are opportunities to leverage Local Government’s reach in every community in Western Australia in the pursuit of State Government objectives.

⁴⁶ Government of Western Australia, Local Government Professionals Australia WA, and WALGA (2017)

⁴⁷ Government of Western Australia, Local Government Professionals Australia WA, and WALGA (2017)

For example, WALGA commissioned a piece of work to review the WA Plan for Jobs and provide information to Local Government about opportunities for leveraging the State's work in this space.⁴⁸ This provided Local Governments with options and opportunities at the regional and local level, allowing Local Governments to develop their local and regional economies in line with State objectives.

Similarly, as part of the Review of the Local Government Act, WALGA partnered with the Department of Local Government, Sport and Cultural Industries to host workshops around Western Australia leveraging WALGA's Zones to provide consolidated input into the State's review process.

State Industrial Relations Review

WALGA would like to draw the Committee's attention to the ongoing State Industrial Relations Review.

Although there is a State Local Government Partnership Agreement, there are times when there are differing views on particular issues. The recent Ministerial review of the WA Industrial Relations system is a case in point.

This particular example is where the State Government are proposing an agenda that disadvantages the Local Government sector.

The WA State Government undertook a review of the WA Industrial Relations System in which the following recommendations have been made:

- *Local Government employers and employees be regulated by the State industrial relations system.*
- *To facilitate this recommendation, the State Government introduce legislation into the State Parliament that declares, by way of a separate declaration, that each of the bodies established for a Local Government purpose under the Local Government Act 1995 (WA) is not to be a national system employer for the purposes of the 2018 IR Act.*
- *If the declaration is passed by the State Parliament, the State expeditiously attempt to obtain an endorsement under s 14(2)(c) and s 14(4) of the FW Act by the Commonwealth Minister for Small and Family Business, the Workplace and Deregulation, to make the declaration effective (the endorsement).*

⁴⁸ WALGA (2018)



Clearly a political decision, the State Government has advised they will **not** be modernising the State IR system, including updating the *Minimum Conditions of Employment Act 1993*, *Industrial Relations Act 1979* or state awards.

If this recommendation is enacted 88 percent of Local Governments or 93 percent of employees currently operating in the federal system will be forced to operate in a jurisdiction which is antiquated and does not provide minimum conditions reflective of the modern workplace.

Further, no consideration appears to have been given by the State Government to the fact that Local Governments have operated in the federal jurisdiction for well over a decade i.e. before the *Fair Work Act 2009* came into effect. The foundations in which Local Governments have established core functions and services for their communities has been enabled through a federal and modernised system.

While purporting to provide jurisdictional certainty, this politically driven decision will force Local Governments to review of the viability of services and operations with ultimately members of the community paying the price.

WALGA and the sector are of the view that Local Government employers and employees in WA should not be exclusively regulated by the State IR system.

Conclusion

WALGA would like to take the opportunity to thank the Committee for considering this submission.

As this submission demonstrates, Local Governments, across the breadth and width of Western Australia, deal with a wide range of issues and strive to provide efficient services and effective democratic representation on behalf of their constituents and communities.

This Committee Inquiry presents a tremendous opportunity for best practice and innovation to be highlighted. While no Local Government is perfect, WALGA contends that the Local Government sector contains countless examples of dedicated Elected Members, executives and staff striving to achieve positive outcomes on behalf of the community.

WALGA President, Cr Lynne Craigie OAM, and Chief Executive Officer, Nick Sloan, would welcome the opportunity to present to the Committee on the matters contained in this submission or any other matters relevant to the Inquiry.

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10.4.4

Officers Reports



REPORT TO COUNCIL

ORDINARY MEETING TUESDAY 2019

AREA: Works and Services

OFFICER: Joe Hodges

Period of Reporting: August 2019

Landfill

Town crew have been cleaning up the landfill of rubbish blown around the site.

Quotes for groundwater testing is currently being sourced for the bi-annually test on ground water at the landfill.

Sealing Program

No sealing projects scheduled.

Hyden Norseman Road

Gravel Sheeting on the Hyden-Norseman Road is progressing well. Due to no approval to access new gravel resources, the Road Crew have searched the current gravel pits and have found adequate gravel to continue gravel sheeting.

Norseman Concrete has been contracted also to cart gravel 50 km to provide additional gravel resources.

Rain closed the Hyden-Norseman Road with 8.7 mm received, road crew performed maintenance to plant then assisted the town crew with tasks around Norseman.

Submit completion report for State Black Spot funding on the Mort Haslett.

Town & Gardening Crews

The town gardeners have been conducting extensive pruning of all garden beds removing all dead foliage.

Litter collection has increased slightly by town crew.

Occupational Safety And Health

Outside crew attended their monthly Safety Meeting, with no apparent issues arising.

Plant Maintenance

Servicing of the following items of plant.

- Cat Skid steer 1000-hour service.
- Works Supervisors Ute service and clutch repair.
- Amman multi tyred roller requires windscreen replacement as damaged by stones flicked up from passing vehicles on Hyden-Norseman Road, as well as a 1000 hour service.
- Case 721 E loader 500-hour service and bucket pin repair as not accepting grease. Case also requires brake repairs.
- Burst hydraulic hose required repair.
- Service to CDO Subaru Wagon performed plus tyres replaced.
- Cat 12M grader have all new shims on blade, turning circle and lift rams, due to excessive wear.
- Westrac completed computer upgrade to Cat 12M grader.



REPORT TO COUNCIL
Ordinary Council Meeting 24th August 2019

AREA: Community Development

OFFICER: Pania Turner

Period of Reporting: July-August 2019

Community Event Reminder	Community Meetings Reminder
<p>Norseman Art Competition Where: Old IGA Cafe When: 29th August -4th September 2019 Who: Community Artists from Shire of Dundas</p> <p>Gold Fever Festival: 30th- 31st August & 1st September Where & When: <u>Norseman Town Hall:</u> Community Dance, Friday Night <u>CNR Talbot Roberts Street:</u> Rock Drill, 10am-5pm Saturday <u>Norseman Town Centre:</u> Festival Markets & Rides 8:30-5pm <u>Norseman Museum:</u> 125th Community Breakfast Who: All of the Community and Visitors to the Area</p> <p>Norseman Flower & Garden Show Where: Norseman Town Hall When: 6th - 9th September Time: 9:30am-3:30pm Who: Local Community and Visitors to the Area</p> <p>Eucla Town Hall Opening Where: Eucla Town Hall When: 23rd August Eucla Time: 5:30pm Who: Community, Councillors & Senior Staff Accommodation: Costs met as per Shire policy Travel: Costs met as per Shire policy</p>	<p>Shire of Dundas LEMC Eucla Meeting Where: Eucla Town Hall When: 23rd August Eucla Time: 12:30pm (lunch), Meeting 1pm Who: LEMC and Invited Guests Accommodation: Covered as per Shire policy Travel: Travel allowance as per Shire policy</p> <p>Ordinary Meeting of Council-Eucla Where: Eucla Town Hall When: 24th , August Time: 9am Eucla Time Who: Councillors, Senior Staff Open to the Public Accommodation: Costs met as per Shire policy Travel: Costs met as per Shire policy</p>

Woodlands Centre Update

Construction Report

- Entry Ramp. Devlyn and GFG have been busy source the sourcing the local aggregate for the centre entry and have decided upon Esperance sourced aggregate. Council were looking for darker red tone in the concrete this is however this is unavailable locally. To address the local content criteria of funding and being mindful of costs and timeframe the Esperance supplier will be used with red granite aggregate.

- Internal Walls. Gyprock quotes were sought from the local and Perth based suppliers the project will be using a local Norseman builder. Once again this is pleasing as we meet local content requirements. The builder's work will sit under Devlyn management.
- Septic Installation. Two large septic holding tanks were installed on site as well as the three soak-wells put in place during July. The installation of the tanks and soak wells required extensive digging and pipe work however due to the low permeability results of the site the additional draining is required.
- Brickwork is due to commence on 16th August

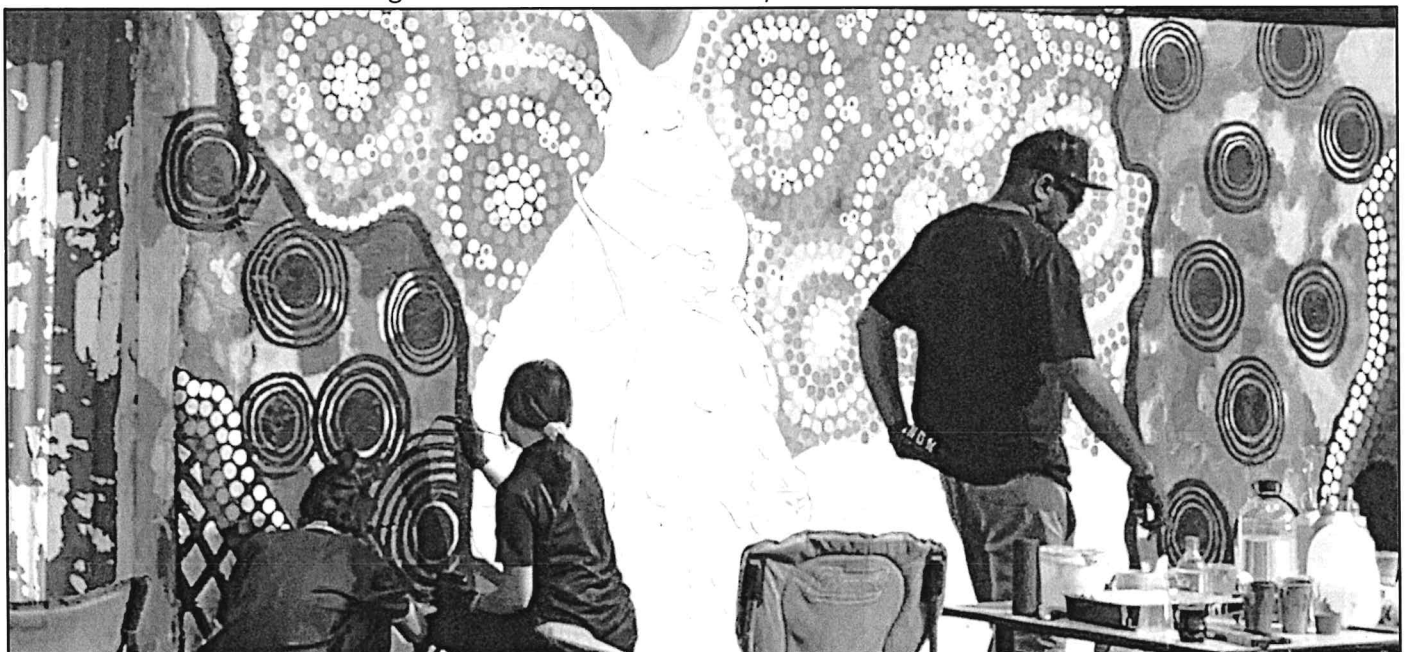
Woodlands Advisory Group Workshop with Kulbardi Hill Consulting: Woodlands Advisory Group Members, Council and representatives from the Norseman Ladies Craft Group met with Kulbardi Hill Consulting to discuss the development of a style guide for the interior of the Woodlands Centre. Workshop participants were asked to describe their expectations, hopes and concerns regarding the Centre. Concerns raised were treated as pause and reflect moments, not to halt discussion but to inform discussion creating awareness of important element that should be addressed. Participants were also asked to share what they saw as a success of the project.

