

TOWN *of* CLAREMONT

# Agenda

## ORDINARY COUNCIL MEETING

Tuesday 24 September 2024

Please be advised that an Ordinary Council Meeting will be held at **7:00 pm** on **Tuesday 24 September 2024** in **Council Chambers** at 308 Stirling Highway, Claremont.

Liz Ledger  
Chief Executive Officer

**DISCLAIMER**

Members of the public are cautioned against taking any action as a result of a Council decision until such time as they have seen a copy of the Minutes or have been advised, in writing, by the Council's Administration with regard to any particular decision. This meeting shall be recorded for Administration purposes only.

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- 1      DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**
  
- 2      RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE**
  
- 3      DISCLOSURE OF INTERESTS**

**4 RESPONSE TO PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE****4.1 ORDINARY COUNCIL MEETING 27 AUGUST 2024****Mr Ian Love of 36 Victoria Avenue, Claremont**Question 1

What is the background and intention behind the 'Claremont Foreshore Enhancement Plan'. In your answer please explain the process for deciding the allocation of Council resources to this initiative.

Answer 1

The Foreshore Management Plan is required to ensure that the foreshore (up to the water line) is properly managed.

The process for deciding the allocation of resources is through Council's budgeting process which commences in March and is finalised in July each year.

Question 2

How many human hours have been spent on this project thus far. If you are not able to be precise please provide an estimate relative to the number of people involved and the approximate time spent on preparing the questionnaire.

Answers 2

This project involves Council, several staff and members of the Foreshore Advisory Committee. The number of hours spent on this project so far is difficult to calculate. A consultant has also been involved and the contract for their work is valued at \$49,000 which was jointly funded by the Department of Biodiversity Conservation and Attractions.

Question 3

Have any preliminary plans or reports been prepared? If so, are these available under Freedom of Information requests?

Answer 3

Yes, the final report has been completed by the consultants and is now being reviewed.

The document will next be passed through the committee and council and will be available to the public.

Question 4

Have any external consultants been engaged in the preparation of the community consultation process. If so, how much has been spent and what is the expected budget for future expenditure. Is this information available under a Freedom of Information request?

Answer 4

The community consultation process was undertaken by the Town's officers using a free survey software.

Question 5

Please provide the name and position of the office within the Administration who is responsible for managing this project.

Answer 5

The Chief Executive Officer is the responsible officer for overseeing all Town operations.

Question 6

Does the Council propose to hold a 'Town Hall' meeting with residents to discuss this plan? If not, why not, and if Yes, please advise the time and place.

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Answer 6

The preferred method for gaining community feedback for this stage in the project is through the community survey. This received a total of 128 responses from residents and ratepayers.

Question 7

Can the Administration provide a report on the impact the existing human footprint has had on the natural environment over the past decade? If not, would this be a part of the work to be undertaken if this plan proceeds?

Answer 7

This was not part of the scope of this project, so we do not have this information available.

An outcome of the Plan is to set priorities and articulate needs to protect, preserve, and enhance the natural environment.

Question 8

Has the Swan River Trust been involved with this proposal at all and if so please provide a copy of all relevant correspondence with them. If not, why not?

Answer 8

The Department of Biodiversity Conservation and Attractions (DBCA, also referred to as the Swan River Trust and/or the Riverbank Authority) jointly funded the project via their Riverbank Grant Program. They have had input throughout the process and worked very closely with the Town throughout.

Question 9

We still have rusting rubble from the Claremont Baths remains near the Chester Road Car Park. Why has the Council not cleared this mess up?

Answer 9

As part of the DBCA 2024 Riverbank Grant Program, the Town has applied for assistance to fund subsurface surveys, including ground-penetrating radar testing, to gain more knowledge about this. Works are provisionally scheduled to be completed this financial year.

Question 10

Is there a preliminary budget or cost estimate for the Claremont Foreshore Enhancement Project?

Answer 10

Enhancement works have yet to be considered by Council for inclusion in a future budget and will likely be staged over a number of years.

**Ms Margaret Skreiner of 14 Brown Street, Claremont**Question 1

Why at this present time has the library been moved?

Question 2

Is this going to be a permanent location for the library which appears to be in a much smaller situation and restructured?

Answer

The former library facility on Stirling Highway was originally a temporary measure following the fire that destroyed the building on Claremont Park. While the space on Stirling Highway has been suitable, future developments poised for the Town Centre may create access and other issues for library patrons and staff.

The newly redeveloped community centre has provided Council the opportunity to relocate these services back to the Park location it once enjoyed and will provide other benefits such as;

- connection to other amenities (cafe)
- increased parking
- a greater variety of classes
- larger class sizes
- a true community hub

And, once the community garden is established, the BVCC will be a comprehensive intergenerational space.

Council will use this opportunity to explore options for additional community facilities to support the growing community's needs. This may lead to the development of a purpose-built library and or other such facilities in the future. For further information on the Bay View Community Centre please visit <https://www.claremont.wa.gov.au/places/bay-view-community-centre/https-www-claremont-wa-gov-au-places-community-hub-and-library-relocation-of-claremont-community-hub-library/>

**5 PUBLIC QUESTION TIME**

**6 PUBLIC STATEMENT TIME**

**7 APPLICATIONS FOR LEAVE OF ABSENCE**

**8 PETITIONS/DEPUTATIONS/PRESENTATIONS**

**9 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

That the minutes of the Ordinary Meeting of Council held on 27 August 2024 be confirmed.

**10 ANNOUNCEMENT OF CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

17.1.1 327 Stirling Highway Claremont

17.1.2 Annual Performance Review of Chief Executive Officer

17.2.1 RFT 03-2024 Cleaning of Council Buildings

**11 BUSINESS NOT DEALT WITH FROM A PREVIOUS MEETING**

Nil

**12 REPORTS OF COMMITTEES**

**12.1 AUDIT AND RISK MANAGEMENT COMMITTEE**

**12.1.1 MINUTES OF THE AUDIT AND RISK MANAGEMENT COMMITTEE MEETING HELD ON 14 AUGUST 2024**

**File Number:** GOV/00054

**Author:** Bianca Evans (Legal and Governance Officer)

**Authoriser:** Liz Ledger, Chief Executive Officer

**Attachments:** 1. Minutes of the Audit and Risk Management Committee Meeting held on 14 August 2024 [12.1.1.1 - 100 pages]

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**OFFICER RECOMMENDATION**

**That the Minutes of the Audit and Risk Management Committee Meeting held on 14 August 2024 be received.**

TOWN *of* CLAREMONT

# Minutes

**Audit and Risk Management Committee Meeting**

Wednesday 14 August 2024

Liz Ledger  
Chief Executive Officer

**DISCLAIMER**

Persons present at this meeting are cautioned against taking any action as a result of any Committee recommendation until such time as those recommendations have been considered by Council.



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**1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The Chairperson welcomed the meeting attendees and declared the meeting open at 9.16am.

**2 RECORD OF ATTENDANCE/APOLOGIES**

**PRESENT:**

Mr Peter Telford (Chairperson)

Mayor Jock Barker

Cr Paul Kelly

Cr Graham Cameron

**IN ATTENDANCE:**

Liz Ledger (Chief Executive Officer)

Bree Websdale (Director Governance and People)

Jessica Guy (Manager Governance and Records)

Bianca Evans (Legal and Governance Officer)

Hasreen Syed Maule (Manager Finance)

**APOLOGIES:**

Ms Nanette Trask

**LEAVE OF ABSENCE:**

Nil

**3 DISCLOSURE OF INTERESTS**

Nil

**4 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**COMMITTEE RECOMMENDATION ARMC 24/11**

**Moved:** Cr Graham Cameron

**Seconded:** Deputy Mayor Cr Paul Kelly

**That the minutes of the Audit and Risk Management Committee Meeting held on 6 March 2024 be confirmed.**

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**

**5 PRESENTATION**

Sandra Hackett from Riskwest provided a presentation in relation to Item 6.1 Strategic Risk.

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**6 REPORTS OF THE CEO**

**6.1 STRATEGIC RISK**

- File Number:** RSK/00171
- Author:** Jessica Guy (Manager Governance and Records), Bree Websdale (Director Governance and People)
- Authoriser:** Liz Ledger (Chief Executive Officer)
- Attachments:**
1. Updated Risk Assessment Criteria [6.1.1 - 3 pages]
  2. Updated Risk Management Framework [6.1.2 - 24 pages]
  3. Strategic Risk Register [6.1.3 - 3 pages]
  4. Risk Appetite Matrix [6.1.4 - 2 pages]

**PURPOSE**

For the Committee to consider and endorse:

1. Proposed updates to the Town of Claremont Risk Assessment Criteria within the Risk Management Framework;
2. Town of Claremont Strategic Risk Register; and
3. Town of Claremont Risk Appetite Matrix.

**BACKGROUND**

Council is responsible for determining the strategic direction of the Town. The Committee is responsible for advising Council on matters relating to risk management.

Strategic risks are risks that the Town has no influence over. They generally occur external to the organisation and affect the delivery of strategic objectives.

As part of the continuous development of risk management processes across the Town, Riskwest were engaged to facilitate a series of meetings with the Executive Team to develop a Strategic Risk Register and Risk Appetite statements intended to be used as a practical tool to assist the Administration in the management and reporting of strategic risks.

A risk workshop was held with Council on 29 July 2024 to gather input into the strategic risks facing Council. Council’s feedback has been incorporated into the draft Strategic Risk Register.

**DISCUSSION**

The following attachments are provided for the Committee’s consideration:

Attachment	Description
Updated Risk Management Framework	As part of the review process, there was an opportunity to revise and update the risk assessment criteria within the Risk Management Framework, to reflect a more contemporary approach to the assessment of potential risk impacts ( <b>Attachment 1</b> ).  A summary of the changes to the risk assessment criteria is noted below with the criteria updated in the Risk Management Framework ( <b>Attachment 2</b> ).
Strategic Risk Register	The Strategic Risk Register is provided at <b>Attachment 3</b> .
Risk Appetite Matrix	The Risk Appetite Matrix is provided at <b>Attachment 4</b> .

It is proposed that the Administration present an annual report on strategic risks to the Committee to identify whether existing risks are still present and whether any new risks should be identified.

Following endorsement by the Committee, the risk documents will be presented to Council for adoption.

### **Changes to Risk Assessment Criteria**

Detailed below are the proposed changes to the Town's existing Risk Assessment Criteria:

1. Consequence Table:
  - Workplace Health and Safety – description expanded to include psychological impact as well as physical.
  - Financial Impact - measures updated to reflect current financial position and operating environment.
  - Service interruption – this has been consolidated into the new 'Organisational Performance' impact category.
  - Compliance – wording updated.
  - Reputation – expanded to consider community and stakeholder perspectives, rather than focussing solely on adverse media.
  - Property - removed as this is considered a 'risk' with consequences that are covered by the other impact areas.
  - Environment - expanded to include direct reference to flora and fauna, as well as now including potential impact on heritage assets.
  - Project Time and Cost - removed, as major project failures can be assessed using the existing consequence ratings such as Financial, Reputation, Environment, Organisational Performance etc.
2. Likelihood Table:
  - The overall timeframe for frequency has been changed to 5 years rather than 15 years in order to closer relate to the Town's strategic planning cycle.
3. Existing Controls
  - Descriptors updated to reflect the assessment of the overall control environment and the assurance it provides as to how well the risks are being controlled.
4. Risk Matrix:
  - In some areas, the risk matrix reflects a risk averse perspective, i.e.
    - i. An Almost Certain / Minor Risks (i.e. 10) is rated as HIGH. Suggest this level of risk is changed to MODERATE.
    - ii. An Almost Certain / Insignificant Risk (i.e. 5) is rated as MODERATE. Suggest this level of risk is changed to LOW.
  - At the other end of the scale, a Likely / Major risk is also rated HIGH – suggest this is changed to EXTREME.

### **PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 4 December 2023, Committee Recommendation 018/23

*That the Audit and Risk Management Committee notes the content of this report and endorses the ongoing management and reporting of risks.*

### **FINANCIAL AND STAFF IMPLICATIONS**

Sufficient budget was allocated in the 2023/24 and 2024/25 annual budgets for engaging the consultant.

### **POLICY AND STATUTORY IMPLICATIONS**

Town of Claremont Risk Management Framework

Council Policy LG534 Risk Management

**COMMUNICATION AND CONSULTATION**

Workshops were held between RiskWest, Council and the Executive Team.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

Not urgent.

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**COMMITTEE RECOMMENDATION ARMC 24/12**

**Moved:** Mayor Jock Barker  
**Seconded:** Cr Graham Cameron

**That the Audit and Risk Management Committee endorses and recommend Council adopt the:**

1. Updated Town of Claremont Risk Management Framework;
2. Town of Claremont Strategic Risk Register; and
3. Town of Claremont Risk Appetite Matrix.

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**

**Town of Claremont: DRAFT RISK ASSESSMENT CRITERIA**

**MEASURES OF CONSEQUENCE OR IMPACT**

LEVEL	RANK	WORKPLACE HEALTH AND SAFETY (PHYSICAL OR PSYCHOLOGICAL IMPACT)	FINANCIAL (OPERATIONAL)	REPUTATION	ORGANISATIONAL PERFORMANCE	COMPLIANCE	ENVIRONMENT AND HERITAGE
1	Insignificant	No physical injuries.  No expected psychological impact.	< \$100,000 or < 2% of operational budget	Isolated individual's issue-based complaint. No media coverage.	Impact managed through normal business practices.	No noticeable regulatory or statutory impact	Low localised event with no broader environmental or heritage impacts.
2	Minor	Minor physical injury.  Minor psychological impact.	\$100,000 - \$500,000 or 2-5% of operational budget	Local community impacts or issue-based concerns. Short term adverse social media.	Impact requires additional local management effort or response or redirection of resources to respond.	Some temporary non compliances	Minor delay impacting on ability to meet environmental and/or heritage expectations.
3	Medium	Reportable physical injury requiring professional treatment.  Psychological impact requiring professional treatment.	\$500,000 - \$2M or 5-10% of operational budget	Customer or community impacts and concerns publicly expressed. Reduced confidence by customers, community and other stakeholders. Significant negative media attention requiring significant management resources to respond.	Delays to critical operations. Administration of project or activity subject to significant review or change. One or more business objectives only partially achieved. Impact requires short term significant management and organisational resources to respond.	Short term non-compliance but with significant regulatory requirements imposed	Short term but recoverable environmental degradation.  Significant but rectifiable damage to valued heritage asset.
4	Major	Serious injury/illness requiring immediate emergency response or prolonged hospitalisation.  Serious psychological injury requiring medium/long term professional medical treatment, counselling, or intervention.	\$2M - \$5M or 10-25% of operational budget	Considerable and prolonged customer or community impact and dissatisfaction publicly expressed. Criticism and loss of confidence and trust in organisations processes and capabilities. Organisation's integrity in question. Sustained negative social media campaign.	Sustained disruption to critical operations Majority of business objectives only partially Impact requires long term significant management and organisational resources to respond.	Significant breach of legal obligations results in termination of activities, imposed penalties or civil actions.	Severe damage, loss or impairment (> 1 year to remediate or recover) of a significant ecosystem/threatened species (flora and/or fauna)  Large scale damage or partial loss requiring long term remediation of a valued heritage asset.
5	Catastrophic	Death or severe permanent disablements.  Permanent/long term psychological damage requiring extensive remedial intervention.	> \$5M or >25% operational budget	Significant adverse community impact and condemnation. Consistent ongoing community loss of confidence and trust in organisation's capabilities and intentions. High widespread media across multiple sources.	Total loss of critical operations. Non achievement of all business objectives. Impact cannot be managed within the organisation's existing resources and threatens survival of the organisation.	Severe breach of legal obligations results in criminal charges or loss of required operating licenses.	Permanent loss of significant ecosystem or threatened/vulnerable species (flora and/or fauna).  Permanent, total and irreplaceable loss of national and internationally valued state heritage.