As part of the consultation conducted Kulbardi Hill also met with Norseman Visitor Centre Manager, Norseman Men's Shed and the manager of the Norseman Community Resource Centre. An Interior Style Guide is being compiled which will inform the builders of the style, feel and flow of the interior space.

For Councils note Kulbardi Hill will also be taking into consideration the external elements and features of the project to ensure continuity of design.

NAIDOC

Well done to all community members and students and staff of Norseman District High School who came together to celebrate NAIDOC which was held during the first week of August 5th-9th. A variety of activities were held with the star of the show being the collaboration with mural artist Kyle Stanley producing a colourful and very special Ngadju mural. Feedback from local residents and visitors to the town has been very positive. The project speaks to what can be achieved when community works together in creative and positive ways. A special mention to Community Artist Valma Schultz who coordinated the activities alongside NDHS AIEO Veronica Wyatt.



Gold Fever Festival

Planning and activities are well underway with the Gold Fever Festival occurring at the end of the month. The committee are pleased with how the weekend is coming together with a variety of local groups getting involved.

Large community events such as this cannot be done without the support and backing of a variety of sponsors, and without the dedication of community volunteers.

Corporate Sponsors & Local Business	Community	Government
IGO Pantoro Whitfields Rocktech RNC Minerals Tulla Resources Downunder Mining Webdrill South East Petroleum Norseman Concrete Rigney & Associates Goldfields Pest Control Norseman Hotel Marrak Safety & Apparel Norseman IGA	Norseman Historical Society Norseman Community Markets Kyran O'Donnell WA Rock Drill Norseman Today	Shire of Dundas \$10,000 Lotterywest \$15,000 Healthways \$5000 Roadwise \$1000 Horizon Power \$3000

Norseman 125 years Celebration Breakfast

Hosted by the Norseman Historical Society and sponsored by the Shire of Dundas the breakfast is an additional element to the Gold Fever Festival weekend. I have met with the Norseman Historical Society secretary Mrs Evelyn Reid, who is already well prepared for the event.

The Norseman Historical Society and the Railway Woodlands Guesthouse will also host a 125th Back to Norseman Morning Tea on the Friday before the weekend activities. ABC Goldfields will be doing live feeds from the morning tea.

Suicide Prevention Action Plan (2021-25)

The Mental Health Commission is conducting community consultation from communities regarding needs in relation to suicide prevention.

A workshop was held in Norseman on Tuesday 30th July representatives from seniors ladies groups, Norseman Police, Youth Services, Commonwealth Home Support Program (formerly HACS), Hope Community Services and Community Development.

The consultation focused on three priority areas, Prevention, Intervention and Postvention.

For two hours the community representatives provided detailed feedback to the Commission. They covered topics of mental health care in isolated communities, men's mental health, youth services, support for carers, training belonging to and creating networks, funding support and emergency care for people in crisis.

People are able to provide their own feedback to the Commission via an online survey:

www.surveymonkey.com/r/SP2025

Playgroup

Youth Services will be reviewing the delivery of playgroup with the current playgroup coordinator leaving town. The Norseman Playgroup is not affiliated with Playgroup Association, and rather is a group of parents who come together to allow children to interact with their peers.

As the facility used is a Council owned property it important that from time to time the Shire reviews services and activities provided in their facilities.

The Youth Officer will be running Playgroup and Better Beginnings for the rest of the year as a trial period to see if we can increase participation, build community-based support networks for young families and link visiting services with families.

Recently we had a mum and daughter from the one of the Stations off the Nullarbor drive into Norseman to connect with Playgroup and other mums. It was great to have her visit and also highlights the need for programs to support people living in isolated areas.

Playgroup runs from 10am-12pm on Tuesdays and is open for children 0-5years of age (children need to bring along a parent or carer 😊).

REPORT TO COUNCIL
Ordinary Council Meeting 24th August 2019

AREA: Youth & Events

OFFICER: Margs

Period of Reporting: July- August 2019

School Holiday Activities

In the Youth Centre

- Fairy Garden project – coming along great!
- Pool Comps – these kids are so competitive!
- Naidoc Clay activities & colouring in – a splash of colour!
- Table tennis “a new way to play”
- Cards and board games – Never gets old!
- Art and Craft – Let your creative juices flow!

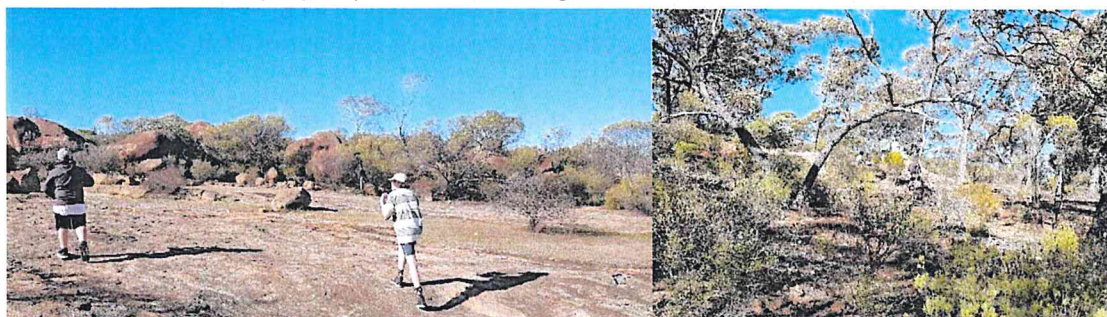
Outside the youth Centre

- Basketball – Its one way to make you sweat!
- Afternoon/Friday Night Sport
- Out of town excursions to Kalgoorlie & Esperance the bus trip is always the best!
- Exploring Jimberlana and surroundings and Dundas Rocks
- Roller skating!!



The Youth Centre was loud over the July school holidays even with kids being away we still had the regulars come in. In the youth centre the kids worked on their fairy garden that will be entered in the garden show in September. Had a few good intense games of basketball boys Vs girls, that sure is one way to get your blood pumping!

We went out the Mt Jimberlana for the day to go exploring around the other side of the rock, it's so worth the climb! the kids found 4 caves that were not easy to get too. But it made exploring fun, after getting lost on our way down and a little stuck into some spinifex we made it back to the van and headed back to the youth centre for the rest of the afternoon to relax after all that climbing, the kids had a snack and watched a movie while others played pool and board games.



Dundas Rocks was another cool day out in the bush although it was a bit windy the kids were keen to get out and have a look around they also learned a little bit of Norseman's

history where the old town site was and how rough it would have been for the town folk before Norseman became to be where it is today, we had a small picnic but due to it being windy we couldn't cook so we headed back to the youth centre and had our picnic inside, thank you Mya Jean for cooking lunch.

The Youth Centre had a few out of town excursions, we went to Esperance for the afternoon to go watch Toy Story 4, after the movie we went and got some lunch before going for a walk along the foreshore then headed home, Thursday a small group went to Kalgoorlie, again to the movies to watch The Lion King after the movie we all headed over to the Palace Theatre Recreational Centre to go roller skating, wow there were kids everywhere but it was great to see our kids getting involved and enjoying themselves and trying new activities. We have such an awesome bunch of kids!

"Phatt Chats!!"

As the kids like to call it, every day after school just about every "young one" that attends the youth centre will come into my office and chat about their day, whether they had a good day or a bad day its important to have a place where they feel safe and can talk freely. We have had some interesting conversations, some funny and some serious, sometimes I find it hard to have an answer for some, but I've noticed that since having these chats the kids seem less restless when interacting with other peers.

Swearing and banter/ name calling were a bit of an issue as some things that are said are hurtful and swearing is not accepted in the youth centre but since having our afternoon chats this doesn't happen as often and all the kids remind each other about appropriate language and to treat everyone with respect.

Joel & Imanee from Department of health in Kalgoorlie had a meeting with me on the 1st August along with the community health nurse Maureen to talk about sexual health and what programs they have to offer the youth of Norseman. Working together to plan a weekend where they come down and have a chat with the kids about sexual health, healthy relationships, sex talks and STI's. Joel is looking at coming down over the Gold Fever weekend and holding an information stall at the markets.

Suicide Prevention Workshop

On Tuesday 30th July Will and Karen from Mental Health Commission come through Norseman and held a workshop for the Norseman community to talk about the 2012-25 suicide prevention action plan. There were 10 people that attended the workshop community members, community health nurse, police and shire all there to talk about the gaps that are in our community and how we can all come together to close them and add to the action plan. A few things were brought up in the discussion:

- Seniors
- Youth 7-18yrs
- Adults 19 – 35yrs

Angela Smart and Marinda Fraser are amazing in the community having the garden group, craft group, swimming and out of town activities for our seniors helps them get out of the house and have an excuse to catch up, there is also pensioners morning tea and stay on your feet that is also another way for them to keep physically healthy and active. Most of these groups consist of women and a handful of men attend these activities. In our community there isn't really any place for men to have "men chat", there is men's shed but because there is so much stigma around men being men and to toughen up, they find it hard to have the conversation about mental health and talk about any worries they may be having. Some of the ladies from craft tried to start up a "men's chat" group the idea was to get men together and have a chat about anything and in hopes that would get men to open up about their wellbeing, the trouble was getting the men there, but there is still hope that we as a community can come together and resolve this and that it is ok to ask for help when you need it.

There was concern for the youth as they didn't have anywhere that they felt safe to chat about things that could be troubling them, since making the office at the youth centre a safe place to talk more kids come in to have a chat and feel like they can talk freely without judgement and have someone listen and value what they have to say, the youth centre is a safe place for kids to come in and have a chat about any concerns they have.

The youth Centre is a safe place for all kids to attend. Kids aged 6-11yrs can come into the youth centre on Tuesdays & Thursdays from 3pm – 4pm and Saturday mornings from 10am – 12pm, youth aged 12-18yrs

have access to the youth centre from Tuesday – Saturday. It is important to state that the Shire Children and Youth Services is not a day-care provider or babysitting service. Families are responsible for their children and have a duty of care to know where their children are, what they are doing and who they are with.

NAIDOC Celebrations





10.4.5

Local Government (Audit) Regulations 1996
Regulation 17 and Financial Management Reviews



CHIEF EXECUTIVE OFFICER'S REPORT

**Local Government (Audit) Regulations 1996 Regulation 17 and Financial Management
Reviews**

Author Mr. Peter Fitchat

Background

The CEO is required to undertake a review on the appropriateness and effectiveness of the Shire's risk management, internal controls and legislative compliance systems and procedures as required by the Local Government (Audit) Regulations 1996 Regulation 17.

In addition, the CEO is required to review the financial management systems to assess the appropriateness and effectiveness of these systems and procedures, as required by Local Government Financial Management Regulation 5(2)(c).

The CEO needs to have performed these reviews not less than once in every 3 financial years.

The results of the Audit Regulation 17 review are to be reported by the CEO to the Audit Committee. The Audit Committee is required to review the CEO's report and on-report to the Council. The report from the Audit Committee to the Council is required to have attached a copy of the CEO's initial report to the Audit Committee.

In the capacity of the CEO, I have decided to engage Moore Stephens (WA) Pty Ltd to perform these reviews on my behalf considering the wealth of experience Moore Stephens has in conducting similar reviews for other local governments in WA. The involvement of Moore Stephens (WA) Pty has provided a more objective assessment of the Shire's risk management, internal controls and legislative compliance systems and procedures, and the financial management system, enhancing the transparency of the review processes.

I have summarised below my assessment of each review comment and the actions I have proposed.

Shire of Dundas - Local Government (Audit) Regulations 1996 Regulation 17 and Financial Management Reviews

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
A.9 Risk	Management Policy	Policy to set out the Shire's approach to articulate its commitment to Risk Management.	<p>The current Policy is based on a superseded Risk Management Standard.</p> <p>Improvement: When next undertaking a review of the Policy, update the Policy align to the current Risk Management Standard ISO 31000:2018.</p>	The ISO 3100:2018 Standards would be a goal as this is a recognised Benchmark, to achieve this would take some time as we are addressing capabilities internal to achieve better Administration and this comment will be taken onboard and discussions with staff and Elected Members to see how we can move forward.
A.14 Fraud, Corruption and Misconduct	Policy to set out the Shire's approach to managing allegations of fraud, corruption and misconduct.	The current Policy requires Public Interest Disclosures (PID) to be made to the PID officer. The CEO is the appointed PID officer for the Shire of Dundas. There are no provisions noted within the Policy for instance where a complaint relates to the CEO.		

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
High			<p>Improvement: Review and amend the Policy to provide direction for the handling of Public Interest Disclosures in cases where the complaint relates to the appointed PID officer.</p>	<p>We will address this and include a process where a Complaint about the CEO can be followed to correct this Policy, this will be done before December 2019, in the next review process</p>
	F.2 Corporate Credit Cards and Store Cards	Policy to regulate the use of Corporate Credit cards and store cards issued to employees.	<p>The policy requires the Shire President to authorise and sign the CEO's credit card statement. Under the Local Government Act 1995 the Shire President has no administrative authority and as such no authority to authorise the CEO's credit card statement.</p> <p>Improvement: Review the Policy to amend the authorisation process of the CEO's credit card. In line with the Western Australian Auditor General's Report dated 7 May 2018 relating to Controls Over Corporate Credit Cards, periodically report credit card transactions to Council, clearly identifying them for noting. We note all credit card transactions are currently reported to Council along with the list of payment of accounts.</p>	<p>We have already taken steps to address this, and its implemented.</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	F.3 Purchasing & Policy	Provide a best practice approach and procedures for purchasing.	<p>The Policy provides no direction in relation to contract variations and extensions for contracts awarded or against a written specification not awarded by tender. Extension of contracts and associated price changes are also not covered by the Policy. For contracts awarded by tender, legislation provides minimum requirements, and these may be enhanced by the Policy if desired.</p>	
	Provide for compliance with the Local Government Act 1995 and the Local Government (Functions and General) Regulations 1996.	<p>The Policy does not provide purchasing requirements for procurement of goods or services in accordance with the exemptions under Local Government (Functions and General) Regulations 1996 Regulation 11(2), regardless of the value of expenditure. Although the policy allows this, the CEO is required to ensure controls exist for purchases made using these exemptions. It is noted the practice of testing the market through sourcing multiple quotations when using the exemptions is largely occurring, and the policy should be updated to reflect this expectation.</p>	This will be done before December 2019, in the next review process	
	Ensure consistency for all purchasing activities that integrates within all the Shire of Dundas operational areas.		Improvements:	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Amend the Policy to provide the following:</p> <ul style="list-style-type: none"> ➤ Prohibit price variations to existing contracts awarded by tender other than those provided within the original contract, as required by Local Government (Functions and General) Regulations 1996 Regulation 11(2) (j) (iv). ➤ Purchasing requirements for the issuing of contract variations and extensions for contracts not awarded by public tender. Consideration should be given to circumstances where the contract value increases over a policy threshold level, due to the variation or extension. ➤ Insert quotation requirements for procurement of goods or services made under the exemptions under Local Government (Functions and General) Regulations 1996 Regulation 11(2). 	<p>Agreed</p> <p>This has been an issue, and we have started to address this- Our last Contract the Woodlands Cultural Centre has all these safe Guards built into the Tender Process and was based on Australian Standard for Tenders 2124.</p> <p>This will be done before December 2019, in the next review process</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	F.10 Accounting	Policy to provide a framework for good financial management and proper accounting practices.	<p>Formalisation of depreciation rates and capitalisation thresholds in a Council Policy may result in a conflict with the depreciation rates applied in preparing Annual Financial Statements, due to the accounting standard requirement to annually assess depreciation rates and residual values of assets.</p> <p>Improvements: Rescind the Policy or alternatively review and amend the policies requiring depreciation rates and residual values to be assessed annually.</p>	Agreed, this will be done before December 2019, in the next review process.
	F.6 Tender Evaluation Process Policy	A policy to guide staff in setting tender evaluation criteria prior to inviting tenders.	<p>The Policy provides good direction with regard to method of evaluation, however does not reference disclosure requirements of panel members. Members of the panel are expected to declare an interest if one exists. Documented procedures are not in place to require the declaration of interest and confidentiality to be signed prior to tender submissions being passed over for inspection.</p> <p>The Policy also does not reference the number of representatives required to assess the tenders and provide a score against assessment criteria.</p> <p>Improvement:</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>To help ensure probity and fairness when assessing tenders, procedures for the declaration of interests prior to assessing tender should be documented.</p> <p>Amend the Policy to require at least three persons to assess tenders independently of each other.</p>	<p>Agreed, and done</p> <p>In the Woodlands Centre assessment, we had 3 internal staff do an independent assessment and 2 Consultants -Our new Tender Process has addressed these concerns and it Conforms to the Australian 2124 for tendering</p>
	HR-23 Grievance Handling	Policy to provide guidance to the Shire's approach to managing complaints and grievances.	<p>The current Policy does not provide direction for dealing with complaints about the CEO.</p> <p>Improvement: Review and amend the Policy to provide direction for the handling of complaints in cases where the matter relates to the CEO.</p>	<p>Agreed, this will be done before December 2019, in the next review process, and Checked by WALGA and the Depart LG & Sports and Cultural Industries</p>
	Internal Control Policy	A policy to evidence Council's commitment to Internal Controls and their importance to the organisation	<p>Currently, no policy on internal controls has been adopted by Council.</p> <p>Improvements:</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>We suggest an Internal Control Policy be formulated and adopted to formalise Council's commitment to internal controls, based on a risk management process.</p>	<p>Agreed, this will be done before December 2019, in the next review process, and Checked by WALGA and the Depart LG & Sports and Cultural Industries</p>
	Legislative Compliance Policy	A policy to evidence Council's commitment to legislative compliance and its importance to the organisation.	<p>Currently, no policy on internal legislative compliance has been adopted by Council.</p> <p>Improvement: Development and adoption of an internal legislative compliance policy will help formalise Council's commitment to legislative compliance.</p>	<p>Agreed, this will be done before December 2019, in the next review process, and Checked by WALGA and the Depart LG & Sports and Cultural Industries</p>
	Code of Conduct	To provide guidance to Council members, committee members, contractors and employees of enforceable rules and requirements as prescribed in relevant legislation.	Contractors and volunteers are not bound by a Code of Conduct when performing functions on behalf of the Shire.	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Elected members, committees, staff, contractors and volunteers are not required to sign the Code of Conduct acknowledging they have read and understand the requirements within.</p> <p>The current document does not reflect all disclosure requirements under sections 5.82, 5.83 of the Local Government Act 1995 and Regulation 34(B) of the Local Government (Administration) Regulations 1996. In its current form, those encompassed by the Code of Conduct could be unclear as to their obligations with gift disclosures.</p> <p>Improvement: Expand the scope of the Code of Conduct to include actions by volunteers and contractors. Alternatively, a separate Code of Conduct be developed for volunteers and contractors</p>	<p>Agreed, this will be done before December 2019, in the next review process,</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
		<p>Update the Code of Conduct as well as induction procedures to ensure elected members, committees, staff, contractors and volunteers sign their acknowledgement that they understand the content of the document.</p> <p>Review the section of the Code of Conduct relating to disclosure requirements for gifts to highlight these need to be made in accordance with legislation. We suggest the Code of Conduct does not restate legislative requirements. Where legislative requirements are unclear or there is a desire for greater requirements, we suggest this be covered by relevant policies, given the complexities involved in re-working the code of conduct to maintain currency when changes are made to legislation.</p>	<p>Agreed, this will be done before December 2019, in the next review process,</p> <p>Agreed, this will be done before December 2019, in the next review process,</p>	
	<p>Business Continuity Plan</p> <p>Plan to facilitate organised decision-making in the event of a major incident impacting the Shire's ability to continue normal operations.</p>	<p>A Business Continuity Plan is yet to be developed, adopted and tested.</p> <p>Improvement:</p>		