**MEASURES OF LIKELIHOOD**

LEVEL	DESCRIPTOR	DESCRIPTION #1	FREQUENCY	PROBABILITY (Projects)
1	Rare	The event may occur only in exceptional circumstances.	Less than once in 5 years	<5%
2	Unlikely	The event could occur at some time.	At least once in 5 years	5-25%
3	Possible	The event should occur at some time.	At least once in 3 years	25-75%
4	Likely	The event will probably occur in most circumstances.	Once per 1 year	75-95%
5	Almost certain	The event is expected to occur in most circumstances.	More than once per year	>95%

**EXISTING CONTROLS**

LEVEL	DESCRIPTOR	DESCRIPTION
R	Robust	Controls are adequate and fully effective. Overall control environment provides strong assurance that the risk is being managed. Control objectives are being met and no material improvements to controls have been identified.
A	Adequate	A few specific control weaknesses noted however the overall control environment is adequate and effective and provides reasonable assurance that the risk is being managed. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.
I	Inadequate	Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.



**RISK MATRIX**

<b>CONSEQUENCE</b>	5 Catastrophic	5	10	15	20	25
	4 Major	4	8	12	16	20
	3 Medium	3	6	9	12	15
	2 Minor	2	4	6	8	10
	1 Insignificant	1	2	3	4	5
		1 Rare	2 Unlikely	3 Possible	4 Likely	5 Almost Certain
<b>LIKELIHOOD</b>						

**CRITERIA FOR MANAGING RISK**

LEVEL OF RISK	CRITERIA FOR MANAGEMENT OF RESIDUAL RISK	REPORTING TO	WHO IS RESPONSIBLE
Low (1-6)	Acceptable with adequate controls (subject to alignment with risk tolerance and appetite)	Annual reporting to Audit Committee	Risk Owner
Moderate (7-11)	Acceptable with adequate controls (subject to alignment with risk tolerance and appetite)	Annual reporting to Audit Committee	Risk Owner
High (12-15)	Requires robust controls Refer to CEO/Director for acceptance decision	Monthly reporting to CEO. Quarterly reporting to Audit Committee.	CEO/Director
Extreme (16-25)	Unacceptable Refer to Council/CEO for next steps	Immediate and ongoing reporting to CEO, Audit Committee and Council	Council/CEO





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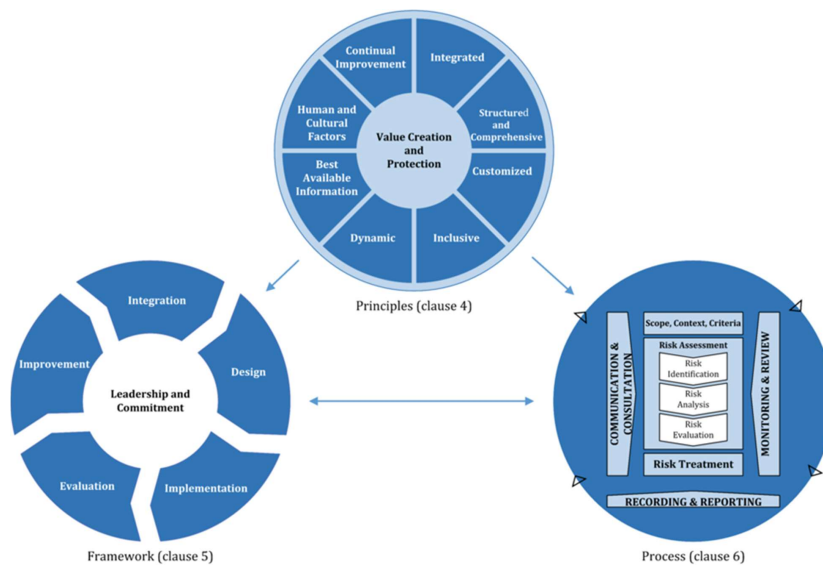
**Introduction**

The Town of Claremont’s (Town) Risk Management Policy in conjunction with the components of this document encompasses the Town’s Risk Management Framework. It sets out the Town’s approach to the identification, assessment, management, reporting and monitoring of risks. All components of this document are based on AS/NZS ISO 31000:2018 Risk management - Guidelines.

It is essential that all areas of the Town adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives is understood.

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Town.



**Figure 1: Relationship between the risk management principles, framework and process**  
(Source: ISO 31000:2018)

## Audit and Risk Management Committee Meeting Minutes

14 August 2024

**Governance**

Appropriate governance of risk management within the Town provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective Governance Structure to support the risk framework.

**Framework Review**

The Risk Management Framework is to be reviewed for appropriateness and effectiveness at least every three years.

**Operating Model**

The Town has adopted a “Three Lines of Defence” model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support delivery of the Town’s Strategic, Corporate & Operational Plans.

**First line of defence**

All operational areas of the Town are considered ‘1<sup>st</sup> Line’. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the risk decision-making process.
- Prepare risk acceptance proposals where necessary, based on the level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

**Second line of defence**

The Executive Team act as the primary ‘2<sup>nd</sup> Line’. The Directors own and manage the framework for risk management. They draft, implement and approve the governance procedures and provide the necessary tools and training to support the 1st line process.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1<sup>st</sup> & 3<sup>rd</sup> lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1<sup>st</sup> Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Town’s risk reporting for the CEO & Senior Management Team and the Audit and Risk Management Committee (**Audit Committee**).

Audit and Risk Management Committee Meeting Minutes

14 August 2024

*Third line of defence*

Internal & External Audits are the third line of defence, providing independent assurance to the Council, Audit Committee and Town Management on the effectiveness of business operations and oversight frameworks (1<sup>st</sup> & 2<sup>nd</sup> Line).

- Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO with input from the Audit Committee.
- External Audit – Appointed by Council on the recommendation of the Audit Committee to report independently to the Mayor and CEO on the annual financial statements only.

**Governance Structure**

The following diagram depicts the current operating structure for risk management within the Town.

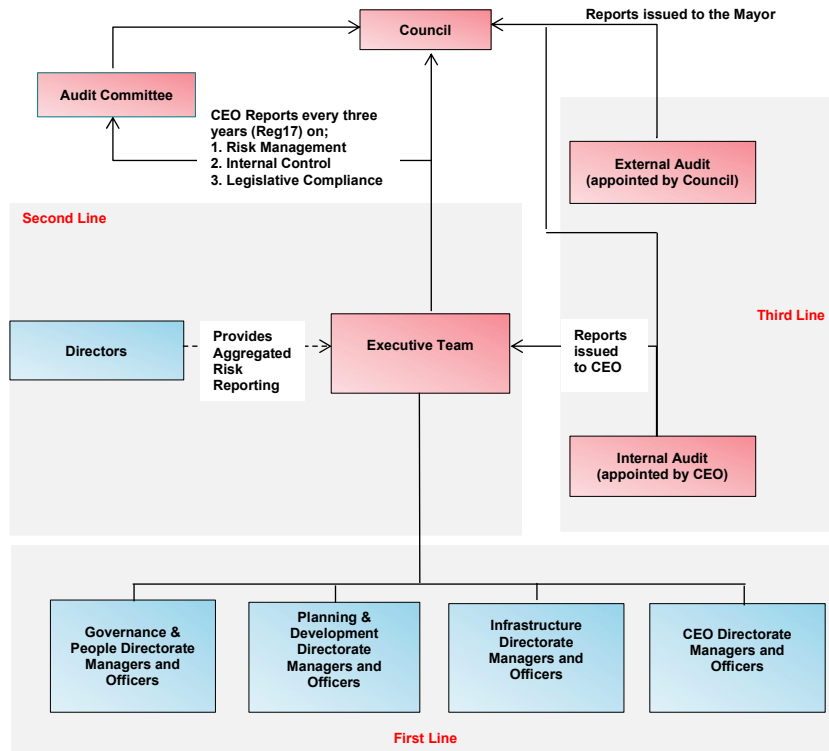


Figure 2: Operating Model

## Roles and Responsibilities

### Chief Executive Officer

The Chief Executive Officer (**CEO**) is the overall sponsor of the risk management process and will set the tone and promote a positive risk management culture by providing firm and visible support for risk management.

The CEO will review the appropriateness and effectiveness of the Town's systems and procedures in regard to risk management, internal controls and legislative compliance at least once every three calendar years and report the results of that review to the Audit Committee.

### Executive Team

The Executive Team are responsible for the oversight of the Risk Management Framework, including the review of risk management procedures and policies on an annual basis. It is responsible for setting the tone and promoting a positive risk management culture within the Town. The Executive Team maintains oversight of the highest level risks and takes responsibility for ensuring mitigation strategies are being implemented.

The Executive Team will drive the risk management process for the organisation by liaising with key stakeholders in both identifying risks, and in the recommendation of further actions to be implemented.

The Executive Team is responsible for overall reporting on the Town's Risk Management Framework, and in the evaluation of the Town's internal controls.

### Management Team

Members of the Management Team are responsible for completing risk management actions for risks identified within their areas. This will be done through liaising and communication of requirements to their relevant staff members and overseeing the action to completion.

### Employees

All employees within the Town are expected to develop an understanding and awareness of risks and how they can contribute to the risk management process. All employees are responsible for escalating/communicating risks to their immediate supervisor. Employees are also required to act in a manner that does not place at risk the health and safety of themselves, other employees, residents and or visitors to the Town.

**Document Structure (Framework)**

The following diagram depicts the relationship between the Risk Management Policy, Procedures and supporting documentation and reports.

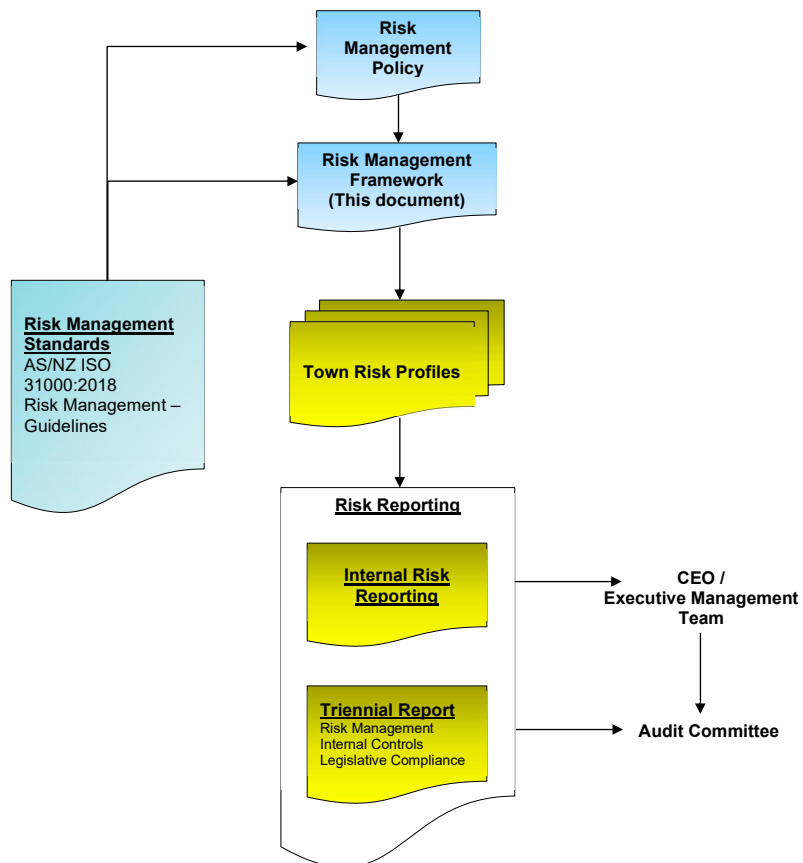


Figure 3: Document Structure

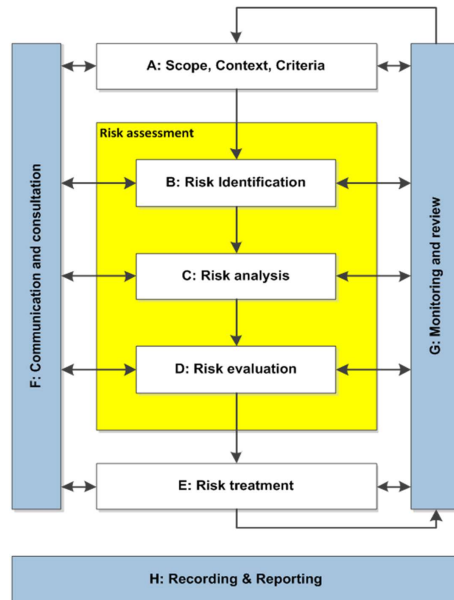
**Risk Management Procedures**

Each Director (assigned as the Control Owner), is accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the Town.
- Reviewed on at least an 18 month rotation, or sooner if there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

The risk management process is standardised across all areas of the Town. The following diagram outlines that process with the following commentary providing broad descriptions of each step.



**Figure 4: Risk Management Process ISO 31000:2018**



**A: Scope, Context, Criteria**

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

**Organisational Criteria**

This includes the Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision-making processes.

**Scope and Context**

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process. Risk sources can be internal or external.

For specific risk assessment purposes the Town has three levels of risk assessment context:

**(i) Strategic Context**

These risks are associated with achieving the organisation's long term objectives. Inputs to establishing the strategic risk assessment context may include;

- Organisational Values / Vision.
- Stakeholder Analysis.
- Environment Scan / SWOT Analysis.
- Strategies / Objectives / Goals (Integrated Planning & Reporting).

The Town's Integrated Strategic planning documents captures the identification and management of its strategic risks.

**(ii) Operational Context**

The Town's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its key activities i.e. what is it aiming to achieve? In addition, existing Risk Profiles are to be utilised where possible to assist in the identification of related risks.

These Risk Profiles are expected to change over time. In order to ensure consistency, any amendments must be approved by the Executive Team.

**(iii) Project Context**

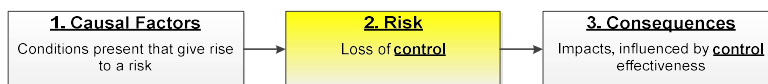
Project Risk has two main components:

- Direct refers to the risks that may arise as a result of project activity (i.e. impacting on process, resources or IT systems), which may prevent the Town from meeting its objectives.
- Indirect refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

**B: Risk Identification**

Once the context has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks. Risks are described as the point along an event sequence where control has been lost. An event sequence is shown below:



**Figure 5: Event (risk) sequence**

Using the specific risk assessment context as the foundation and in conjunction with relevant stakeholders, raise the questions listed below and then capture and review the information within each defined Risk Profile. The objective is to identify potential risks that could stop the Town from achieving its goals. This step is also where opportunities for enhancement or gain across the organisation can be found.

These questions / considerations should be used only as a guide, as unidentified risks can cause major losses through missed opportunities or adverse events occurring. Additional analysis may be required.

Risks can also be identified through other business operations including policy and procedure development, internal and external audits, customer complaints, incidents and systems analysis.

‘Brainstorming’ will always produce a broad range of ideas and all things should be considered as potential risks. Relevant stakeholders are considered to be the subject experts when considering potential risks to the objectives of the work environment and should be included in all risk assessments being undertaken.