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Prepare a Business Continuity Plan and test to ensure validity. Identify and document key business continuity risks along with the treatments, to reduce the risk to an acceptable level.</p>	<p>Agreed and we will put an effort into this as it extremely important, and have it tested before the end of this financial Year 2019-20</p>
	<p>ICT Strategic Plan</p>	<p>Plan to guide the future development and delivery of ICT services and address the handling of ICT disaster recovery.</p>	<p>An ICT Plan highlighting and addressing ICT risks and how they are to be addressed was not available for inspection.</p> <p>Presently, a firm listed on the WALGA preferred supplier panel is engaged to provide IT support services and advice regarding security etc, with a basic service level agreement in place. As noted in section 7.2 weaknesses within IT security were identified suggesting current ICT support is inadequate.</p>	
Improvement:				

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Develop an ICT Strategic Plan identifying and documenting key ICT risks along with the treatments to reduce the risk to an acceptable level.</p> <p>Careful development of an ICT strategy will assist in developing a scope to articulate detailed service level agreements for IT services.</p>	<p>Some of this has already started, and will be in place by end of 2019-20</p> <p>Agreed and a Service Level Agreement will be determine before the end of the 2019-20 Financial year.</p>
	<p>Risk Management Procedures</p>	<p>Procedures and practices to set out a uniform approach to the identification, assessment, management, reporting and monitoring of risks.</p>	<p>Risk Management activities currently undertaken are largely undocumented, and procedures and existing procedures are based on a superseded risk management standard.</p> <p>Improvement: Risk management procedures to be updated, and process to be developed in accordance with the latest risk management standard (ISO 31000:2018).</p> <p>Implement risk management procedures and processes throughout the organisation.</p>	<p>With our current capabilities this is something will have to plan for in the future as our current capability and resourcing to meet this requirement is going to take time</p> <p>Agreed -Implemented by 2020-21</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Procedure Changes	Process to control and manage changes to procedures.	<p>Procedures and controls for amending or changing operating and financial procedures are not formalised. This creates opportunities for unilateral undocumented changes to procedures and a breakdown in key controls.</p> <p>Improvement: Establish a process for the development, review, amendment and authorisation of procedures, checklists and other internal control documentation, to assist with managing changes to these controls.</p>	<p>Agreed, Will discuss how we can improve with this recommendation, some of this has started, estimated Completion date to be addressed</p>
		Stock Control	Systems and procedures to ensure sufficient controls exist in relation to control of stock on hand	<p>Our limited testing noted discrepancies between physical stock take of fuel stock on hand at end of month, and calculated stock on hand within the Shire's ERP system. This was explained as an ongoing issue with calibration of meters on fuel pumps which distribute fuel.</p> <p>Improvement:</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Repair or replace faulty equipment to ensure accurate readings are maintained for processing of fuel allocations, and monitoring of fuel stock on hand, to improve opportunities to detect any issues with fuel allocations.</p>	<p>Agreed and to reach these tasks are being assigned by the Management Group to take ownership, process and work to achieve this has started and will be in place by end of 2019-20 Financial year</p>
	<p>Procurement Assessment</p>	<p>Procedures to provide probity for the assessment of procurement options received.</p>	<p>We did not observe any documented formal requirements when undertaking assessments of responses to requests for quotations. Documented procedures are not in place to require declarations of interest and confidentiality to be signed prior to assessments being undertaken for high value purchases.</p> <p>Improvements:</p> <p>To help support probity and fairness when assessing responses to requests for quotation, the process undertaken should be documented. The process to be followed should require a higher level of probity and due diligence, the higher the value or risk associated with the purchase. Procedures for the declaration of interests prior to procurement assessments being undertaken should also be documented.</p>	<p>Agreed, we have already implemented processes where the Scope of Works and the Opportunity to have Quote sent out by the Projects Manager and that the Company and or Person responding back reply to the Works Managers Email.</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Purchases over \$150,000 should be subject to the same assessment procedures as those applied to tenders in instances where an exemption from calling tenders exists.</p>	<p>I feel this is in place now for Projects started within this current Financial Year</p>
	<p>ICT Security</p>	<p>Procedures and practices to ensure the security of IT information, systems and Data</p>	<p>We noted limited controls in relation to the access to IT systems including physical access to hardware and network access to software and data.</p> <p>Improvement: Undertake a comprehensive IT security review of current practices and implement findings of the review.</p>	<p>DCEO has a good understanding and once we have all admin staff in their position's attention will be given to this as a priority</p>
	<p>Workflow Diagrams</p>	<p>Workflow process diagrams create a visual representation of a process, clearly identifying key points of control and responsibility.</p>	<p>Workflow diagrams have not been compiled for undocumented procedures.</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement:</p> <p>In conjunction with, or as an alternative to, the development of documented procedures and checklists, update and development of workflow process diagrams may assist in clearly identifying controls and processes to be followed.</p>	<p>Once again as we improve our admin capability, we will improve in this area as we develop more checklists and procedures.</p>
	<p>Documented Procedures</p>	<p>Documented procedures by officers helps establish a standard methodology and identifies key controls for processes undertaken by officers</p>	<p>Documented procedures currently exist in some areas of the organisation. We noted from staff representations, intentions are to further develop procedures.</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: Opportunities exist to improve standard operating procedures and ensure they are documented with key controls clearly identified. Once these procedures are developed and implemented, they require constant monitoring for adherence and to ensure effectiveness.</p>	<p>Once again as we improve our admin capability, we will improve in this area as we improve our admin capability.</p>
	<p>Checklists</p>	<p>Checklists document the completion of multiple steps within an overall process.</p>	<p>Checklists of key functions are maintained for selected functions. Checklists were not maintained and evidenced for all standard routine functions such as employee onboarding / off boarding, creditors processing and other reporting across the organisation. It was noted some staff have commenced with the creation of checklists and procedures.</p> <p>Improvement: Creation and maintenance of standard checklists may assist in evidencing key points of control and serve as a reminder. Checklists assist in ensuring compliance with repetitive legislative compliance tasks. Staff are encouraged to continue with the development of checklists and procedures for routine functions.</p>	<p>Agreed, checklists to be in place by 2019-20</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Tender Assessment	Procedures to provide probity for the assessment of tenders received.	<p>Procedures were available for the assessment of tenders against the selection criteria, through Policy F.6. The Policy does not specify the number of persons required to assess tenders, or define declarations of interests expected from members of an assessment panel. It is noted the practice of utilising three persons to independently assess tenders has been followed since the formulation and adoption of the Policy – this requirement should be formalised to ensure consistent application.</p> <p>Improvements:</p> <p>To help ensure probity and fairness when assessing tenders, procedures for the process to be undertaken in assessing tenders should be followed and documented with at least three persons assessing the tender independently of each other. Persons assessing any significant procurement should be required to declare any matters which may impact or be perceived to impact on their independence.</p>	
				<p>In the Woodlands Centre assessment, we had 3 internal staff do an independent assessment and 2 Consultants - Our new Tender Process has addressed these concerns and it Conforms to the Australian 2124 for tendering</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Procurement	Procedures for the procurement of goods or services.	<p>Through limited testing of payments, a number of instances were noted where purchase orders did not have a value assigned to them at the time of issue, the purchase order did not pre-date the invoice and / or did not comply with the Purchasing Policy with regard to obtaining necessary quotations.</p> <p>Improvement:</p> <p>All procurement of goods or services should be undertaken in accordance with the Purchasing Policy and legislative requirements, regardless of the type of service or goods. Values should be assigned to all purchase orders to ensure the Purchasing Policy has been adhered to, and the values of goods and services are not changed or manipulated after the agreed cost has been set at the time of issuing the purchase order.</p>	Agreed, and we have corrected some of this already
	Bank Account Authorisations	Ensure only current and appropriate personnel are authorising parties on bank accounts	<p>An elected member is listed as an authorising party on the Shire's bank accounts. Bank authority listings should be reviewed regularly to ensure they are current.</p> <p>Improvement:</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
		Elected members have no administrative authority and should not be listed as an authorising party on Shire bank accounts.		Noted and since our Audit this was addressed immediately
	Creditors Systems and Processes	Controls around the changes to supplier details within the EFT payment system.	<p>The Shire's current process of changing supplier banking details is documented through a Policy, which includes a form to be completed by creditors, however audit trails are not currently reviewed with each creditor payment run and are reviewed as part of end of month procedures. This control in its current form is not considered effective. We are aware of many incidents of payment scams/frauds within the local government industry in recent years. As a consequence of this activity, controls around the changes to supplier details within the EFT payment system are essential.</p>	
Improvement:				