Key risks can then be identified and captured within the Risk Profiles.

- What can go wrong? / What are areas of uncertainty? (**Risk Description**)
- How may this risk eventuate? (**Potential Causes**)
- What are the current measurable activities that mitigate this risk from eventuating? (**Controls**)
- What are the potential consequential outcomes of the risk eventuating? (**Consequences**)

**Risk Description** – describe what the risk is and specifically where control may be lost. They can also be described as an event. They are not to be confused with outcomes following an event, or the consequences of an event.

**Potential Causes** – are the conditions that may present or the failures that may lead to the event, or point in time when control is lost (risk).

**Controls** – are measures that modify risk. At this point in the process only existing controls should be considered. They must meet the following three tests to be considered as controls:

1. Is it an object, technological system and / or human action?
2. Does it, by itself, arrest or mitigate an unwanted sequence?
3. Is the required performance specifiable, measureable and auditable?

**Consequences** – need to be impacts to the Town. These can be staff, visitor or contractor injuries; financial; interruption to services; non-compliance; damage to reputation or assets or the environment. There is no need to determine the level of impact at this stage.

**C: Risk Analysis**

To analyse identified risks, the Town’s Risk Assessment and Acceptance Criteria (Appendix A) is now applied.

**Step 1: Determine the Inherent Risk Rating**

There are three components to this step:

1. Determine relevant consequence categories and rate the ‘probable worst consequence’ if the risk eventuated without controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the ‘probable worst consequence’ will eventuate without controls in place. (Likelihood)
3. Using the Town’s Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Rating)

**Step 2: Identify and consider the effectiveness of key controls**

Controls need to be considered from three perspectives:

1. The design effectiveness of each individual key control.
2. The operating effectiveness of each individual key control.
3. The overall or combined effectiveness of all identified key controls.

**Design Effectiveness**

This process reviews the ‘design’ of the controls to understand their potential for mitigating the risk without any ‘operating’ influences. Controls that have inadequate designs will never be effective, no matter if it is performed perfectly every time.

There are four components to be considered in reviewing existing controls or developing new ones:

1. *Completeness* – The ability to ensure the process is completed once. How does the control ensure that the process is not lost or forgotten, or potentially completed multiple times?
2. *Accuracy* – The ability to ensure the process is completed accurately, that no errors are made or components of the process missed.
3. *Timeliness* – The ability to ensure that the process is completed within statutory timeframes or internal service level requirements.
4. *Theft or Fraud* – The ability to protect against internal misconduct or external theft / fraudulent activities.

It is very difficult to have a single control that meets all the above requirements when viewed against a Risk Profile. It is imperative that all controls are considered so that the above components can be met across a number of controls.

**Operating Effectiveness**

This process reviews how well the control design is being applied. Similar to above, the best designed control will have no impact if it is not applied correctly. As this generally relates to the human element of control application there are four main approaches that can be employed by management or the risk function to assist in determining the operating effectiveness and / or performance management.

- *Re-perform* – this is only applicable for those short timeframe processes where they can be re-performed. The objective is to re-perform the same task, following the design to ensure that the same outcome is achieved.

- *Inspect* – review the outcome of the task or process to provide assurance that the desired outcome was achieved.
- *Observe* – physically watch the task or process being performed.
- *Inquire* – through discussions with individuals / groups determine the relevant understanding of the process and how all components are required to mitigate any associated risk.

**Overall Effectiveness**

This is the value of the combined controls in mitigating the risk. All factors as detailed above are to be taken into account so that a considered qualitative value can be applied to the ‘control’ component of risk analysis.

The criterion for applying a value to the overall control is the same as for individual controls and can be found in Appendix A under ‘Existing Control Ratings’.

**Step 3: Determine the Residual Risk Rating**

There are three components to this step:

1. Determine relevant consequence categories and rate the ‘probable worst consequence’ if the risk eventuated with existing controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the ‘probable worst consequence’ will eventuate with existing controls in place. (Likelihood)
3. Using the Town’s Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Rating)

**D: Risk Evaluation**

Risk evaluation takes the residual risk rating and applies it to the Town’s Risk Acceptance Criteria (Appendix A) to determine whether the risk is within acceptable levels to the Town.

The outcome of this evaluation will determine whether the risk is low; moderate; high or extreme.

It will also determine through the use of the Risk Acceptance Criteria, what (if any) high level actions or treatments need to be implemented.

Note: Individual Risks or Issues may need to be escalated due to urgency, level of risk or of a systemic nature.

**E: Risk Treatment**

There are generally two requirements following the evaluation of risks.

1. In all cases, regardless of the residual risk rating; controls that are rated ‘Inadequate’ must have a treatment plan (action) to improve the control effectiveness to at least ‘Adequate’.
2. If the residual risk rating is high or extreme, treatment plans must be implemented to either:
  - a. Reduce the consequence of the risk materialising.
  - b. Reduce the likelihood of occurrence.

(Note: these should have the desired effect of reducing the risk rating to at least moderate)

  - c. Improve the effectiveness of the overall controls to ‘Effective’ and obtain delegated approval to accept the risk as per the Risk Acceptance Criteria.

Once a treatment has been fully implemented, the CEO is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

**F: Communication & Consultation**

Effective communication and consultation are essential to ensure that those responsible for managing risk, and those with a vested interest, understand the basis on which decisions are made and why particular treatment / action options are selected or the reasons to accept risks have changed.

As risk is defined as the effect of uncertainty on objectives, consulting with relevant stakeholders assists in the reduction of components of uncertainty. Communicating these risks and the information surrounding the event sequence ensures decisions are based on the best available knowledge.

**G: Monitor & Review**

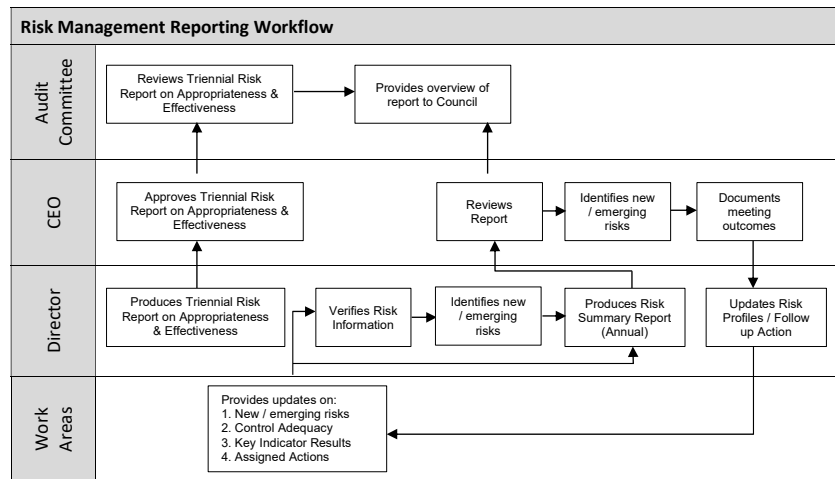
It is essential to monitor and review the management of risks, as changing circumstances may result in some risks increasing or decreasing in significance.

By regularly reviewing the effectiveness and efficiency of controls and the appropriateness of treatment / action options selected, we can determine if the organisation’s resources are being put to the best use possible.

During the quarterly reporting process, management are required to review any risks within their area and follow up on controls and treatments / action mitigating those risks. Monitoring and the reviewing of risks, controls and treatments also apply to any actions / treatments to originate from an internal audit. The audit report will provide recommendations that effectively are treatments for risks that have been tested during an internal review.

**H: Recording & Reporting**

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



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Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new, emerging risks, control effectiveness and any relevant key indicator performance to the Director.
- Work through assigned actions and provide relevant updates to the Director
- Risks / Issues reported to the CEO & Executive Team are reflective of the current risk and control environment.

The Director/s are responsible for:

- Ensuring Town Risk Profiles are formally reviewed and updated, at least on an 18 month rotation or earlier when there has been a material restructure, change in risk ownership or change in the external environment.
- Annual Risk Reporting for the CEO & Executive Team – Contains an overview of the Risk Summary for the Town.

Audit Committee

- The Audit Committee is responsible for reviewing reports from the CEO on the appropriateness and effectiveness of the Town’s systems and procedures in relation to risk management, internal control and legislative compliance.
- The Audit Committee will report to Council the results of that review including a copy of the CEO’s report.

**Risk Profiles**

**Strategic Risks**

The Town captures its strategic risks through the development and implementation of the Town’s Strategic Plan.

**Operational Risks**

- |   |  |                                    |
|---|--|------------------------------------|
| • Asset Sustainability                        | • Business and Community Disruption            | • Compliance Obligations           |
| • Document Management                         | • Employment Practices                         | • Community Engagement             |
| • Environment Management                      | • Errors, Omissions and Delays                 | • External Theft and Fraud         |
| • Management of Facilities, Venues and Events | • IT, Communication Systems and Infrastructure | • Misconduct                       |
| • Project / Change Management                 | • Safety & Security Practices                  | • Supplier and Contract Management |

The Town utilises risk profiles to capture its operational risks. The profiles assessed are:

For each category, the profile contains the following:

- Objective.
- Risk Event.
- Potential Causes.

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- Key Controls / Control Type .
- Control Adequacy.
- Control owner.
- Risk Rating.
- Actions and Responsibility.

**Key Indicators**

Key Indicators may be used for monitoring and validating key risks and controls. The following describes the process for the creation and reporting of Key Indicators:

- Identification.
- Validity of Source.
- Tolerances.
- Monitor & Review.

**Identification**

The following represent the minimum standards when identifying appropriate Key Indicators:

- The risk description and casual factors are fully understood
- The Key Indicator is fully relevant to the risk or control
- Predictive Key Indicators are adopted wherever possible
- Key Indicators provide adequate coverage over monitoring key risks and controls

**Validity of Source**

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Key Indicator data is relevant to the risk or control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Key Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Key Indicator, the data is required to be revalidated to ensure reporting of the Key Indicator against a consistent baseline.

**Monitor & Review**

All active Key Indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing Key Indicators, the overall trend must be considered over a longer timeframe than that of individual data movements only. The trend of the Key Indicators is specifically used as an input to the risk and control assessment.

### **Risk Acceptance**

Day to day operational management decisions are generally managed under the delegated authority framework of the Town.

Risk Acceptance is a management decision to accept, within authority levels, material risks which will remain outside appetite framework (refer Appendix A – Risk Assessment & Acceptance Criteria).

The following process is designed to provide a framework for those identified risks.

The 'Risk Acceptance' must be in writing, signed by the relevant Manager, and include:

- A description of the risk and the reasons for holding a risk outside appetite
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc.)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

A lack of budget / funding to remediate a material risk outside appetite is not sufficient justification in itself to accept a risk.

Accepted risks must be continually reviewed through standard operating reporting structure (i.e. Executive Team)



**Appendix A- Risk Assessment and Acceptance Criteria**

Measures of Consequence									
Rating(Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
<b>Insignificant (1)</b>	Near miss. Minor first aid injuries	Less than \$20,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
<b>Minor (2)</b>	Medical type injuries	\$20,001 - \$100,000	Short term temporary interruption – backlog cleared < 1 day	Some temporary non-compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
<b>Moderate (3)</b>	Lost time injury <30 days	\$100,001 - \$500,000	Medium term temporary interruption – backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
<b>Major (4)</b>	Lost time injury >30 days	\$500,001 - \$1,000,000	Prolonged interruption of services – additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
<b>Catastrophic (5)</b>	Fatality, permanent disability	More than \$1,000,000	Indeterminate prolonged interruption of services – non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year
4	Likely	The event will probably occur in most circumstances(>50% chance)	At least once per year
3	Possible	The event should occur at some time(>20% chance)	At least once in 3 years
2	Unlikely	The event could occur at some time(<10% chance)	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances(<5% chance)	Less than once in 15 years

Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost-Certain	5	Moderate (5)	High (10)	High (10)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk Acceptance Criteria			
Risk Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Supervisor/ Coordinator/ Team Leader
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Manager
HIGH	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management / executive and subject to monthly monitoring	Executive Team
EXTREME	Unacceptable	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO & Council

Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	There is <u>little</u> scope for improvement.	Processes (Controls) operating as intended and aligned to Policies / Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is <u>some</u> scope for improvement.	Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a <u>need</u> for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist, or are not being complied with. Have not been reviewed or tested for some time.

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<u>LEVEL</u>	<u>RANK</u>	<u>WORKPLACE HEALTH AND SAFETY (PHYSICAL OR PSYCHOLOGICAL IMPACT)</u>	<u>FINANCIAL (OPERATIONAL)</u>	<u>REPUTATION</u>	<u>ORGANISATIONAL PERFORMANCE</u>	<u>COMPLIANCE</u>	<u>ENVIRONMENT AND HERITAGE</u>
1	Insignificant	No physical injuries.  No expected psychological impact.	< \$100,000  or  < 2% of operational budget	Isolated individual's issue-based complaint.  No media coverage.	Impact managed through normal business practices.	No noticeable regulatory or statutory impact	Low localised event with no broader environmental or heritage impacts.
2	Minor	Minor physical injury.  Minor psychological impact.	.\$100,000 - \$500,000  or  2-5% of operational budget	Local community impacts or issue-based concerns.  Short term adverse social media.	Impact requires additional local management effort or response or redirection of resources to respond.	Some temporary non-compliances	Minor delay impacting on ability to meet environmental and/or heritage expectations.
3	Medium	Reportable physical injury requiring professional treatment.  Psychological impact requiring professional treatment.	.\$500,000 - \$2M  or  5-10% of operational budget	Customer or community impacts and concerns publicly expressed.  Reduced confidence by customers, community and other stakeholders. Significant negative media attention requiring significant management resources to respond.	Delays to critical operations. Administration of project or activity subject to significant review or change.  One or more business objectives only partially achieved. Impact requires short term significant management and organisational resources to respond.	Short term non-compliance but with significant regulatory requirements imposed	Short term but recoverable environmental degradation.  Significant but rectifiable damage to valued heritage asset.
4	Major	Serious injury/illness requiring immediate emergency response or prolonged hospitalisation.  Serious psychological injury requiring medium/long term professional medical treatment, counselling, or intervention.	.\$2M - \$5M  or  10-25% of operational budget	Considerable and prolonged customer or community impact and dissatisfaction publicly expressed.  Criticism and loss of confidence and trust in organisations processes and capabilities.  Organisation's integrity in question. Sustained negative social media campaign.	Sustained disruption to critical operations Majority of business objectives only partially Impact requires long term significant management and organisational resources to respond.	Significant breach of legal obligations results in termination of activities, imposed penalties or civil actions.	Severe damage, loss or impairment (> 1 year to remediate or recover) of a significant ecosystem/threatened species (flora and/or fauna)  Large scale damage or partial loss requiring long term remediation of a valued heritage asset.

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5	Catastrophe	<p>Death or severe permanent disablements.</p> <p>Permanent/long term psychological damage requiring extensive remedial intervention.</p>	<p>&gt; \$5M</p> <p>or</p> <p>&gt;25% operational budget</p>	<p>Significant adverse community impact and condemnation.</p> <p>Consistent ongoing community loss of confidence and trust in organisation's capabilities and intentions.</p> <p>High widespread media across multiple sources.</p>	<p>Total loss of critical operations. Non achievement of all business objectives.</p> <p>Impact cannot be managed within the organisation's existing resources and threatens survival of the organisation.</p>	<p>Severe breach of legal obligations results in criminal charges or loss of required operating licenses.</p>	<p>Permanent loss of significant ecosystem or threatened/vulnerable species (flora and/or fauna).</p> <p>Permanent, total and irreplaceable loss of national and internationally valued state heritage.</p>
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**MEASURES OF LIKELIHOOD**

<u>LEVEL</u>	<u>DESCRIPTOR</u>	<u>DESCRIPTION #1</u>	<u>FREQUENCY</u>	<u>PROBABILITY (Projects)</u>
1	<u>Rare</u>	<u>The event may occur only in exceptional circumstances.</u>	<u>Less than once in 5 years</u>	<u>&lt;5%</u>
2	<u>Unlikely</u>	<u>The event could occur at some time.</u>	<u>At least once in 5 years</u>	<u>5-25%</u>
3	<u>Possible</u>	<u>The event should occur at some time.</u>	<u>At least once in 3 years</u>	<u>25-75%</u>
4	<u>Likely</u>	<u>The event will probably occur in most circumstances.</u>	<u>Once per 1 year</u>	<u>75-95%</u>
5	<u>Almost certain</u>	<u>The event is expected to occur in most circumstances.</u>	<u>More than once per year</u>	<u>&gt;95%</u>

**EXISTING CONTROLS**

<u>LEVEL</u>	<u>DESCRIPTOR</u>	<u>DESCRIPTION</u>
<u>R</u>	<u>Robust</u>	<u>Controls are adequate and fully effective. Overall control environment provides strong assurance that the risk is being managed. Control objectives are being met and no material improvements to controls have been identified.</u>
<u>A</u>	<u>Adequate</u>	<u>A few specific control weaknesses noted however the overall control environment is adequate and effective and provides reasonable assurance that the risk is being managed. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.</u>
<u>I</u>	<u>Inadequate</u>	<u>Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.</u>

RISK MATRIX

<u>CONSEQUENCE</u>	<u>5 Catastrophic</u>	<u>5</u>	<u>10</u>	<u>15</u>	<u>20</u>	<u>25</u>
	<u>4 Major</u>	<u>4</u>	<u>8</u>	<u>12</u>	<u>16</u>	<u>20</u>
	<u>3 Medium</u>	<u>3</u>	<u>6</u>	<u>9</u>	<u>12</u>	<u>15</u>
	<u>2 Minor</u>	<u>2</u>	<u>4</u>	<u>6</u>	<u>8</u>	<u>10</u>
	<u>1 Insignificant</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
		<u>1 Rare</u>	<u>2 Unlikely</u>	<u>3 Possible</u>	<u>4 Likely</u>	<u>5 Almost Certain</u>
<u>LIKELIHOOD</u>						

CRITERIA FOR MANAGING RISK

<u>LEVEL OF RISK</u>	<u>CRITERIA FOR MANAGEMENT OF RESIDUAL RISK</u>	<u>REPORTING TO</u>	<u>WHO IS RESPONSIBLE</u>
<u>Low</u> <u>(1-6)</u>	<u>Acceptable with adequate controls</u> <u>(subject to alignment with risk tolerance and appetite)</u>	<u>Annual reporting to Audit Committee</u>	<u>Risk Owner</u>
<u>Moderate</u> <u>(7-11)</u>	<u>Acceptable with adequate controls</u> <u>(subject to alignment with risk tolerance and appetite)</u>	<u>Annual reporting to Audit Committee</u>	<u>Risk Owner</u>
<u>High</u> <u>(12-15)</u>	<u>Requires robust controls</u> <u>Refer to CEO/Director for acceptance decision</u>	<u>Monthly reporting to CEO, Quarterly reporting to Audit Committee</u>	<u>CEO/Director</u>
<u>Extreme</u> <u>(16-25)</u>	<u>Unacceptable</u> <u>Refer to Council/CEO for next steps</u>	<u>Immediate and ongoing reporting to CEO, Audit Committee and Council</u>	<u>Council/CEO</u>

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Document Control Box			
<b>Owner:</b>	Chief Executive Officer	<b>Business Unit:</b>	Risk
<b>Legislation and Other References:</b>	Local Government (Audit) Regulations 1996 LG534 Risk Management AS/NZ ISO 31000:2018 Risk management - Guidelines		
Document Management:			
<b>Review Frequency:</b>	Every three years	<b>Next Review Date</b>	2027 <sup>4</sup>
Version Control	Approval Date	Reference	
1.	8 February 2022	Council Resolution 006/22	
2.			



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Town of Claremont  
Strategic Risk Register

Strategy Ref No	Risk Identification & Analysis				Current Risk Assessment (Residual)					Risk Strategy (i.e. ACCEPT, TOLERATE, REDUCE / IMPROVE CONTROLS)	Risk Owner
	Risk Context	Risk Description	Possible Causes	Existing Controls	Risk Rating						
					Control Rating	Consequence Category	Consequence Rating	Likelihood Rating	Level of Risk		
1.2a	L&G Demonstrate a high standard of governance and accountability	Failure to ensure ethical and accountable Council governance and decision-making at the Town	<ul style="list-style-type: none"> <li>Ineffective partnership between Council and Administration;</li> <li>Cost and time required to keep up with increasing burden of legislative changes</li> <li>Council's lack of understanding governance requirements and role;</li> <li>Lack of alignment of Council with strategy</li> <li>Council fails to act "for the good of the whole";</li> <li>Short term focus of Council members (impacting support for longer term sustainability focus)</li> </ul>	<ol style="list-style-type: none"> <li>Code of Conduct For Council Members, Committee Members and Candidates</li> <li>Employee Code of Conduct</li> <li>Council endorsed documents forming Governance Framework- Council Policies, Integrated Planning Documents, Council Committees</li> <li>Councillor Induction and ongoing training - Forums, workshops</li> </ol>	Robust	Reputation Organisational Performance Compliance WHS	Medium (3) Medium (3) Medium (3)	Unlikely (2) Unlikely (2) Rare (1)	Low (6)	Accept	Executive Leadership Team
1.2b (and 1.6)	L&G: Demonstrate a high standard of management and strategic planning	Failure to ensure effective leadership and management	<ul style="list-style-type: none"> <li>Prolonged vacancies and likelihood of staff acting in dual roles</li> <li>Inexperienced leadership/executive</li> <li>Poor quality planning, execution, oversight and reporting of the Town's activities</li> <li>Insufficient capacity to capitalise on technology innovation to improve efficiencies</li> <li>Reduction in LG powers and authorities by Government</li> <li>Cost and time required to keep up with increasing burden of legislative changes</li> <li>Unbalanced workload vs staff resources</li> </ul>	<ol style="list-style-type: none"> <li>Employee Code of Conduct</li> <li>Integrated Planning and Reporting</li> <li>Annual Budget Process (Council approval of staff resources)</li> <li>HR Policies and Procedures</li> <li>Position Descriptions</li> <li>Performance Assessment Cycles</li> <li>Leadership development (includes succession planning, career progression framework, leadership capability framework)</li> <li>Staff Surveys</li> </ol>	Adequate	Reputation Organisational Performance Compliance WHS	Minor (2) Minor (2) Minor (2)	Unlikely (2) Possible (3) Possible (3) Unlikely (2)	Low (6)	Accept	Executive Leadership Team
1.3	L&G: Manage our finances responsibly and improve financial sustainability	Failure to ensure the viability and long term sustainability of the Town's financial position	<ul style="list-style-type: none"> <li>Ineffectiveness in long term financial planning (LTFP) including poor modeling/unrealistic assumptions</li> <li>Insufficient financial capacity/reserves to deal with demographic and market fluctuations</li> <li>Poor financial governance and management</li> <li>Overshare on rate income / insufficient diversification / alternate income streams</li> <li>Council deviation from Financial Strategy</li> <li>Failure to forecast and mitigate significant financial shocks</li> <li>Increased cost of borrowing</li> <li>Increasing rates debts due to financial strain experienced by rate payers</li> <li>Reduced funding from State / Federal sources</li> <li>Impact of recovery activities from natural events such as fires/floods/storms on financial reserves</li> </ul>	<ol style="list-style-type: none"> <li>Long Term Financial Plan</li> <li>Integrated Planning and Reporting Framework</li> <li>Council Finance Policies</li> <li>Annual Budget Process and Reviews</li> <li>Internal Audit functions - review of creditors payment and payroll by multiple parties</li> <li>Regulation 17 and 5 reviews</li> <li>External Audit - Annual</li> <li>Monthly financial reporting</li> <li>Audit and Risk Management Committee</li> <li>Software controls in relation to purchasing (i.e. raising and approval of purchase orders)</li> <li>Staff training</li> <li>Delegated authorities and purchasing limits</li> </ol>	Adequate	Financial Reputation Organisational Performance Compliance	Catastrophic (5)	Rare (1)	Low (5)	Accept	Executive Leadership Team
1.4	L&G: Create an environment to support and develop our staff	Inability to develop and maintain a competent, capable and culturally aligned workforce	<ul style="list-style-type: none"> <li>Increasing cost of labour and limitations associated with a small organisation (and banded salary constraints);</li> <li>Inability to attract staff (e.g. Increasing market remuneration levels / Lack of availability of workforce in the market)</li> <li>Workforce fatigue;</li> <li>Lack of development and ongoing training opportunities / lack of career paths;</li> <li>Budget constraints</li> <li>Key person dependency;</li> <li>Ability to offer full time work (many positions are part time)</li> <li>Workforce skills, experience and capability may not be aligned with the services, functions, operations of the Town</li> </ul>	<ol style="list-style-type: none"> <li>Workforce Plan</li> <li>Performance Assessment Cycles</li> <li>Internal Communications</li> <li>Employee Code of Conduct</li> <li>Enterprise Bargaining Agreement</li> <li>Training and Development</li> <li>Reward and recognition framework</li> <li>Organisational vision and values and cultural alignment</li> <li>Leadership and Management Support</li> <li>Flexibility e.g. working hours, WFH days, RDOs</li> <li>Organisational reputation</li> </ol>	Adequate	Reputation Organisational Performance	Minor (2) Medium (3)	Possible (3) Possible (3)	Moderate (9)	Accept	Executive Leadership Team
2.1	People: Effectively manage and enhance the Town's community facilities in response to a growing community	Failure to strategically plan, deliver and maintain infrastructure and assets to support the Town's community aspirations and predicted growth	<ul style="list-style-type: none"> <li>Aging facilities / legacy issues with existing assets;</li> <li>Lack of forward/lifecycle planning and maintenance</li> <li>Lack of understanding of future community needs;</li> <li>Disconnect with Council over future infrastructure and asset needs;</li> <li>Asset management planning not aligned with broader strategic objectives</li> <li>Planning fails to consider then impact of climate change;</li> <li>Infrastructure delivery project failures or constraints (e.g. supply chain issues / increasing construction costs etc)</li> </ul>	<ol style="list-style-type: none"> <li>Integrated Planning and Reporting framework</li> <li>Dedicated planning/asset management resources</li> <li>Asset Management Plans</li> <li>Budgeting process</li> <li>Community Survey</li> <li>Local Planning Strategy</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3)	Rare (1)	Low (3)	Accept	Executive Leadership Team
2.2, 2.4, 2.5, 2.6	People: Facilitate opportunities for social participation (across all demographics), and health, learning and inclusion through programmes events, activities and services.	Failure to support and/or deliver quality and responsive services, which meet the needs and expectations of the community, including seniors and youths, as well as capitalising on Town's history and culture	<ul style="list-style-type: none"> <li>Lack of agreement and understanding of stakeholders and their expectations;</li> <li>Ineffective engagement with the community or key stakeholders;</li> <li>Inadequate internal systems and processes to manage stakeholders (CRM)</li> <li>Differing views/priorities of the community</li> <li>Town/Council lack of understanding of the value of the service to the customer</li> <li>Lack of focus on of the Towns history and culture</li> </ul>	<ol style="list-style-type: none"> <li>Integrated Planning and Reporting framework</li> <li>Community Engagement Strategy/Process</li> <li>Stakeholder Engagement and Management Strategy</li> <li>Community Survey</li> <li>Media monitoring</li> <li>Customer Service Requests / Data</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3)	Unlikely (2)	Low (6)	Accept	Executive Leadership Team

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Town of Claremont  
Strategic Risk Register

3.1	Liveability: Promote and support initiatives that improve traffic flow	Failure to plan for, promote and support improved traffic flow	<ul style="list-style-type: none"> <li>- Government approved development with no or inadequate local area traffic management planning</li> <li>- Limitations around what is a State v LG responsibility / issues around lack of role clarity (i.e.: public transport networks).</li> <li>- Reliance on state government strategy and planning to set the direction for major transport routes.</li> <li>- Change in mode of transport e.g. shared car ownership, auto vehicles, aging population increasing use of personal mobile devices, use of alternative vehicles such as e-scooters/e-bikes (especially amongst younger demographic).</li> <li>- cost of moving to more sustainable options e.g. EV strategy, cycle paths</li> <li>- Differing views/priorities of the community</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Local Planning Strategy and Local Planning Policies</li> <li>3. Traffic Management Working Group</li> <li>4. Maintaining relationships with state government</li> <li>5. Traffic Studies</li> <li>6. Long Term Financial Planning</li> <li>7. Asset Management Plans</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3) Minor (2)	Possible (3) Possible (3)	Moderate (9)	Accept	Executive Leadership Team
3.2 3.4 and 2.3	Liveability: Provide clean, usable, safe and attractive and accessible streetscapes and public spaces (supporting participation, prosperity and enjoyment)	Failure to provide clean, usable, safe, attractive and accessible streetscapes and public spaces	<ul style="list-style-type: none"> <li>- Poor consultation with the community / lack of understanding of desires</li> <li>- Failure to respond to societal / cultural trends and changing community focus (e.g. through lack of agility);</li> <li>- Lack of consideration of community safety in the design of services, programs, events, buildings and infrastructure;</li> <li>- Lack of clarity over interface with other 'safety' focussed organisation e.g. Police</li> <li>- Community expectations greater than budget provision</li> <li>- Limited role of the Town in relation to community safety / community expectations in this area greater than funded responsibility (reliance on State Government departments for actions and funding)</li> <li>- External factors impacting liveability - e.g. Impact of unfinished buildings/developments associated with economic downturn/builder issues, safety issues / increased crime</li> </ul>	<ol style="list-style-type: none"> <li>1. Community Survey</li> <li>2. Integrated planning framework</li> <li>3. Active support of Community led initiatives</li> <li>4. Local Planning Strategy</li> <li>5. Community Safety and Crime Prevention Plan</li> </ol>	Adequate	Reputation Organisational Performance	Minor (2)	Unlikely (2)	Low (4)	Accept	Executive Leadership Team
3.3	Liveability: Balance the Town's historical character with complementary, well designed development	Development fails to be in balance with, and compliment the Town's historic character.	<ul style="list-style-type: none"> <li>- Government development and planning decisions overruling Local Government Heritage planning initiatives/directions</li> <li>- Misalignment between Council and community views</li> </ul>	<ol style="list-style-type: none"> <li>1. Local Planning Strategy</li> <li>2. Local Planning Policies</li> <li>3. Heritage List</li> <li>4. Integrated Planning Framework</li> <li>5. Community Surveys</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2) Minor (2) Major (4)	Possible (3) Unlikely (2) Rare (1)	Moderate (6)	Accept	Executive Leadership Team
4.1	ES: Take a leadership in the community in environmental sustainability	The Town is not seen as a leader in the area of environmental sustainability.	<ul style="list-style-type: none"> <li>- Lack of understanding (and measurement) of how the Town's activities and decisions contribute to the drivers of climate change.</li> <li>- Lack of funding to respond appropriately to the drivers of climate change</li> <li>- Lack of clear targets/strategy for carbon reduction / reductional fossil fuel usage</li> <li>- Lack of funding to respond sustainability standards and requirements (e.g. sustainable design standards)</li> <li>- Insufficient non-financial resources (and therefore lack of focus)</li> <li>- Community expectations greater than capacity of the Town to respond</li> <li>- Climate change and increasing frequency of natural events such as storms, floods etc requiring increased focus and resources to manage</li> <li>- Insufficient knowledge / capacity/resources to deal with invasive species impacting tree canopy and natural environments.</li> </ul>	<ol style="list-style-type: none"> <li>1. Emergency Management Committees and Arrangements</li> <li>2. Integrated Planning and Reporting Framework</li> <li>3. Membership and Activities of Western Suburbs Alliance and Western Australian Local Government Association</li> <li>4. Council Policies e.g. Fleet Management</li> <li>5. Annual Budget / Long Term Financial Plan</li> </ol>	Adequate	Reputation Environment and Heritage	Medium (3) Minor (2)	Unlikely (2) Unlikely (2)	Moderate (6)	Accept	Executive Leadership Team
4.2a	ES: Aim for best practice in water usage in line with community expectations	Failure to manage both the use of and impact on water supply across the Town's activities in line with community expectations,	<ul style="list-style-type: none"> <li>- Changes to Government Water Policy</li> <li>- Lack of information relating to water usage across the Town</li> <li>- Insufficient strategic priority/focus in long term planning</li> <li>- Natural limitations e.g. reducing water availability and adverse natural events</li> </ul>	<ol style="list-style-type: none"> <li>1. Council Environmental Sustainability Policies</li> <li>2. Water Wise Accreditation</li> <li>3. Use of alternative water sources e.g. bore water</li> <li>4. Integrated Planning and Reporting Framework</li> <li>5. Lake Claremont and Foreshore Management Plans</li> <li>6. Lake Claremont and Foreshore Advisory Committees</li> </ol>	Adequate	Reputation Environment and Heritage	Minor (2)	Unlikely (2)	Low (4)	Accept	Executive Leadership Team
4.2b	ES: Aim for best practice in waste minimisation in line with community expectations	Failure to manage waste across the Town's activities in a sustainable and responsible way.	<ul style="list-style-type: none"> <li>- Impact of changing waste management landscape (WZE, FOGO).</li> <li>- Requirement to follow state government initiatives such as FOGO</li> <li>- Lack of clear waste management strategy and targets</li> <li>- Reluctance of community to change behaviours re waste management</li> <li>- Town out of step with other local governments - e.g. number of bins, FOGO and verge collections</li> <li>- Increasing costs and community attitudes / potential misalignments</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Membership of Western Metropolitan Regional Council</li> <li>3. Membership and Activities of Western Suburbs Alliance and Western Australian Local Government Association</li> <li>4. Appointment of reliable waste management contractors</li> <li>5. Community education about waste management</li> <li>6. Waste Local Law</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2)	Unlikely (2)	Low (4)	Accept	Executive Leadership Team