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>The process to assist officers with verifying changes of supplier details should be documented and provided to officers responsible with preparation and entry of creditors invoices for approval for payment, in line with the findings of the Office of the Auditor General (OAG) report on Management of Suppliers Master Files released in March 2019. This should be supported with training/direction to remind staff of the need to be ever vigilant, to exercise a level of scepticism for all requests presented and, most importantly, to raise a concern if there is any doubt about the authenticity of a request for change of EFT payment details.</p>	<p>Agreed and we will implement a process before the end of the 2019-20 Financial year</p>
	<p>Fleet Management Controls</p>	<p>Ensure adequate controls are in place for management of Council plant and equipment.</p>	<p>Document management between the administration office and depot is inconsistent in some areas. A plant item was recently identified by management as being two years overdue for scheduled servicing, which had been undetected within current systems and processes.</p>	
Improvement:				

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
		<p>Systems and processes to ensure sufficient controls exist in relation to custody of banking from the Administration Office.</p>	<p>Opportunities exist to improve controls and processes in relation to fleet management. A review should be undertaken to ensure adequate systems are available to ensure plant and equipment is maintained as required.</p>	<p>Agreed and measures are being improve this and I think some has started already and to be completed by 2019-20 Financial year</p>
	<p>Banking Processes and Procedures</p>	<p>Systems and processes to ensure sufficient controls exist in relation to custody of banking from the Administration Office.</p>	<p>Presently, no bank branch or agent is available in the district to regularly deposit funds collected through the Shire of Dundas administration office. Staff travelling to Kalgoorlie or Esperance are periodically requested to take banking with them to deposit. No controls were observed to document the chain of custody of banking from the administration office to the bank branch.</p>	
Improvement:				

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Implement a process which documents the chain of custody for funds to be taken from the administration office to the nearest bank branch, including the identity of persons authorised to transport banking on behalf of the Shire, as well as the requirement for an appropriate review and authorisation process to occur prior to being released. The process should also include reference insured amounts relating to cash, to ensure adequate insurance levels are maintained relating to cash.</p>	<p>Since the last Audit I have seen that our processes have changed, and we have implemented where this recommendation was addressed</p>
	Occupational Safety and Health (OSH) Audit	Review of OSH practices to ensure they are consistently performed and applied.	<p>An audit was undertaken by an independent party in April 2019. Several actions have been identified where the organisation has been assessed with an 'unsatisfactory' or 'insufficient' rating.</p>	
Improvement:				

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Proceed with implementation of the OSH Management Plan and ensure all identified OSH matters are adequately addressed.</p>	<p>This is a priority and steps are being taken to address this, and in this financial year we have taken significant steps forward regarding OHS and this will continue, and I think the comment reflect outdated information</p>
		<p>Process to provide a record of hours worked by staff.</p>	<p>Our limited testing noted an instance where an employee's timesheet had not been reviewed and authorised by a more senior officer prior at the time the payroll was processed. No supporting documentation was available to explain why the timesheet had not been reviewed and authorised. Several instances were noted for another employee where supporting documentation was not available to support overtime performed, demonstrating the appropriate approvals had been obtained prior to the overtime being incurred.</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: Ensure timesheets are reviewed and authorised prior to payroll being processed. Document a process to require appropriate documentation or authorisations to demonstrate advance approval is being sought prior to overtime being incurred by employees.</p>	<p>Agreed, and we also working with our Works Crew to address this, and our events crew objectives will form part of Councillors Strategic outcomes for our Community and approved through the suggested process</p>
	Changes to Banking Details	Controls to validate banking change requests.	<p>Formal procedures relating to changes to banking details for employees and creditors should be updated to ensure sufficient controls exist in both substantiating the change request and the changes performed within the Shire's ERP system.</p> <p>Improvement: Update procedures to ensure the following matters are appropriately considered and controls are adequate to:</p> <ul style="list-style-type: none"> • Validate the change request and its origin; • Authority exists for the change request; and • Validate and control the changes once completed. 	<p>Agreed</p> <p>Done</p> <p>Done</p> <p>Done</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Staff Training	To ensure staff have access to ongoing and appropriate training.	<p>Staff training needs for most staff are currently identified and recorded in a training register. Further value from this initiative can be added through refining the current matrix toward a more formal staff training structure.</p> <p>Improvement: Refine the current staff training matrix to identify staff training needs relevant to their role, ensuring it is coordinated across the organisation and monitors currency of required licences and qualifications.</p>	<p>agreed and this will be implemented starting with the Appraisal process and flow on to monitoring as suggested</p>
	Employee Termination Procedures	Procedures to ensure staff physical and IT access is removed and Shire assets returned at the time of departure.	<p>No formal process or procedure is currently in place to ensure the appropriate termination of employees. Departmental managers are entrusted with responsibility of ensuring Shire assets are recovered, however there is no structure in place to ensure IT permissions and security codes are restricted, or for Shire property (phones, vehicles, keys) to be returned prior to completion of the employees' employment with the Shire.</p>	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: Establish procedures or checklists to manage and document the termination of employees, ensuring access to IT systems, etc. is appropriately restricted and Shire assets are recovered.</p>	<p>Agreed and will be implemented, and this has started to be completed by 2019-20 Financial Year</p>
	<p>Induction Processes</p>	<p>To provide elected members, employees, contractors and volunteers with adequate information, instruction and training relating to Shire Policy, procedures and requirements.</p>	<p>Inductions are applied throughout the organisation; however inductions are only conducted with staff and do not currently include communicating the content of the Code of Conduct to new employees.</p>	
			<p>Improvement: Ensure all new employees, elected members, contractors and volunteers of Council are appropriately inducted, with evidence of inductions retained on within the record keeping system.</p>	<p>Agreed and we will implement this, but some work regarding this is already implemented</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Contractor Insurance	Insurance cover maintained by contractors for damage caused when undertaking works for the Shire.	<p>Contractors' insurances are not assessed prior to award of contracts in all cases. Reliance is placed on contract managers to ensure copies of insurances are provided.</p> <p>Improvement: To help ensure all contractors have the relevant licences and have adequate insurance cover for the works they undertake for the Shire, procedures should be developed, and records maintained to ensure copies of contractor's insurances are held on file.</p>	Agreed and we will implement procedures to deal with this recommendation, although the preferred supplier list and tender process has already addressed some of these concerns
	Events Insurance	Insurance cover maintained by community groups for when holding events on Shire property.	<p>Community Groups' insurances are not always assessed prior to events being held on Shire property. Reliance is placed on event organisers to ensure copies of insurances are provided.</p> <p>Improvement: To help ensure all events held on Shire property have relevant and adequate insurance cover, procedures should be developed, and records maintained to ensure current insurances are in place.</p>	Agreed and will be implemented, and this has started to be completed by 2019-20 Financial Year

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Council and Audit Risk Committee	Monitoring and consideration of risks when making strategic decisions.	<p>Identified risks are not included within agenda items for elected member consideration or recorded in an appropriate risk register.</p> <p>Improvement: Identified risks relating to a Council decision should be communicated within the agenda item, to enable elected members to be fully informed of the identified risks when making decisions. Risks should also be appropriately recorded in a risk register.</p>	Agreed and will be implemented, and this has started to be completed by 2019-20 Financial Year
	Risk Register	Provide a record of risk breaches and remedial action taken.	A risk register in relation to high risks was available for inspection. The register does not provide information as to when the last updates occurred or when identified risk treatments are due.	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: Maintaining risk registers for all identified risks is important to help ensure appropriate recording and communication of high rated risks, along with providing a record to enable the verification of whether treatment plans have appropriately reduced the risk. Routine (at least quarterly) review of the risk register is required to assist in ensuring identified risks are adequately treated. Update risk management activities to align with ISO31000:2018.</p>	<p>Once again, the time and capability to fully comply and the cost associated to fully work within all the Auditors and Acts and Regulations requirements is enormous, we are working towards achieving this recommendation.</p>
	Tender Register	Statutory register of tenders called.	<p>Inspection of the register noted it was not compliant with all requirements of the Local Government (Functions and General) Regulations 1996. The value of the consideration being sought by tenders is recorded within the register, contrary to Regulation 16(3)(c) of the Local Government (Functions and General) Regulations 1996.</p> <p>Improvement: Ensure the tender register complies with Regulation 16 & 17 of the Local Government (Functions and General) Regulations 1996 for any future tenders called, including the consideration being sought by the successful tenderer, as awarded by Council.</p>	<p>We have a system in place but when the last Tenders arrived via email submission there was uncertainty how to deal with this initially because of Synergy Records and Accounting System but this is now dealt with and a process is in place.</p>

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Notifiable Gifts Register	Statutory register of gifts received (other than as required under section 5.82 & 5.83 of the Local Government Act 1995).	<p>Registers required under section 5.82 & 5.83 of the Local Government Act 1995 were published on the Shire's website as required, however a notifiable gifts register was not available for our inspection.</p> <p>Improvement: Maintain a register to record details of notifications given in relation to gifts as required by regulation 34B (4) of the Local Government (Administration) Regulations 1996.</p>	Agreed and we will implement a procedure to improve on this and meet the required regulation, by 2019-20
	Financial Interest Register	Records details required under the Act relating to financial circumstances of relevant persons	A primary return for a relevant person was not available for inspection upon examination of the Financial Interest Register. Several annual returns were noted to be received after the date required under the Local Government Act 1995. Several primary returns and annual returns contained incomplete information (blank start dates and/or return dates), and several returns did not include an acknowledgement of receipt of the return as required by legislation.	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: Undertake an examination of files to ascertain whether acknowledgements for returns noted during the review have been misfiled or have not been issued. File documents within the register as required within the provisions of section 5.88 of the Local Government Act 1995. Where returns have been submitted after their due date or have not been submitted, seek guidance to remedy these instances and note on the register for future reference.</p>	<p>Agreed and we will implement a procedure to improve on this and meet the required regulation, by 2019-20</p>
	Internal Audit	Internal audit monitors the level of compliance with internal procedures and process along with assessing the appropriateness of these procedures.	Currently, no internal auditors have been appointed, and limited internal audit functions have been undertaken.	

Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
			<p>Improvement: We suggest as the level of documented procedures increases, an expanded internal audit function to confirm adherence to documented policies and procedures may be required as recommended by the OAG in their report to parliament on the Audit of Local Government.</p>	<p>Agreed and we will implement a procedure to improve on this and meet the required regulation, by 2019-20</p>
	<p>Audit Regulation 17 Review</p>	<p>CEO's review of the appropriateness and effectiveness of systems and procedures for Risk Management, Internal Controls and Legislative Compliance in accordance with Regulation 17 of Local Government (Audit) Regulations 1996.</p>	<p>No evidence of a previous review was made available.</p> <p>Improvements: Ensure the next review is undertaken within the next three years as required by legislation.</p>	<p>These review dates will form part of Councils Reporting in the future</p>

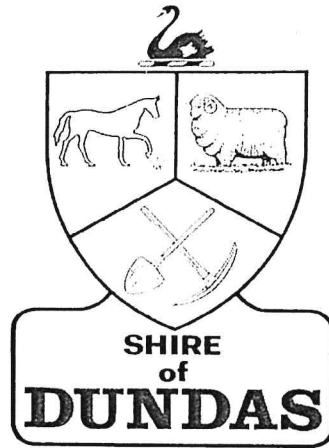
Risk Level	Policy	Purpose / Goal	Matters Identified / Improvements	CEO Response
	Financial Management Review	Review of the appropriateness and effectiveness of the Financial Management systems and procedures of the local government required to be undertaken every three years by Regulation 5(2) of Local Government (Financial Management) Regulations 1996.	<p>Financial management review undertaken in June 2016 made 27 recommendations to improve the Financial Management of the Shire, rated from low to high risk. Recommendations from the review have largely been actioned. Outstanding matters are included elsewhere in this report.</p> <p>Improvement: Outstanding items within the previous Financial Management Review be addressed.</p>	Agreed and we will implement a procedure to improve on this and meet the required regulation, by 2019-20



10.4.6

Community Grant Application
Norseman DHS P&C Association - Country Week

CS. PR. 19/20
100201985149



COMMUNITY GRANTS PROGRAM

Minor Projects / Events Application

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

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SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Before you begin.

The Shire of Dundas's Community Grants Program is to articulate Council's commitment to developing the Shire by providing funding opportunities to community groups, clubs, organisations, not-for-profit organisations and to prescribe the role and function of the Community Grants Program Committee.

The funding applications are presented in line with relevant funding deadlines to the Community Grant Program Committee for Council consideration.

The Community Grant Program Committee operate within the guidelines of the Community Grant Program Policy. It is strongly recommended that all applicants read this policy to determine their eligibility before submitting their application.

Groups that are ineligible for funding include local, state and federal government departments, private companies, individuals and private and public schools including employees of these bodies acting on behalf of their employer (excluding relevant community purpose representative bodies such as P&C's and P&F's).

Items that are not eligible for funding include: Bonds and employee salaries.

Please note all grant payments will not be awarded retrospectively unless exceptional circumstances are noted.

Groups intending to apply for multiple events funding across a financial year are encouraged to consolidate all events into 1 application.

The policy can be found on the Shire of Dundas website www.dundas.wa.gov.au

Canvassing of Councillors of the Shire of Dundas regarding a grant application may make the application ineligible.

Please note that, in considering your proposal for funding, the information detailed in this proposal may be shared with relevant Commonwealth, State and/or Local Government agencies, organisations and individuals, including those you identify in the proposal, to substantiate any claims or statements that you make, to verify the capacity of the proponent organisation to manage the Shire of Dundas funds and for general comment on the viability of your proposal.

If you consider that certain information in the proposal should be treated as confidential, you must clearly indicate that information and provide reasons for the request. The Shire of Dundas reserves the right to accept or refuse a request to treat information as confidential.

Information relating to individuals will be protected under the *Privacy Act 1988*. Requests for access to such information will be dealt with under the provisions of the *Freedom of Information Act 1982*.

The Shire of Dundas will inform and publish the names of successful proponents and relevant information about their projects.

Please fill out this form as fully as possible. The information requested here is necessary and will provide vital insights to enable assessment of your proposal. Missing or unclear information may make you ineligible for funding or delay the assessment of your proposal while we seek clarification.

Proposals not submitted in this format may not be considered. Proposals not consistent with the guidelines may be rejected.

Electronic copies are preferred, accompanied by one complete hard copy with a signed Legal Authorisation.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Completed proposals should be forwarded to:

Electronic copies: shire@dundas.wa.gov.au

Paper copies:

The Chief Executive Officer
Shire of Dundas
PO Box 163
NORSEMAN WA 6443

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

PART A - Legal Authorisation

I, Sharon Warner

<full name of proponent>

as President

<position/title >

of Norseman District High School P&C Association

Goodliffe Street, Norseman WA 6443

<organisation & full address>

Confirm that:

- I am a person authorised to make this declaration on behalf of my organisation and all relevant persons have made a full disclosure of information.
- The information provided in this form and all attached documents is complete and correct. I understand that giving false or misleading information is a serious offence.
- The Shire of Dundas is authorised to undertake the necessary steps to assess the proposal from my organisation by checking the information provided in this proposal, or by obtaining additional information from:
 - The Shire's databases and records, including information related to my organisation's application for funding;
 - State or Territory agencies;
 - Law enforcement agencies;
 - Credit reference agencies;
 - Any other appropriate organisation or person as reasonably required as part of these checks.
- I agree that the Shire may arrange for an independent viability assessment (IVA) of my project including by an external adviser or consultant to the Shire.
- To the best of my knowledge, I have disclosed, at Part B 'Declaration of Conflict of Interest' of the proposal form all actual, apparent or potential conflicts of interest that would prevent my organisation from proceeding with the project or any funding agreement my organisation or I may enter into with the Shire of Dundas.

Signed:



Date:

15/8/19

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

PART B - Declaration of Conflict of Interest

Please complete either Item 1 or Item 2 of the Declaration.

Item 1. No Known Conflict

I confirm that at the time of signing, to the best of my knowledge I am unaware of any conflict of interest that would prevent my organisation from proceeding with the project or any funding agreement my organisation or I may enter into with the Shire of Dundas.

I undertake that if at any time I have an actual, apparent or potential conflict of interest, then I will:

- (a) disclose that interest promptly to the Shire of Dundas; and
- (b) take action necessary to avoid the conflict as directed by Shire of Dundas.

.....
(signature)

.....
(printed name)

.....
(date)

.....
(signature of witness)

.....
(printed name of witness)

.....
(date)

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Item 2. Disclosure of Interest

I disclose the following interest:

I am a Shire of Dundas Councillor and an employee of Norseman District High School.

.....
.....
.....
.....
.....

I undertake that if, at any time, I have an actual, apparent or potential conflict of interest, then I will:

- (a) disclose that interest promptly to the Shire of Dundas; and
- (b) take action necessary to avoid the conflict as directed by the Shire of Dundas.

..... *S.W.*
(signature)

..... SHARON WARNER
(printed name)

..... 15/8/19
(date)

..... *[Signature]*
(signature of witness)

..... *Pamela Turner*
(printed name of witness)

..... 15/8/2019
(date)

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Part 1 – Applicant Details	
1. Legal name of proposing organisation or individual If member of a consortium, indicate name of member organisation.	
Norseman District High School P&C Association	
2. Registered business or trading name if other than your legal name	
As Above	
3. Registered business address details Business address or Company's registered business address (not PO Box)	
Street Address	Goodliffe Street
Suburb/Town/City	Norseman
State	WA
Postcode	6443
4. Postal address - Only if different from registered business address	
Street Address	
Suburb/Town/City	Norseman
State	WA
Postcode	6443
5. Organisation contact numbers	
Telephone Number	08 9083 9000
Fax Number	
Mobile	0417 183 796
Email	norsemanpandc@hotmail.com
6. Is your organisation registered with an Australian Company Number (ACN), an Australian Business Number (ABN), Australian Registered Business Number (ARBN), Note: if your organisation does not have an ABN, you will need to complete and provide a Statement by Supplier (copies obtainable from the ATO website at www.ato.gov.au) with this application.	
Yes <input type="checkbox"/> please provide details below: No <input type="checkbox"/>	
CAN _____ - _____ - _____ ABN: 275 727 571 94 ARBN _____	
7. Organisation's GST registration	
Yes <input type="checkbox"/> Please enter total amount (\$) requested excluding GST where relevant. No <input type="checkbox"/> There will be no GST amount added to your total amount requested.	
8. Organisation's Incorporation	
Yes	

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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9. Contact details for this proposal - Please provide a contact person who is available and has the authority to answer any queries that the Shire of Dundas may have about this proposal. Any correspondence will be sent to the contact listed here.