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**Town of Claremont  
Strategic Risk Register**

4.3	ES: Protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore	Council planning, decision making processes and/or activities fail to effectively and responsibly protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore	<ul style="list-style-type: none"> <li>- Increasing community expectations and focus</li> <li>- Changing complex legislative and policy environment</li> <li>- Competing priorities</li> <li>- Lack of internal capability and capacity (including dedicated resources)</li> <li>- Lack of clear strategy, direction and focus</li> <li>- Inaction from State Government (e.g. PSHB)</li> <li>- Lengthy process to obtain approvals for works on areas of environmental significance</li> <li>- Failure to capitalise/protect strong relationship and support from the Friends of Lake Claremont</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Local Planning Strategy, Schemes and Policies</li> <li>3. Lake Claremont and Foreshore Advisory Committees</li> <li>4. Lake Claremont Management Plan</li> <li>5. Foreshore Management Plan</li> <li>6. Community Surveys</li> <li>7. Association with Friends of Lake Claremont</li> <li>8. Annual Budget</li> <li>9. Animal Local Law</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2)	Rare (1)	Low (2)	Accept	Executive Leadership Team
5.1, 5.2 and 5.3	Local Prosperity: Plan for the development of attractive and thriving activity nodes to support new and existing local small businesses and entrepreneurial activity (including tourism)	Failure to engage and partner with business and development stakeholders to promote, advocate and support opportunities to live, work, visit and invest in the Town	<ul style="list-style-type: none"> <li>- Failure to identify relevant ED priorities</li> <li>- Insufficient budget allocated to support ED activities</li> <li>- Lack of support and grant funding from Federal or State Government for economic initiatives</li> <li>- Economic development strategies fail to attract and support commercial investment</li> <li>- Insufficient promotion of the Town, its strengths and achievements</li> <li>- Commercial to residential land availability issues</li> <li>- Infrastructure planning and development not aligned with economic development objectives</li> <li>- Failure to capitalise on the opportunity for Claremont Town Centre to be a visitor/tourism destination</li> <li>- Government approved developments not in the interest of small businesses and/or detract from investment or tourism opportunities</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Annual Budgeting Process</li> <li>3. Special Area Rate and matched Council funding</li> <li>4. Claremont Town Centre Advisory Committee</li> <li>5. Relationships with Local Businesses</li> </ol>	Robust	Reputation Financial	Medium (3)	Rare (1)	Low (3)	Accept	Executive Leadership Team

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TOWN OF CLAREMONT RISK APPETITE MATRIX - SUMMARY

**KEY:**

**ALARP** – Risk must be managed to 'As Low As Reasonably Practicable'. Controls must be 'Robust'. There is no tolerance for breaches of controls or standards.

**LIMITED** – Some appetite for LOW risks in this area however no tolerance for substantive risks at any time.

**BALANCED** – MODERATE levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity outweighs the risk, and the controls are in place and effective.

**ENHANCED** – HIGH levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity significantly outweighs the risk, and a strong control environment ('Robust') can be maintained.

RISK APPETITE CATEGORIES	CONSEQUENCE CATEGORIES						
	Workplace Health and Safety	Financial	Reputation	Organisational Performance	Compliance	Environment and Heritage	
Maximum tolerable impact	ALARP	MEDIUM i.e. <\$2M (Level 3 impact)	MEDIUM (Level 3 impact)	MEDIUM (Level 3 impact) for non critical services and strategic initiatives MINOR (Level 2) for critical services	MINOR (Level 2 impact)	MINOR (Level 2 impact)	
Governance and Leadership	ALARP - As Low As Is Reasonably Practicable	LIMITED				LIMITED	LIMITED
Strategic / External Factors		BALANCED	BALANCED	BALANCED			
Financial sustainability		LIMITED	LIMITED	BALANCED			
People - Organisational Capability and Conduct		LIMITED	LIMITED	BALANCED			
Financial Management		LIMITED					
Assets and Facilities		LIMITED					
ICT, Information and Data		LIMITED					
Business/Management Systems and Processes		BALANCED	BALANCED	LIMITED			
Community Services		BALANCED	BALANCED	LIMITED			

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TOWN OF CLAREMONT DRAFT RISK APPETITE MATRIX						
KEY:						
<p><b>ALARP</b> – Risk must be managed to 'As Low As Reasonably Practicable'. Controls must be 'Robust'. There is no tolerance for breaches of controls or standards.</p> <p><b>LIMITED</b> – Some appetite for <b>LOW</b> risks in this area however no tolerance for substantive risks at any time.</p> <p><b>BALANCED – MODERATE</b> levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity outweighs the risk, and the controls are in place and effective.</p> <p><b>ENHANCED – HIGH</b> levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity significantly outweighs the risk, and a strong control environment ('Robust') can be maintained.</p>						
RISK APPETITE CATEGORIES	CONSEQUENCE CATEGORIES					
	Workplace Health and Safety Impact of risk: Physical or psychological injury to employees, contractors, volunteers and/or visitors.	Financial Impact of risk: Unbudgeted/unplanned financial loss.	Reputation Impact of risk: Reduced community and stakeholder reputation and trust.	Organisational Performance Impact of risk: Delays and/or non-delivery of strategic objectives, projects and services.	Compliance Impact of risk: Breach of legislation, regulation or policy.	Environment and Heritage Impact of risk: Damage to environment or heritage assets
MAXIMUM TOLERABLE IMPACT (as defined in the Risk Assessment Tables - Consequence)	ALARP	MEDIUM i.e. <\$2M (Level 3 Impact)	MEDIUM (Level 3 Impact)	MEDIUM (Level 3 Impact) for non critical services and strategic initiatives] MINOR (Level 2) for critical services[	MINOR (Level 2 Impact)	MINOR (Level 2 Impact)
<b>Governance and Leadership</b> Risks arising from poor or minimal governance and leadership across all aspects of the Town.	We have a <b>LIMITED</b> appetite for any risk associated with poor or ineffective governance, or unethical or ineffective leadership or decision-making. We expect the Council and Administration staff to uphold the highest levels of integrity and we expect appropriate governance structure, systems and processes to be in place and effective.					
<b>Strategic / External factors</b> Risks arising from the management of strategic/external factors and the delivery of initiatives and innovation.	We have a <b>BALANCED</b> appetite for risk arising from external factors impacting our financial position, such as changes to the funding environment, economic conditions etc. External factors will be monitored, and controls maintained to protect the Town from any major threats. We have a <b>BALANCED</b> appetite for pursuing strategic initiatives and innovation, where the potential financial risk is outweighed by the opportunity.		We have a <b>BALANCED</b> appetite for reputation risk arising from the pursuit of strategic initiatives and opportunities, where the benefit of the opportunity outweighs any medium term reputation impact.	We have a <b>BALANCED</b> appetite for risk associated with the delivery of our strategies, acknowledging that the need to prioritise the delivery of critical services may result in the occasional failure to meet all planned strategic outcomes.		
<b>Financial sustainability</b> Risks arising from the financial sustainability of the Town / Council.	The Town strives to ensure that risks to the safety and wellbeing of our staff, contractors and volunteers (i.e. 'workers') are minimised through the effective implementation of our safety policies and procedures. Residual health and safety risks are tolerated providing we are doing all that is "reasonably practicable" in accordance with legislation. We have no tolerance for non-compliance with the Town's established WHS procedures and/or behaviour that may lead to people being harmed while at work.		We have a <b>LIMITED</b> appetite for any financial risk associated with long term financial viability. We will maintain conservative level of liquid reserves and adopt a conservative approach to investment risk.	We have a <b>LIMITED</b> appetite for reputation risk arising from the pursuit of strategic initiatives and opportunities, where the benefit of the opportunity outweighs any medium term reputation impact.	Our focus on ensuring both our long term financial sustainability, as well as the day to day delivery of our core services, results in need for a <b>BALANCED</b> appetite for risk associated with boarder organisational performance, as it relates to the delivery of new initiatives and programs.	
<b>People - Organisational Capability and Conduct</b> Risks arising from the capability, competency and actions of our people.	We have no tolerance for non-compliance with the Town's established WHS procedures and/or behaviour that may lead to people being harmed while at work.		We have a <b>LIMITED</b> appetite for any financial risk associated with the conduct of our people. We will maintain effective people management processes to limit exposure to compensation/other claims. We have no tolerance for non-compliance with policies, procedures and our code of conduct.	We have <b>LIMITED</b> appetite for risks associated with activities or behaviour that have the potential to negatively impact our reputation or credibility.	We have a <b>BALANCED</b> risk appetite for the delivering of strategic initiatives where resources constraints limits our workforce capacity and capability, as our resourcing priority needs to focus on our core business in delivering quality community services.	
<b>Financial Management</b> Risks arising from the financial management activities	Any incidents are investigated with a view to mitigating the chance of any further occurrence and minimising all harm.		We have a <b>LIMITED</b> appetite for any risk associated with poor financial management. We expect financial controls to be in place including the effective monitoring and oversight of financial transactions.			We operate in a highly regulated sector and therefore have a <b>LIMITED</b> appetite for any risk which could negatively impact our compliance status.
<b>Assets and Facilities</b> Risks arising from your assets and facilities	We have a <b>LIMITED</b> appetite for any risk associated with poor management of our assets and facilities, as these are core to our ability to delivery quality services to our community.					
<b>ICT, Information, and Data</b> Risks arising from the management of ICT, information and data	We have a <b>LIMITED</b> appetite for risks associated with management of ICT, information and data, which could impact our financial position, reputation or core services. Maintaining privacy and confidentiality of data is core to our service delivery, as is the need to be able to continue operating in the event of a critical ICT outage/threat.					
<b>Business/Management Systems and Processes</b> Risks arising from poor or inefficient business and management processes, systems and technologies.	In relation to the development and implementation of our business processes, factors such as the evolving AI environment and resource limitations drive the need for a <b>BALANCED</b> approach to financial risks in this area.		We have a <b>BALANCED</b> appetite for reputation risk associated with our business management systems and processes. Due to balancing the cost of technology and systems as against the likelihood.	We have a <b>LIMITED</b> appetite for any risk with the potential to interrupt critical business functions. We will invest in resources to ensure efficient and effective systems are in place to reduce residual risk to a tolerable level.		
<b>Community Services</b> Risks arising from the delivery of community services	Driven by our core purpose, we have a <b>BALANCED</b> appetite for any risk associated with variance to budget/financial loss where service and community benefits outweigh the risk.		We have a <b>BALANCED</b> appetite for reputation risk associated with the delivery of our core services.			We have a <b>LIMITED</b> appetite for any risk with the potential to interrupt our critical and core services, and will ensure we have continuity plans in place to reduce the impact of any disruption.
	We recognise the importance of environmental sustainability and have <b>LIMITED</b> appetite for any action or decision which has the potential to negatively impact our environment or heritage assets. Environmental and heritage protection and sustainability for future generations is a priority.					

**6.2 LOANS**

**File Number:** GOV/00054  
**Author:** Bree Websdale (Director Governance and People)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** Nil

**PURPOSE**

To provide the Audit Risk Management Committee with expiry dates of Town Loans as required by Committee Recommendation 009/24 (set out below).

**BACKGROUND**

At the Audit and Risk Management Committee Meeting on 6 March 2024, the Committee resolved that the administration provide it with *“notification of expiry dates of loans, desirable application dates and deadlines”*.

**DISCUSSION**

The 2024/2025 Budget was adopted by Council at the Ordinary Council Meeting on 30 July 2024. As per the Statutory Budget under ‘7. Borrowings’ on page 17, the Town of Claremont has 3 Loans. The tables below state:

- The opening balance for each loan as at 1 July 2024.
- The date of repayments and amount.
- The closing balance at 30 June 2025.
- The maturity date.

<b>Loan 1</b>	<b>Aquatic Centre</b>	
Opening Balance - 1 July 2024		\$467,722
Repayments in 2024/2025		
16 December 2024		\$29,632.44
16 June 2025		\$30,571.56
Closing Balance - 30 June 2025		\$407,518
Maturity Date		14 December 2030

<b>Loan 2C</b>	<b>333 Stirling Hwy Claremont (Typika)</b>	
Opening Balance - 1 July 2024		\$4,151,004
Repayments in 2024/2025		
13 September 2024		\$167,607.12
13 March 2025		\$171,100.88
Closing Balance - 30 June 2025		\$ 3,812,296
Maturity Date		13 March 2027

**Loan 3                      327 Stirling Highway (Claremont Community Hub and Library)**

Opening Balance - 1 July 2024	\$ 570,435
Repayments in 2024/2025	
27 December 2024	\$30,073
26 June 2025	\$30,742
Closing Balance - 30 June 2025	\$509,620

Maturity Date	26 June 2032
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**PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 6 March 2024, Committee Recommendation 009/24

*That the Committee:*

1. *Notes the contents of this Report;*
2. *Receives notification of expiry dates of loans, desirable application dates and deadlines; and*
3. *Recommends that the Monthly Statements of Financial Activity presented to Council include loan expiry dates.*

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

Nil

**COMMUNICATION AND CONSULTATION**

Nil

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Manage our finances responsibly and improve financial sustainability.