Title	Mrs
First Name	Sharon
Surname	Warner
Position	President
Telephone Number	08 9083 9000
Mobile	0417 183 796
Fax Number	
Email	norsemanpandc@hotmail.com

10. Primary purpose/objectives of your organisation (can be attached if relevant)

Norseman District High School Parents and Citizens Association supports positive learning and school outcomes for children and youth of the Norseman community. We also endeavour to bring about positive engagement of young people and their families in our local and regional community and school. We do this by:

- ensuring that families have an open and trusted space where they can communicate with the school
- supporting family friendly community events and activities through volunteer participation
- we are a regular community stall holder at the Norseman Community markets
- promoting positive community spirit
- resourcing school activities to allow students to participate in community events
- creating parent and family networks with representation at a state level to ensure students attending rural and remote schools such as Norseman DHS have access to the same resources and opportunities as their metropolitan and regional based peers.

11. Bank Account Details – for direct deposit of successful grant*

Account Name	Norseman District High School P&C
BSB Number	806043
Account Number	100063753
Bank Name	Goldfields Money Ltd
Bank Branch	Kalgoorlie

***Notes:**

If this facility is unavailable please tick the box to receive a cheque.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

12. Insurance details –					
As a recipient of project funds your organisation must maintain: Public Liability insurance for not less than \$10 million; Workers' Compensation insurance for the amount required by the relevant State or Territory legislation; Motor Vehicle insurance; Personal Accident insurance; Professional Indemnity insurance (where relevant) for not less than \$2 million. Provide all relevant information relating to these headings in the table below. If insurance is required specifically for a Jobs Fund project, this should be included in the budget costs (leave policy number blank if not obtained to date).					
Type Of Cover	Amount	Policy Number	Company	Start Date (dd/mm/yyyy)	End Date (dd/mm/yyyy)
Public Liability	\$ 300,000,000	R/206879	Risk Cover	30/06/2019	30/06/2020
<i>As this is a school excursion the insurance for the activity will come under the Department of Education and are waiting for the new Certificates of Currency to be uploaded to the WA Department of Education website. Once they have they will be forwarded to the Shire.</i>					

Notes:

1. All CGP funding is inclusive of Council fees/charges. Once funded the organising group of an event or project cannot apply for a Sundry Donation for waiver of Council fees for the same event or project.
2. GST Status must be noted on the application form in order to evaluate GST relevance
3. If you are registered for GST please enter amounts (\$) excluding GST where relevant.
4. All CGP funding is dependent on event/project being implemented.
5. Committee can fund subject to special conditions.
6. All CGP funding requires Council acknowledgement including logo placement on flyers, advertising, media articles, openings/launches and use of Council banners where appropriate.
7. All successful applicants are required to provide an Acquittal on the CGP Acquittal form within 30 days of the completion of the funded event or project.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Part 2 – Grant Request / Type of grant

Note: a separate application is required for more than one grant request (please tick relevant box below)

Minor Community Grant (up to \$10,000)

• Minor community grants are available through four designated rounds per financial year. Categories (*more than one box can be ticked if relevant*):

- Community Economic Development Initiative
- Community Capacity Building Initiative:
- Environmental Initiative
- Emergency Service Initiative
- Community Heritage and/or Conservation Initiative
- Civic Recognition and Support

Notes:

1. Applicants are encouraged to contact a member of the Shire of Dundas Community Capacity Building team prior to submitting an application for guidance and support if required.
2. Do not complete PART 4 if you have completed this section.

Community Event Grant (up to \$10,000)

Category of Event:

- Community Event: an event of local or regional significance that stimulates participation.
- Iconic Event: an event of state or regional significance that generates tourist activity.
- Sporting Event: a sporting event that attracts wider community.

If you are unsure of the events stated above please refer to the Shire of Dundas, Community Financial Assistance Scheme overview.

Date of event

Amount requested:

Total project/event cost:

Notes:

1. Do not complete PART 3 if you have completed this section.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
Minor / Events Application Package (\$1,001 - \$10,000)

Part 3 – Proposed Project Details
1. Title of Project
District High School Country Week
2. Project Description
<p>Given our isolation and the socioeconomic status of our community, young people in Norseman have limited opportunities to develop their leadership, interpersonal skills and with this project higher level of sporting skills. Students from Norseman District High School will be competing in the 2019 Country Week Volleyball Tournament from the 22nd-28th of September.</p> <p>While on this camp students will compete against District High Schools from across the state and having the opportunity to interact and develop their interpersonal and social skills. When not competing, students will participate in a range of recreational activities and educational activities. Additionally, students will be expected to assist with cooking, cleaning and daily life skills around the accommodation facilities.</p>
3. Aims or objectives of the Project
<p>The aim of the camp is to provide students from Norseman DHS the opportunity to participate in competitive sports and engage with peers from District High Schools across the state. Students will also participate in a variety of activities to develop their confidence, resilience, persistence and teamwork skills. As students develop and strengthen these important attributes by participating in activities like Country Week it is hoped that they will be able to then transfer them into their normal life within the Norseman Community.</p>
4. Location of the Facility, Project or Initiative when Finalised
<p>The location of this event is in Perth WA. Students will be staying at the Broadwater Como situated in South Perth. The Volleyball Tournament is located at Bendat Basketball Arena in Floreat.</p>
5. Describe how the grant will benefit your organisation and/or the community/target group.
<p>Students who participate in this event become better community members as they are exposed to a greater range of experiences and locations which has been proven to improve their community engagement.</p> <p>By providing this grant funding, a wider range of students can participate as the financial burden is significantly reduced through sponsorship received.</p> <p>It has been noted in previous years that those students who have participated in this event have demonstrated a marked improvement in their maturity, independence and their social skills. They also become role models for younger students helping them to understand the importance of good behaviours, strong school attendance and commitment to achieving goals in order to qualify to go to Country Week. All of which benefit the wider community of Norseman.</p>

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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6. Amount of people that will benefit from the project as a whole (if different)
The number of young adults directly involved in this event will be 12-16 students, however the families, school community and Norseman community have always followed keenly the achievements of the students to qualify for Country Week and then to represent their community in Perth. It can readily be said that the whole community benefit from a sense of pride and community achievement when Norseman District High School students do well.
7. Describe how the project or facility will be managed for a sustainable future
Country Week is an annual event that is very much looked forward to each and every year by staff and students. School staff, students and the P&C work hard preparing, planning and fundraising for Country Week. As our Primary school students move closer to their transition into high school they begin to think, talk about and get excited about their upcoming chance to participate. Each year our community, P&C and Shire of Dundas get behind the team and support the students by making this financially possible for students and their families. The school also puts aside funding for the camp and informs parents of the upcoming costs of camps and excursions in their contributions and charges.
8. Describe how the project supports at least one of the five criteria outlined on Page 12
Criteria 1: Personal Development and Wellbeing. During the event and the weeks leading up to it, students are involved in physical conditioning training in preparation for the tournament. They are expected to train twice a week with a focus on volleyball skills and general health and fitness. Students are also being trained in resilience, team work, leadership and good sportsmanship. Students are also required to have good standing with their school attendance, work submission and behaviour. Participating in fundraising activities gives students personal ownership and emphasis to them that to achieve goals you must work for it. During the event students will be living in apartment style accommodation. Students will have to organise their own breakfast, laundry, house cleaning and work as a group to ensure a cohesive living environment.
Criteria 4: Place Activation & Criteria 5: Relationship Building & Connections The school has an important place in the community. It is a place where families and young people gather. Country Week not only sees the school become an active place where training occurs but also Country Week sees students, staff and P&C volunteers out in the community as they promote the event through their fundraising activities. Country Week activities have connected students to community events and organisations such as the Norseman Community Markets, Election Day Polling Place, Easter Activities with NVRS. These collaborative approaches to fundraising support students to develop their communication skills as they interact with the general public. Students are also expected to report back to the community that supports them such as presenting to Council in a formal meeting. This helps students learn of the importance of local government and the role of Council in making decisions for its community.
9. Describe those contributing to the delivery of the project (Include staff, volunteers, partner organisations, etc.)

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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The event is organised by staff at Norseman District high School with the assistance of the Shire of Dundas Youth Officer. In addition, the Norseman DHS P&C support the event through fundraising through the year.

10. Describe how the project will be affected if the Council contribution does not meet the requested amount

If Council choose not to contribute the requested amount, some students may not be able to afford to participate in this event, especially those with multiple students from the same family attending. This would significantly impact the mental health of those students who would not be able to attend and potential create a divide within the high school cohort.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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CRITERIA FOR DEVELOPMENT OF THE SHIRE OF DUNDAS

- ✓ 1. **Personal Development & Wellbeing:** To connect people to services, facilities and experiences that enhances their physical, social and overall health.
2. **Infrastructure Development:** To plan, develop and manage community facilities that meet the social, recreation, education, housing and transport needs of the community.
3. **Community Participation:** To encourage and facilitate community involvement through consultation, improved access and recognition of achievements.
- ✓ 4. **Place Activation:** To create vibrant and meaningful community hubs as places of social interaction, creativity and economic vitality.
- ✓ 5. **Relationship Building & Connections:** To build self-reliant community organisations and develop mutually beneficial partnerships between government, business and residents.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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N/A

Part 4 – Proposed Event Details	
1. Name of the event	
2. Date/s and timing of the event	
3. Location of the event	
4. Overview of the event and relevant component/s	
5. How the local and wider community is involved in the event	
6. How the event will be promoted and publicised	
7. Describe the future plans for sustainability and funding of the event(unless a one-off)	

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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N/A

8. Describe how this event will contribute to economic development and local tourism within the Shire of Dundas
 (e.g. bring visitors to Norseman or Eucla, promote local business, employ local people)

9. Describe the effect on the event if the Council contribution does not meet the requested amount

10. Describe how you intend to recognise the Shire of Dundas

Access and Inclusion

Depending on what the grant will be used for you will need to ensure that you are aware of the Shire's Disability Access and Inclusion Plan. A copy can be downloaded from the Shire's website or by calling 9039 1205.

In regards to your project and/or event, will people with disabilities be able to gain access and/or be involved?

Yes / No - Describe

If you are providing information, will it be available in formats suitable for people with disabilities?

Yes / No - Describe

If your project includes community consultation, will people with disabilities be able to participate?

Yes / No - Describe

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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5. Provide a detailed budget breakdown for the project

Where appropriate, indicate which items will be funded by the Shire of Dundas. If you are registered for GST please enter figures excluding GST. Include all income and expenditure, including details of volunteer hours.

Budget Item	Actual Cost t (\$ GST (exc)	Budget Item	Actual Cost (\$ GST (exc)
<i>Please see attached costings.</i>			
EXPENDITURE		INCOME	
Professional Fees, inc. staff (specify)		Cash	
Country Week Registration		Organisation's contribution	
		Student Charges	5225.00
		Donations P&C	500.00
		Other grants	
Marketing & Promotion (specify)		Sponsorship	
Country Week Uniforms		Fundraising	2500.00
		In Kind	
Accommodation		Volunteer Hour Value	
Material and Equipment (specify)		Other	
		Shire of Dundas Grant	3000.00 1000 (in-kind)
		Note \$1000 in-kind refers to Youth Officer support during Country Week	
Venue Hire			
Travel, transport, vehicle costs			
Insurance			
Catering/Meals			
Other (please specify)			
Activities			
Total Expenditure		Total Cash Income	11,225

Notes:

1. At least one written quotation is required for all items to be purchased greater than \$500 in value.
2. Please calculate the value of volunteer hours at \$25/hour/volunteer.
3. You can attach a different format for the budget from the above if more practical.
4. If you are registered for GST please enter all (\$) amounts excluding GST.

EXCURSION PRICING WORKSHEET

Department	Norseman District High School	Class	Country Week
Activity	Country Week 2019	No. of Paying Participant	Students: 13 Non-Students:
Start Date	22-Sep-19	Travel Type	Domestic
End Date	28-Sep-19	Prepared By	Stephen

ITEM Description	GST Code	ACQUISITION COST			GST Code	SUPPLY COST		
		Amount		Cost		Total Cost	Total Cost Status	
		Gross	GST				S1 [1]	S0 [0]
Accommodation Broadwater Dep.	1	1,085.00	\$98.64	\$986.36	0	\$986.36	\$0.00	\$986.36
Accommodation Broadwater - BAL	1	5,425.00	\$493.18	\$4,931.82	0	\$4,931.82	\$0.00	\$4,931.82
Uniforms	1	1,200.00	\$109.09	\$1,090.91	0	\$1,090.91	\$0.00	\$1,090.91
Meals	0	1,300.00	\$0.00	\$1,300.00	1	\$1,300.00	\$1,300.00	\$0.00
AMF Bowling	1	400.00	\$36.36	\$363.64	0	\$363.64	\$0.00	\$363.64
Lazer Tag	1	380.00	\$34.55	\$345.45	0	\$345.45	\$0.00	\$345.45
Indoor Rock Climbing	1	300.00	\$27.27	\$272.73	0	\$272.73	\$0.00	\$272.73
Registration	1	440.00	\$40.00	\$400.00	0	\$400.00	\$0.00	\$400.00
Miscellaneous cash	1	500.00	\$45.45	\$454.55	0	\$454.55	\$0.00	\$454.55
Bus/ fuel	1	1,000.00	\$90.91	\$909.09	0	\$909.09	\$0.00	\$909.09
Subway	1	139.00	\$12.64	\$126.36	0	\$126.36	\$0.00	\$126.36
Red Rooster	1	73.44	\$6.68	\$66.76	0	\$66.76	\$0.00	\$66.76
Fremantle Gaol Torch Tour	1	324.00	\$29.45	\$294.55	0	\$294.55	\$0.00	\$294.55
TOTAL		\$12,566.44	\$1,024.22	\$11,542.22		\$11,542.22	\$1,300.00	\$10,242.22

PLEASE NOTE	
This is a non-commercial activity because the price charged is less than 75% of the cost.	* \$6,317.00
Therefore no GST is included in the selling price.	\$0
	\$5,225
	\$402
	\$0
	\$0
	\$5,605.52
	\$5,225
	\$402
	\$0
	\$0

* Subsidy Calculation
\$3,317 Norseman
DHS
\$7,000 Shire Grant



SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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Part 5 - Finance and Project Budget		
1. Describe any attempts to secure funding through other sources		
2. (eg: Lotterywest, Department of Sport & Recreation, Healthways, the private sector, etc.)		
<ul style="list-style-type: none"> • Students have been fundraising and have been supported by the community through their efforts. • The P&C have also participated in fundraising activities such as sausage sizzles, doughnut stalls. 		
3. If yes, provide a list in the table below		
Funding Agency	Amount	Approved (circle)
		Yes No Pending
		Yes No Pending
		Yes No Pending
		Yes No Pending
4. Describe any funding received from received the Shire of Dundas in the past five years		
Year	Purpose	Amount
2017	Community Grant: Year 6/7 Camp	\$3000
2018	Community Grant: Canberra Camp	\$10000

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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Part 6 - Declaration by Applicant

I, the undersigned, certify that I have authority on behalf of the organisation, group or club to submit this application and that the information contained herein or in the attachments is, to the best of my knowledge, true and correct.

Name: Sharon Warner

Organisation: Norseman District High School P&C

Position: President

Signature: 

Date: 15 / 8 / 19

Additional Information

The following information is to be submitted if available.

If you are unable to submit this information please supply a written reason for this inability to submit.

- Copy of insurance certificates
- Copy of Constitution
- Copy of Incorporation Certificate
- Most recent Profit & Loss Statement and Balance Sheet
- Supporting documentation (minutes) to confirm committee agreement of project/event

Additional information that may be beneficial:

- Written confirmation of other funding sources
- Letters of Support from relevant agencies

Notes:

1. Keep a copy of this application and all associated documentation for your records.

SHIRE OF DUNDAS – COMMUNITY GRANTS PROGRAM
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Part 7 - Checklist

- | | |
|---|--|
| Completed Part A – Legal Authorisation | <input checked="" type="checkbox"/> |
| Completed Part B – Declaration of Conflict of Interest | <input checked="" type="checkbox"/> |
| Completed Part 1 – Applicant Details | <input checked="" type="checkbox"/> |
| Part 1, Q7 – Completed and attached a Statement by Supplier
– if not registered for an ABN | <input type="checkbox"/>
<input type="checkbox"/> |
| Part 1, Q8 – Completed and attached a Statement by Supplier – if not GST registered | <input type="checkbox"/> |
| Completed Part 2 – Grant Request | <input checked="" type="checkbox"/> |
| Completed Part 3 – Proposed Project Details | <input checked="" type="checkbox"/> |
| Completed Part 4 – Proposed Event Details | <input type="checkbox"/> N/A |
| Completed Part 5 – Access & Inclusion | <input checked="" type="checkbox"/> |
| Completed Part 6 – Finance and Project Budget | <input checked="" type="checkbox"/> |
| Completed Part 7 – Declaration by Applicant | <input type="checkbox"/> TEC |
| Attachments (See Page 16) | |

Further Information

For further information or advice please contact the Shire of Dundas on 9039 1205 or e-mail shire@dundas.wa.gov.au

Completed hard copies of the application can be sent to:-

Chief Executive Officer
Shire of Dundas
PO Box 163
NORSEMAN WA 6443



ASIC

Australian Securities & Investments Commission

Association

NORSEMAN DISTRICT HIGH SCHOOL PARENTS AND CITIZENS' ASSOCIATION INCORPORATED

Extracted from ASIC's database at AEST 16:03:25 on 26/07/2019

Association Summary

Name: NORSEMAN DISTRICT HIGH SCHOOL PARENTS AND CITIZENS' ASSOCIATION INCORPORATED

ABN:

Registration Number: A0820938N

Registered State: Western Australia

Registration Date: 27/02/2009

Status: Registered

Type: Associations

Regulator: Department of Commerce, Western Australia

CERTIFICATE OF CURRENCY

RiskCover

This Certificate is issued for information purposes only and does not confer any rights upon the Certificate holder and does not amend, extend or alter the coverage provided by the Cover detailed below.

Public Authority: Department of Education

Cover Number: R/206879

Cover: General Liability (including Products Liability).

Situation of Risk: Worldwide

Covering: The legal liability of the Public Authority in respect of claims for compensation resulting from an occurrence.

Limit of Liability: \$600 million any one occurrence.

Excess: Nil

Expiry Date: 30 June 2020

Conditions: Subject to the RiskCover Certificate of Cover, Cover Document and Fund Guidelines.

This Cover has been effected with RiskCover (managed by the Insurance Commission of Western Australia).

Date Issued: 24 May 2019



Insurance Commission
of Western Australia