**URGENCY**

Not urgent

**VOTING REQUIREMENTS**

Simple Majority decision of Committee *(More than half the Committee Members present are required to vote in favour).*

**COMMITTEE RECOMMENDATION ARMC 24/13**

**Moved:** Deputy Mayor Cr Paul Kelly

**Seconded:** Cr Graham Cameron

**That the Audit and Risk Management Committee:**

- 1. Notes the contents of this report and that no loans reach maturity in this financial year; and**
- 2. Requests a further report on the Town's loans be provided following adoption of the 2025/26 Annual Budget.**

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**



**6.3 AUDIT LOG**

**File Number:** GOV/00054  
**Author:** Jessica Guy (Manager Governance and Records), Bree Websdale (Director Governance and People)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Audit Log [6.3.1 - 33 pages]

**PURPOSE**

To present the Audit Log to the Audit and Risk Management Committee (**Committee**).

**BACKGROUND**

The Committee is responsible for advising Council on matters relating to internal and external audits of the Town.

The Audit Log is presented to the Committee biannually and includes all current outstanding audit actions from the:

- 2021/22 Financial Audit;
- Regulation 17 Review (May 2023);
- 2022/23 Financial Audit; and
- 2022/23 IT General Controls Audit.

The Audit Log includes the current status of findings and actions that have been completed since the last report to the Committee are removed from the log and noted in this report accordingly.

**DISCUSSION**

The Audit Log is included at **Attachment 1**.

The following actions have been completed since they were last reported to the Committee and are proposed to be removed from the Audit Log:

- Financial Audit for 2021/22
  - 4. Network Oversight and Firewall Management
  - 6. Purchase orders are raised/approved after service performed or goods received
  - 14. IT Governance – Policies and Procedures
- Regulation 17 Review May 2023
  - 6.2 Review of Policy and Other Guidance Documents
  - 6.3 Monitoring of Purchasing Processes
- Financial Audit for 2022/23
  - 2. Non-compliance with the Town’s Purchasing Policy
  - 3. Delay in review of monthly reconciliation
  - 4. Purchase orders are approved after service performed or goods received.
- IT General Controls Audit for 2022/23
  - 1. Change Management
  - 4. Network Active (AD) – Privileged Account Management
  - 5. Network Active (AD) – User Account Management
  - 8. Physical Security and Environmental Management

The interim audit for the 2023/24 financial year was completed in May 2024 with the final audit scheduled for early October (on-site) to late October (off-site).

The Town has engaged Paxon Group to complete a Financial Management Review as required on a three yearly basis by regulation 5 of the *Local Government (Audit) Regulations 1996*.

**PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 6 March 2024, Committee Recommendation 017/23

*That the Audit and Risk Management Committee:*

1. *Notes the status of previous audit recommended actions as detailed in the Audit Log.*
2. *Requests the completed audit recommendations be removed from the Audit Log; and*
3. *Requests a comprehensive report and workshop on the status of the outstanding IT recommendations.*

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

*Local Government Act 1995*

*Local Government (Audit) Regulations 1996*

**COMMUNICATION AND CONSULTATION**

The Audit Log is regularly reviewed and updated by the Governance, Finance and IT business units and presented to the Committee biannually.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

Not urgent.

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**COMMITTEE RECOMMENDATION ARMC 24/14**

**Moved:** Cr Graham Cameron

**Seconded:** Mayor Jock Barker

**That the Audit and Risk Management Committee notes the status of previous audit recommended actions as detailed in the Audit Log.**

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**

Audit and Risk Management Committee Meeting Minutes

14 August 2024

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<p><b>Office of the Auditor General – Financial Audit for 2021/22</b>  <b>4. Network Oversight and Firewall Management</b></p> <p><b>Finding</b>                      We identified that:</p> <ul style="list-style-type: none"> <li>the network diagram in place does not have a version number or review date documented</li> <li>there is no change log maintained for firewall rule changes</li> <li>there is no formal periodic firewall rule review process in place.</li> </ul> <p>We acknowledge there is currently a project underway with a Vendor to review the change management process and implement new change management frameworks, which would include maintaining a change register.</p> <p><b>Recommendation</b>                      The Town should:</p> <ul style="list-style-type: none"> <li>Implement a process to document and maintain current network diagrams. These should include a requirement for regular review of the network to determine potential risks, vulnerabilities, and improvements.</li> <li>Implement formal processes to ensure that security software / hardware (e.g., firewall) and configurations are reviewed, monitored and regularly updated. This should include appropriate change management processes.</li> </ul> <p><b>Risk Rating</b>                      Minor (Low)</p>	<p><b>Management Comment</b>                      The Town accepts the findings related to the network diagram. The Town will update the network diagram to record version numbers and review dates and to include a formal change management process.                      The Town accepts that finding that as at 30 June 2022 there was no procedure for firewall management. Since in November 2022, the Town has implemented an overriding ICT Governance Framework and IT Security Plan and a suite of IT plans and procedures. Of relevance to this finding is the Information Security Plan.                      The Town will amend and update the Town’s Patching and Vulnerability Management procedure to address formal firewall rules. The Town will utilise the change request register to capture the rule changes.</p> <p><b>Responsible Officer</b>                      Director Governance and People</p>	<p>June 2023</p>	<p>The Patching and Vulnerability Management Procedure has been approved as per the 2022-23 Financial Audit management letter response.</p>	<p>Complete</p>

AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2021/22</b>				
<p><b>6. Purchase orders are raised/approved after service performed or goods received</b></p>	<p><b>Management Comment</b> The Town accepts the finding that payment were approved after invoices were received.</p>	Ongoing	06/03/2024 - The Town has undertaken extensive education and training for all employees in purchasing and procurement and will continue to do so.	Complete
<p><b>Finding</b> From our testing performed on a sample of payment transactions, we have noted that purchase orders for 13 out of 30 payment transactions tested were approved after the invoice was received.</p>	<p>The Town acknowledges that this is a breach of the Town’s approved purchasing policy and increases risk of unauthorised expenditure occurring.</p>		Improvements have been seen with the implementation of the Town’s new ERP system which has introduced requirements when employees are raising requisitions to ensure compliance with the purchasing policy and for a purchase order to be raised before goods can be receipted.	
<p><b>Recommendation</b> The Town should ensure all purchases are made in line with the Town’s purchasing policy and within budgetary responsibility, they should be supported by duly authorised purchase orders which should be raised and issued to suppliers prior to goods or services being received. They should contain all the necessary details (including quantity and price) for matching with final invoices subsequently received from supplier.</p>	<p>The Town has done an extensive amount of education and training for all employees in this area since 30 June 2012 and will continue to do so. Furthermore, the Town continues to do internal self-audits. The Town will look at further training for those employees who are not following the purchasing policy and where necessary sanctions for those employees.</p>		148/08/2024 - The Administration proposes that this finding be marked as completed.	
<p><b>Risk Rating</b> <b>Moderate (Medium)</b></p>				
	<p><b>Responsible Officer</b> Director Governance and People</p>			

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2021/22 (Matters outstanding from prior year audits)</b>				
<b>12. Continuity Management</b>	<b>Management Comment</b>	December 2023	06/03/2024 - DC2 was selected to provide the Disaster Recovery Solution.	<del>June 2024</del> <a href="#">March 2025</a>
<b>Finding</b> We identified that the Town’s business continuity and incident management is not fully effective as the continuity and incident management findings noted in 2021 have not yet been addressed.	The Town accepts the findings in relation to disaster recovery. A Disaster Recovery Plan can be formally documented now the Town has completed the relocation of the Disaster Recovery Site and all devices are now fully installed, configured, and tested.		The Town has received the new hardware and is implementing the solution at both the Town and Mosman Park site.	
<b>Recommendation</b> The Town should:	The Town released an RFQ 17-2022 in January 2023 seeking the services of a contractor to upgrade its disaster recovery and backup capabilities in consideration of business and security needs. The Town will progress this project in 2023.		14/08/2024 - This has now been completed.	
<ul style="list-style-type: none"> <li>Develop, review and endorse a policy / procedure / plan for backup &amp; restoration, disaster recovery and incident response.</li> <li>Periodically conduct and document backup restoration testing, disaster recovery testing and business continuity testing.</li> <li>The Town should conduct regular training to ensure optimisation of Business and IT Continuity and Recovery Plans.</li> </ul>	The Town will develop an IT disaster recovery plan that dovetails into the Town’s broader business continuity plan.		The Town will now prepare the associated plans and procedures. There has been some delay due to staff vacancies in the IT team.	
<b>Risk Rating</b> <b>Moderate (Medium)</b>	The Town will then conduct appropriate training and testing as per the approved plan.			
	<b>Responsible Officer</b> Director Governance and People			

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit 2020/21</b>				
<b>14. IT Governance – Policies and Procedures</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>The IT Governance Framework is in a draft state.</li> <li>The IT Social Media and e-Communications Procedure was not reviewed in accordance to the defined review date.</li> <li>The IT Risk Management Plan does not have a review date and was not endorsed.</li> <li>The IT Organisation Chart did not have employees attached to each role, along with there being no review date documented.</li> <li>There is no Information Data Classification or Information Security Policy in place.</li> </ul> <p>We acknowledge there is currently a project underway with a Vendor to create an Information Classification Policy, Information Security Policy and IT Security Policy along with other IT related policies.</p> <p><b>Recommendation</b></p> <p>The Town should consider reviewing, approving and publishing Policies / Procedures / Guidelines and Governance documents as required and ensure that these documents are appropriately governed.</p> <p><b>Risk Rating</b> Moderate (Medium)</p>	<p><b>Management Comment</b></p> <p>The Town accepts this finding that as at 30 June 2022, there was no approved IT Governance Framework, IT Risk Management Plan or Information Security Policy. Since November 2022, the Town has implemented an overriding ICT Governance Framework and IT Security Plan and a suite of IT plans and procedures. The IT Social Media and e-Communications Procedure was reviewed and updated in August 2022 and then again in January 2023. An IT Organisation Chart will be prepared and updated to include employees attached to each role, along with a review date.</p> <p><b>Responsible Officer</b></p> <p>Director Governance and People</p>	June 2023	06/03/2024 - The IT organisation chart was updated on 14 March 2023.	Complete

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Paxon Group – Regulation 17 Review (May 2023)</b>				
<b>5.1 Risk Improvement Plan</b>				
<p><b>Finding</b> Improvements to the Town’s Risk Management Framework identified through comparison to the Risk Management Standard 31000. It was also noted that there was no reporting of risk registers to the Audit &amp; Risk Management Committee (ARMC) meetings held in 2022 as per the meeting minutes. Although this is not explicitly documented within the Committee’s terms of reference, this is expected practice for key strategic and operational risk, new risks or major changes to the risk profile</p> <p><b>Recommendation</b> 5.1.1 Regular reporting of risk to the ARMC should be implemented. 5.1.2 An improvement plan should be documented for risk management to identify how far the Town wishes to progress in its risk management maturity.</p> <p><b>Risk Rating</b> <b>Medium</b></p>	<p><b>Management Comment</b> 5.1.1 A report regarding risk management will be presented to the ARMC at it’s meeting on 25 May 2023. This is considered timely noting that the Risk Framework was adopted in February 2022. Additionally, the Administration regularly provides the following reports to the ARMC that deal with risk:</p> <ul style="list-style-type: none"> <li>Financial and IT risks as against audit findings;</li> <li>OCM resolutions tracking; and</li> <li>Insurance claims tracking.</li> </ul> <p>5.1.2 The Town’s Risk Management Framework and Risk Profile were drafted with assistance from LGIS and adopted in February 2022. All components of the Framework are based on AS/NZS ISO 31000:2018 Risk management – Guidelines. The Framework will be reviewed at three year intervals.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	Ongoing	<p>06/03/2024 – refer report to ARMC meeting December 2024 regarding ongoing risk management.</p> <p>The Administration are in the process of engaging a consultant to progress this finding.</p> <p>14/08/2024 – to be finalised by presentation of Strategic Risk Register and reporting process to ARMC meeting 14/08/2024 and then to Council.</p>	August 2024



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Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Paxon Group – Regulation 17 Review</b>				
<b>6.2 Review of Policy and Other Guidance Documents</b>				
<p><b>Finding</b></p> <p>There is a Governance Policy Manual in place which lists all policy. This is located on the internet and contains policy within 6 different categories for ease of use. The Town aims to present policies to Council for review annually. During the performance of this review the following was noted:</p> <ul style="list-style-type: none"> <li>There is a Risk Management Policy in place (LG534), which was adopted by Council in February 2021 and was due for review in 2022. It was reviewed by Council in 2022, but the incorrect version was uploaded. This has now been rectified.</li> <li>There is a Governance Structure within the Risk Management Framework that is out of date as it references external audit as being appointed by Council, but this is performed by the Office of the Auditor General. It also includes an internal audit function, which does not appear to be in place based upon the reports received as part of this review and a reference to the Regulation 17 review, but not the Regulation 5 review.</li> <li>Policy LG537 Fraud Prevention, was adopted on 16/2/21 and due for review in 2022 but has not yet been reviewed. This document includes reference to a Fraud &amp; Corruption Control Plan which will be reviewed every 2 years, which we have not been provided and does not appear to exist but doesn't contain any reference to the Integrity Strategy.</li> </ul>	<p><b>Management Comment</b></p> <p>6.1.1 The review of the policy manual in line with the dates on the policies has been delayed due to resourcing within the relevant business units. All abovementioned policies have been reviewed internally and are undergoing final internal approval before presentation to Council within the coming months.</p> <p>6.1.2 The <i>Local Government (Model Code of Conduct) Regulations 2021</i> came into effect on 3 February 2021 and introduced a Model Code of Conduct (Model Code) for Council Members, Committee Members and Candidates. Section 5.104 of the <i>Local Government Act 1995</i> required Council to prepare and adopt a code of conduct incorporating the Model Code. Amendments cannot be made to Division 2 (Principles) or Division 4 (Rules of Conduct) of the Model Code. However, additional behaviour requirements (Division 3) could be included in the Code of Conduct provided any additions are consistent with the Model Code.</p> <p>The Act and Regulations do not provide any time requirement for Council to</p>	<p>December 2023</p>	<p>06/03/2024 –</p> <p>6.1.1 – Note there is no legislative timeframe for the review of Council policies.</p> <p>Most local governments adopt a 3 year cycle bearing in mind that the Town's administration regularly review changes to legislation, audit reports or best practice for any impact on the Town's policies.</p> <p>Resolution 001/23 from the OCM dated 28 November 2023 endorsed the policy manual to be reviewed at three yearly intervals.</p> <p>Any policies remaining due for review to be put to Council as soon as possible.</p> <p>The Governance team utilises a register of Council policies to track review dates.</p> <p>6.1.2 – A review of the EM Code of Conduct was presented to Council at the December 2023 OCM.</p> <p>14/08/2024 –</p>	<p>6.1.1- Complete</p> <p>6.1.2 - Complete</p>

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- Policy LG535 Legislative Compliance is the document that sets the Town’s position on Legislative Compliance. This was reviewed in February 2021 and was documented as next due for review in 2021.
  - Policy LG533 Complaints Management was endorsed in February 2021 and has not been reviewed since but should be annually.
  - Policy LG536 Public Interest Disclosure was adopted on 16/2/21 and was next due for review in 2022 but has not been reviewed.
- review the Code of Conduct. As it is based on the Model Code, a change to the Regulations would trigger a review by Council. It is proposed to otherwise present the Code to Council for review at three yearly intervals.
- Responsible Officer**  
Director Governance and People

6.1.1 – the remaining policies have now been reviewed by Council.

It was also noted that:

- LG508 Accounting, was last reviewed December 2018 and was due for review in 2021
- LG509 Purchasing, was last reviewed February 2021 and was due for review in 2022.
- LG511 Investment, does not contain any last or next review date
- LG512 Corporate Purchasing Cards, was reviewed February 2021, next review due 2021
- LG518, Records Management, was reviewed in December 2018, next review 2021
- LG526, Asset Management, last review was in December 2018 next review 2021
- LG544 Work Health & Safety Policy, reviewed October 2021, next review 2022, and
- The elected member Code of Conduct document is not dated and doesn’t contain a proposed date for next review.

### Recommendation

6.1.1 A process should be developed to establish a

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practical process for review and update of policy and other key documents, based upon their risk.

6.1.2 All documents should include details of the last and next review date.

**Risk Rating**

**Medium**



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Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Paxon Group – Regulation 17 Review</b>				
<b>6.3 Monitoring of Purchasing Processes</b>				
<p><b>Finding</b> Historically there have been instances of invoices being received that are dated before a purchase order is raised. It is not possible to run a report from the MS Dynamic Business Finance system to determine the prevalence of this, so we understand that management check a sample manually from invoice to purchase order each payment run.</p> <p><b>Recommendation</b> The Town should develop a report to assist in monitoring of where invoice is dated before purchase order. Depending on the extent of non-compliance an appropriate process should be implemented to monitor and educate staff to prevent future occurrence.</p> <p><b>Risk Rating</b> Medium</p>	<p><b>Management Comment</b> The Town accepts the finding that payment were approved after invoices were received. The Town acknowledges that this is a breach of the Town’s approved purchasing policy and increases risk of unauthorised expenditure occurring. The Town has done an extensive amount of education and training for all employees in this area since 30 June 2022 and will continue to do so. Furthermore, the Town continues to do internal self-audits. The Town will look at further training for those employees who are not following the purchasing policy and where necessary sanctions for those employees.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	30 December 2023	<p>06/03/2024 - The Town has undertaken extensive education and training for all employees in purchasing and procurement and will continue to do so.</p> <p>Improvements have been seen with the implementation of the Town’s new ERP system which has introduced requirements when employees are raising requisitions to ensure compliance with the purchasing policy and for a purchase order to be raised before goods can be receipted.</p> <p>14/08/2024 - The Administration proposes that this finding be marked as completed.</p>	Complete

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Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<p><b>Paxon Group – Regulation 17 Review</b>  <b>6.4 Contractor Management Framework</b></p> <p><b>Finding</b>                      The Town has a Contractor Management Framework in place, which is currently in the process of being reviewed and updated.                      WHS is a key element of contract/contractor management, but the framework appears to be predominantly focussed on this area. There is little consideration of other contract management related areas such as finance, project management, milestones, on-going meetings and KPI's such as quality of service provision.                      Whilst there is no specific requirement for a contract management framework within the local government sector, it is considered good practice as part of an internal control framework and due to the level of expenditure made under contracts.</p> <p><b>Recommendation</b>                      Detailed guidance on contract management should be developed and implemented to provide consistency of expectation and operational contract management processes.</p> <p><b>Risk Rating</b>  <b>Medium</b></p>	<p><b>Management Comment</b>                      All Contractors appointed by a RFQ or RFT process are bound by a contract with the Town which sets out and addresses some of these issues including milestones, payments, quality of service and termination clauses.                      The Town acknowledges the finding that detailed guidance on contract management should be developed and implemented to provide consistency of expectation and operational contract management processes. The Town will consider the recommendation whilst reviewing its Contractor Management Framework.</p> <p><b>Responsible Officer</b>                      Director Governance and People</p>	<p>December 2023</p>	<p>06/03/2024 - all Contractors appointed by a RFQ or RFT process are bound by a contract with the Town which sets out and addresses some of these issues including milestones, payments, quality of service and termination clauses.</p> <p>The Town has contractor management procedures in place and these are under review.</p> <p>The Town will need to evaluate this finding further and consider what resources are required to address this finding. And to what extent the finding should be addressed when balanced with the risk.</p> <p>14/08/2024 - ongoing</p>	<p>Ongoing</p>

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Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Paxon Group – Regulation 17 Review</b>				
<b>6.6 Inventory Adjustments</b>				
<p><b>Finding</b> The inventory count for the pool shop was obtained for 30 June 2022. Evidence was viewed of the count itself but no record of the differences between book and physical stock. The journal was obtained but this only contained the value of counted stock at year end and did not show an adjustment for inventory write off.</p> <p><b>Recommendation</b> The stock adjustment should be identified to ascertain if there is any need for further investigation or trends in any differences noted.</p> <p><b>Risk Rating</b> Low</p>	<p><b>Management Comment</b> The Town accepts the finding that it is not possible to identify trends in difference in inventory levels. The Town will undertake a review of the stocktake and inventory adjustment process, to include regular reconciliations between physical stock and balance sheet value and recognise any differences in the adjustment entry if required.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	December 2023	<p>06/03/2024 - Review in progress following stocktake undertaken at 30 June 2023.</p> <p>14/08/2024- The Town is currently reviewing the set up in the point of sale system, Phoenix. It is anticipated to be completed in the next 2 months. Any new procedures will then be dated and rolled out to the organisation.</p>	<p>June-December 2024</p>

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Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2022/23</b>				
<b>1. Maintenance of detail and accurate asset register</b>				
<p><b>Finding</b></p> <p>The Town maintains a financial fixed asset register within Business Central and the asset management register. We noted that the financial fixed asset register, and the asset management register are not reconciled. Further, the transactions/movements in the infrastructure assets may not be recorded in both registers simultaneously or not at all. In addition, the quality of information held within RAMM is not accurate.</p> <p>We make the following observations based on our audit:</p> <ul style="list-style-type: none"> <li>The Town has undertaken a revaluation of all infrastructure assets during the year. As the Town’s financial fixed asset register and the asset management register were not reconciled, a completeness checks on the infrastructure assets was performed by management with reference to various spreadsheets and records that the Town maintains including a comparison to the 2018 revaluation workings. During this exercise, the Town has identified that assets valued at \$6.23 million across various categories such as roads, parks and reserves and street furniture were previously not included within the Town’s fixed assets. These have since been included in the FY23 financial statements.</li> <li>The Town engaged Asset Infrastructure Management (AIM) to peer review its infrastructure valuation. AIM’s scope included</li> </ul>	<p><b>Management Comment</b></p> <p>The Town accepts the finding and will implement the recommendations.</p> <p>The Town will configure and implement the finance asset register into the new ERP system following auditor sign off of the 2022-23 Financial Statements.</p> <p>The Town will give consideration to combing the finance and infrastructure asset register, rather than maintaining two registers.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	<p>June 2024</p>	<p>06/03/2024 – workshop with consultant scheduled for 12 March 2024 to review asset register/book structure in the Towns new ERP system.</p> <p>Manager Finance and IT has met with Assets and GIS Officer to review reconciliation processes from infrastructure asset register to new finance asset register, and explored options for an asset management system. Potential proposal for funding in 24/25 budget.</p> <p>14/08/2024- in progress. The Town is finalising an asset register in its ERP system. This process was started but then delayed due to staff vacancies in Finance team.</p>	<p><del>December</del> <a href="#">June 2024</a></p>

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determining whether the attribute information such as date of acquisition, physical condition, expected useful life and dimensions of the assets was correctly recorded in the Town's RAMM. Across most categories of assets, except roads and car parks, AIM's review has assessed the confidence grade of the Town's information as 'Uncertain' or 'Very uncertain'. While the Town has made a number of updates to its asset registers and the resulting valuation, a few areas of improvement still remain. These areas have been documented by the Town in the document titled 'Position Paper – Infrastructure Asset Valuation 30 June 2023'.

- Artefacts valued at \$175,000 which were disposed of in January 2021 were not recorded as removed/disposed in the financial fixed asset register. This has since been corrected.

### Recommendation

The Town should:

- Maintain a financial fixed asset register with sufficient details, including the individual asset's acquisition date, cost, depreciation rate with specific asset ID matching to the asset management module to enable the Town to reconcile this to the asset management register.
- Perform a monthly reconciliation between the financial fixed asset register and the asset management register to ensure that transactions/movement in the infrastructure assets are recorded on both registers on a timely basis.
- When an asset revaluation exercise is performed, review the valuation workings by performing a 3-way match against the financial fixed asset register





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and asset management register to ensure completeness of all assets' classes subject to revaluation.

- Perform a 100% inventory count of both assets register annually and before an asset revaluation exercise to ensure completeness.
- Incorporate the matters identified in the 'Improvement Plan' in management's position paper and consider updating the valuation of assets as required.

**Risk Rating**

**Significant**



## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2022/23</b>				
<b>2. Non-compliance with the Town’s Purchasing Policy</b>				
<p><b>Finding</b> The Town’s purchasing policy requires that any purchases over \$1,000 and up to \$5,000 require at least two verbal or written quotations for a suitable supplier.</p> <p>During our interim audit, when performing a walkthrough of the purchases cycle we noted that that no quotes had been obtained prior to engaging a supplier with invoice number 221033 dated 3 November 2022 amounting to \$2,167.</p> <p><b>Recommendation</b> The Town should ensure all purchases are made in accordance with the Town’s purchasing policy and should be supported by evidence of quotations as received from suppliers. For any verbal quotation obtained, this should be documented and recorded as evidence. The documented evidence should contain all the necessary details (including the name of the suitable supplier, the date and time of the quote obtained and the quotation price) for matching with the final invoices subsequently received from the supplier.</p> <p><b>Risk Rating</b> Minor</p>	<p><b>Management Comment</b> The Town accept this finding.</p> <p>The Town’s new ERP system which was implemented 1 July 2023 requires evidence of quotations to be included with all requisitions.</p> <p>The Town will continue to implement procurement training for employees.</p> <p>The Town will implement additional training for those employees who were identified as not following the purchasing policy and where necessary sanctions for those employees.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	Ongoing	<p>06/03/2024 - The Town has undertaken extensive education and training for all employees in purchasing and procurement and will continue to do so.</p> <p>Improvements have been seen with the implementation of the Town’s new ERP system which has introduced requirements when employees are raising requisitions to ensure compliance with the purchasing policy and for a purchase order to be raised before goods can be receipted.</p> <p>14/08/2024 - The Administration proposes that this finding be marked as completed.</p>	Ongoing/Complete

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2022/23</b>				
<b>3. Delay in review of monthly reconciliation</b>				
<p><b>Management Comment</b> The Town accepts this finding.</p> <p><b>Finding</b> From a walkthrough performed over bank reconciliation, we noted that the bank reconciliation for the month ended 31 October 2022 was reviewed after three months on 1 February 2023.</p> <p>A similar finding was first raised in the June 2022 interim audit. The Town continues to educate officers on the requirements of the Town’s policy and expects system controls will be in place from July 2023 with the change of ERP systems.</p> <p><b>Recommendation</b> The Town should ensure all monthly reconciliations are reviewed within a reasonable time frame to allow management to detect and correct any errors or unauthorised transactions in a timely manner.</p> <p><b>Risk Rating</b> Minor</p>	<p>The Town will develop a month end checklist to ensure all reconciliation are being completed and reviewed in a timely manner.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	January 2024	<p>06/03/2024 – Accountant has finalised month end check list with the wider finance team, with implementation done for February month end process.</p> <p>14/08/2024 – Completed</p>	Completed

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – Financial Audit for 2022/23</b>				
<p><b>4. Purchase orders are approved after service performed or goods received.</b></p> <p><b>Finding</b> From the walkthrough performed over expenditure payment transaction, we have noted that a purchase order was approved on 14 November 2022 after the supplier’s invoice bearing number 221033 and dated 3 November 2022 was received. The Town’s purchasing policy requires that all purchase orders must be approved prior to service performed or goods received.</p> <p>A similar finding was first raised in the June 2022 interim audit. The Town continues to educate officers on the requirements of the Town’s policy and expects system controls will be in place from July 2023 with the change of ERP systems.</p> <p><b>Recommendation</b> The Town should ensure all purchases are made in line with the Town’s purchasing policy and within budgetary responsibility, they should be supported by duly authorised purchase orders which should be raised and issued to suppliers prior to goods or services being received. They should contain all the necessary details (including quantity and price) for matching with final invoices subsequently received from supplier.</p> <p><b>Risk Rating</b> Minor</p>	<p><b>Management Comment</b> The Town accepts this finding.</p> <p>The Town has done an extensive amount of education and training for all employees in this area since the new ERP was implemented on 1 July 2023. The Town will continue to provide ongoing education and training to employees.</p> <p>The Town will continue to perform internal self-audits.</p> <p>The Town will look at further training for those employees who are identified as not following the purchasing policy and where necessary sanction those employees.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	Ongoing	<p>06/03/2024 - The Town has done an extensive amount of education and training for all employees in this area since the new ERP was implemented on 1 July 2023. The Town will continue to provide ongoing education and training to employees.</p> <p>The Town will continue to perform internal self-audits.</p> <p>The Town will look at further training for those employees who are identified as not following the purchasing policy and where necessary sanction those employees.</p> <p>14/08/2024 - The Administration proposes that this finding be marked as completed.</p>	Ongoing/Completed

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>1. Change Management</b>	<b>Management Comment</b> The Town accepts these findings. The Town will investigate implementing an automated system for recording change management. This may require additional budget funding from Council.	June 2024 (for investigation)	06/03/2024 – the IT help desk has been upgraded to a version that includes change management.  IT team to review configuration requirements to then log changes going forward.	June 2024 <u>Completed</u>
<p>We identified the following deficiencies regarding the change management process:</p> <ul style="list-style-type: none"> <li>In the “Change Request Form - Standard Template”, the service request number is not required, despite the existing change management work procedure mandating all IT changes to be logged within the change request register referencing the service desk support ticket.</li> <li>The current list of changes during the audit period in the “Change Request Register” lacked a rollback plan.</li> <li>The current change management process does not outline urgency or priority for changes raised so there are no time metrics defined in which changes should or need to be completed.</li> </ul> <p>Further, we noted that changes during the audit period were recorded inconsistently, either in the change request register or in the service desk tool.</p>	<p><b>Responsible Officer</b> Director Governance and People</p>		14/08/2024 - Completed	

## AUDIT LOG



### Recommendation

The Town should:

- Review the “Change Request Form - Standard Template” to ensure it includes information regarding the service desk support ticket.
- Define priority categories for changes and establish metrics for the time required to implement a change, ensuring this information is documented within change forms.
- Consistently record changes in the agreed-upon tool and ensure the documentation covers all necessary information, including a rollback plan.

### Risk Rating

Moderate

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>3. Data Loss Prevention Management</b>				
<p><b>Finding</b> We identified that the Town does not have formalised policies, procedures, guidelines or technical controls in place to restrict and manage the use of portable storage devices, cloud storage and sharing platforms.</p> <p><b>Recommendation</b> The Town should:</p> <ul style="list-style-type: none"> <li>Define, document, and implement data loss prevention policies, procedures and processes that include cloud storage and transfer services.</li> <li>Investigate and implement appropriate technical controls to restrict access to cloud storage websites, file-sharing platforms, and the use of portable storage devices.</li> </ul>	<p><b>Management Comment</b> The Town accepts these findings. The Town will draft and implement a policy on Data Loss Prevention.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	June 2024	<p>06/03/2024 – policy to be drafted.</p> <p>14/08/2024 – technical controls actioned and completed. One policy remaining.</p>	December 2024
<b>Risk Rating</b>	<b>Moderate</b>			

## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>4. Network Active (AD) – Privileged Account Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>There were no documented reviews of the default domain administrator account to ensure it is only used when essential. As such, the prior year finding (2022) remains unresolved. As per the prior year management comments, the “Access Control Procedure” provides for bi-annual review of the domain admin account (and all other accounts).</li> <li>There were no documented reviews of the password manager conducted during the audit period.</li> <li>We identified that KeePass, the current password manager in use is open source and lacks the capability to log or notify on any activities related to the access of domain account passwords within the password manager application.</li> <li>As per prior year management comments, the “Computer Password Procedure” included periodic reviews of access to the password manager however we could not confirm this was prescribed within the document.</li> <li>The new user forms used for the 2 sampled privileged accounts did not record that they required privileged access.</li> <li>There is no monitoring or review performed of the default domain admin account to ensure it only gets used when essential. This finding was first raised during the June 2022 IT General Controls Audit and remains unresolved in the current period. The Town</li> </ul>	<p><b>Management Comment</b></p> <p>Although the default domain access is limited to the IT team, the Town accepts these findings.</p> <p>The Town has now commenced some of the recommendations. It has undertaken a review of access and changed passwords. It will implement the remaining recommendations.</p> <p>The Town will ensure that passwords are changed more frequently including when IT staff leave and/or every six months (whichever is earlier).</p> <p><b>Responsible Officer</b> Director Governance and People</p>	<p>June 2024</p>	<p>06/03/2024 – procedure to be updated.</p> <p>14/08/2024 – completed.</p>	<p><del>June 2024</del> Completed</p>



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## AUDIT LOG

has implemented an Access Control Procedure document which provides for bi-annual review of the domain admin account (and all other accounts).

### Recommendation

The Town should:

- Implement a monitoring and review process for the default domain admin account to ensure it has not been used for any unauthorised actions.
- Implement periodic reviews of access to the password manager.
- Establish mitigating controls to ensure that access to the password manager and domain administrator accounts are appropriately secure where logging and monitoring functions are limited.
- Review the provisioning process and ensure all appropriate steps are followed when creating, modifying, or terminating privileged accounts.

### Risk Rating

Moderate



## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>5. Network Active (AD) – User Access Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>There are 10 interactives, shared generic accounts in the Network AD (8 which existed in the prior year).</li> <li>10 out of the 83 generic non-interactive Network AD accounts were deemed as not required by management.</li> <li>There is no formal periodic review process in place to verify whether generic or system accounts are still appropriate. This finding was first raised during the June 2022 IT General Controls Audit and remains unresolved in the current period.</li> </ul> <p>It is noted that the Town acknowledges that various shared accounts are in use. The Town understands the potential implications and risks however upon completion of a risk assessment, the Town has determined it is low risk as these accounts have limited access to some workstations and no access to the corporate network. We were unable to determine if there is an established process to conduct regular reviews and monitor the shared accounts.</p> <p><b>Recommendation</b></p> <p>The Town should:</p> <ul style="list-style-type: none"> <li>Disable and remove the identified user accounts which are no longer required by the Town.</li> <li>Periodically document and review user access to ensure that all users (including shared and generic accounts) with access to the network are valid and</li> </ul>	<p><b>Management Comment</b></p> <p>The Town accepts these findings. The Town will implement a policy to monitor account access. This policy will address automated lock out after a set number of days (30 days).</p> <p><b>Responsible Officer</b></p> <p>Director Governance and People</p>	June 2024	<p>06/03/2024 – policy to be updated.</p> <p>14/08/2024 – completed. Procedures have been approved and are being followed.</p>	<p><del>June</del> 2024 <u>Completed</u></p>

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appropriate. Further, the reviews should include ensuring that users have an appropriate level of access for their current role.

**Risk Rating**

**Moderate**



## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>6. Network Oversight and Firewall Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>the Town has a draft “Patching and Vulnerability Management Procedure”, however there is no requirement to integrate the patching and vulnerability management process with the Town’s change management procedures.</li> <li>The following findings were raised in the June 2022 IT General Controls Audit and remains unresolved in the current audit period:                             <ul style="list-style-type: none"> <li>The network diagram in place does not have a version number or review date documented.</li> <li>There is no formal periodic firewall rule review process in place.</li> </ul> </li> </ul> <p><b>Recommendation</b></p> <p>The Town should:</p> <ul style="list-style-type: none"> <li>Implement a process to document and maintain current network diagrams. These should include a requirement for regular review of the network to determine potential risks, vulnerabilities, and improvements.</li> <li>Implement formal processes to ensure the regular review, monitoring, and updating of firewall rules.</li> <li>Ensure that any changes of security software / hardware configurations follow appropriate change management processes.</li> </ul>	<p><b>Management Comment</b></p> <p>The Town accepts these findings. The Town will implement the recommendations with regards to network diagrams and firewall with assistance. This will require additional internal resources or use of external consultants. The Patching and Vulnerability Management Procedure has been approved.</p> <p><b>Responsible Officer</b></p> <p>Director Governance and People</p>	<p>Estimated as December 2024 (subject to budget for additional resources)</p>	<p>06/03/2024 – quotes for firewall and network review received, with budget request for consultants added to the 2023-24 mid-year budget review to be endorsed by Council in late March.</p> <p>14/08/2024 - in progress. Diagrams and procedures have been started.</p>	<p>December 2024</p>

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Risk Rating  
**Moderate**



## AUDIT LOG



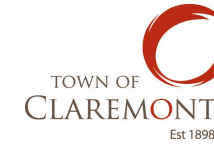
Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>7. Vulnerability Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>The Town’s workstations are not monitored for vulnerabilities.</li> <li>The Defender for Cloud and monitoring agent were not enabled or installed for the Azure Arc servers therefore the Defender for Cloud integrated Qualys scanner is not running.</li> <li>The Town uses the Azure Arc dashboard to monitor the operating system (OS) patch updates of the Town’s servers, but this does not extend to workstations.</li> <li>There were no security penetration tests conducted within the audit period, therefore no tests were done within the last 2 years. This finding was first raised during the June 2022 IT General Controls Audit and remains unresolved in the current period. The Town has a signed agreement with CyberCX as of June 2023 to conduct internal network penetration testing which is scheduled for July 2023.</li> </ul> <p><b>Recommendation</b></p> <p>The Town should define, document, and implement security testing, updates and vulnerability management policies, processes, and procedures. These should include the requirement for periodic security testing, vulnerability assessments, patch management and processes to mitigate identified security weaknesses or improvements, covering all servers and workstations.</p>	<p><b>Management Comment</b></p> <p>The Town has a number of policies that address security. The Town will however implement a procedure for security testing and where necessary update existing policies to follow the recommendations.</p> <p>A penetration test was completed in July and August 2023. The Town will work towards resolving vulnerability findings from this test as deemed appropriate. Some findings may require additional resources and budget funding from Council.</p> <p>The Town is committed to a vulnerability assessment or penetration test each financial year.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	<p>During the 24/25 financial year for a further vulnerability assessment or penetration test Ongoing (for resolving findings, also subject to additional resources and budget funding)</p>	<p>06/03/2024 – procedure to be drafted. Funding requests noted for 2024-25 budget process.</p> <p>14/08/2024- Funds to undertake a vulnerability assessment has been approved in the 24/25 budget.</p> <p>Procedures have been prepared and will be finalised.</p>	<p>2024/25</p>

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Risk Rating  
Moderate



## AUDIT LOG



Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>8. Physical Security and Environmental Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>The Data Centre only has one air conditioner, with no backup in the event of failure or maintenance needs.</li> <li>There were cardboard boxes containing IT supplies in the Data Centre.</li> <li>The rack doors were found disassembled, as IT was working on a task or project.</li> <li>We could not see a documented periodic access review in the audit period which verifies if users with access to the Data Centre is appropriate.</li> <li>There are no backup generators. This finding was first raised during the June 2022 IT General Controls Audit and remains unresolved in the current period. We acknowledge that the Town had responded to disagree that a backup generator is required due to the existing availability of an uninterrupted power supply (UPS) unit, which is considered sufficient for the needs of the Town and the datacentre. Further, it was commented that a backup generator would be cost inefficient for an organisation of this size.</li> <li>We noted there were non-IT employees who had access to the Town’s onsite data centre and there is no periodic access review process in place to ensure only authorised personnel has access to the data centre. This finding was first raised during the June 2022 IT General Controls Audit and remains unresolved in the current period. We acknowledge that the Town had informed us that:</li> </ul>	<p><b>Management Comment</b></p> <p>The Town will review access to the server room more frequently and formally document that process. The Town is satisfied that current employees with access is appropriate for business needs. The Town will ensure the server room is free from physical hazards and investigate the cost of backup generators and/or additional air-conditioning. These items will require funding from Council.</p> <p><b>Responsible Officer</b> Director Governance and People</p>	<p>June 2024 for reviews and investigation</p>	<p>06/03/2024 – Physical hazards have been removed from the server room. Procedure to be updated on frequency of review to server room access, and review to be noted in IT Governance quarterly meetings. Funding requests for backup generators and/or additional air-conditioning noted for 2024-25 budget process.</p> <p>14/8- This finding has been completed and is being undertaken on a regular basis.</p> <ul style="list-style-type: none"> <li>Periodically review and validate server room access to ensure access is valid and needed.</li> </ul> <p>14/8- The Town believe the current server room meets this requirement.</p> <ul style="list-style-type: none"> <li>Implement appropriate environmental measures to protect physical sites and the data centre against environmental threats and damage.</li> </ul> <p>The Administration proposes that this finding be marked as completed.</p>	<p>June 2024 Completed</p>



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- The data centre access is restricted to IT team members (3), a governance team member (1) and the Chief Warden (1) and Deputy Chief Warden/Director of IT (1) which is considered appropriate for the requirements and needs of the Town. The governance team member has limited access to two days per week to access the Council Meeting recordings via the terminal.
- The Town has restricted swipe card access to the data centre which logs entry time and a camera to monitor activity in the data centre, which captures exit time and automatically emails screenshots of personnel movement.
- Some of the non-IT employees may need access to the data centre in case of emergency situations such as a fire.

### Recommendation

The Town should:

- Periodically review and validate server room access to ensure access is valid and needed.
- Implement appropriate environmental measures to protect physical sites and the data centre against environmental threats and damage.

### Risk Rating

Moderate



AUDIT LOG

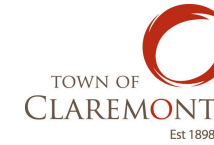


Audit Details	Action	Approved Completion Date	Status	Proposed Completion Date
<b>Office of the Auditor General – IT General Controls 2022/23</b>				
<b>9. Continuity Management</b>				
<p><b>Finding</b></p> <p>We identified that:</p> <ul style="list-style-type: none"> <li>There is no policy or procedure in place for disaster recovery and incident response processes.</li> <li>There has not been any formal backup restoration, disaster recovery testing or training done during the audit period.</li> <li>The business continuity plan was last reviewed in July 2020 and does not have a next review date defined.</li> </ul> <p>The above findings were first raised in the June 2022 IT General Controls Audit and remain unresolved in the current audit period. The Town has advised that the Disaster Recovery upgrade project in response to RFQ 17-2022 is now underway.</p> <p>Further, we were unable to confirm whether there has been any formal business continuity testing done during the audit period.</p> <p><b>Recommendation</b></p> <p>The Town should:</p> <ul style="list-style-type: none"> <li>Develop, review, and endorse a policy / procedure / plan for disaster recovery and incident response.</li> <li>Periodically conduct and document backup restoration testing, disaster recovery testing and business continuity testing.</li> <li>The Town should conduct regular training to ensure optimisation of Business and IT Continuity and Recovery Plans.</li> </ul>	<p><b>Management Comment</b></p> <p>The Town accepts these findings. The Town will implement these recommendations. This will likely require additional internal resources or use of external consultants.</p> <p><b>Responsible Officer</b></p> <p>Director Governance and People</p>	<p>December 2024 (subject to budget for additional resources)</p>	<p>06/03/2024 – The Town has engaged a consultant to complete a review of the Business Continuity Plan, this is anticipated to be complete before the end of 2023/24.</p> <p>14/08/2024 – Project to review Business Continuity Plan in progress with consultant.</p>	<p>December 2024</p>

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## AUDIT LOG



Risk Rating  
Moderate

**6.4 UPDATE ON INSURANCE ACTIVITIES**

**File Number:** GOV/00054  
**Author:** Jessica Guy (Manager Governance and Records)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** Nil

**PURPOSE**

To provide the Audit and Risk Management Committee an update with respect to:

- insurance claims made by the Town in the 2023/24 financial year; and
- the Membership Renewal process for the 2024/25 financial year.

**BACKGROUND**

The Town is a member of the Local Government Insurance Scheme (**LGIS**) which is a mutual indemnity scheme owned by its Western Australian local government members. The scheme operates on a not-for-profit basis with surpluses being returned to members.

The Town holds various policies with LGIS including but not limited to Public Liability, Management Liability, Motor Vehicle, Cyber Protection, Property and Workers’ Compensation.

Insurance claims made by the Town are predominantly under the Motor Vehicle, Property and Public Liability policies. This report provides a summary of insurance claims made under these policies in the financial year 30 June 2024.

Prior to each financial year the Town undertakes a Membership Renewal process with LGIS, the details of the renewal for financial year 2024/25 are also detailed in this report.

**DISCUSSION**

**Insurance Claim Activity**

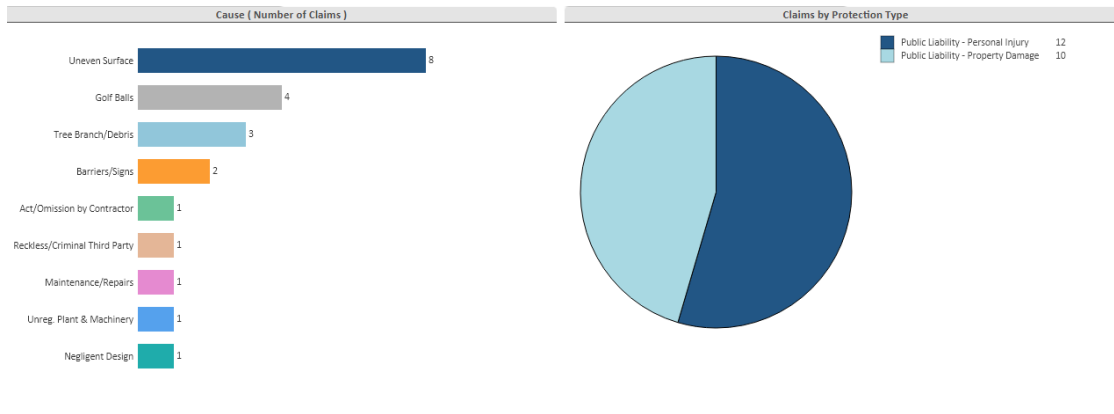
A report on insurance claim activity for the period 1 July 2023 to 31 December 2023 was provided to the Committee at its meeting on 6 March 2024.

The Town’s insurance claim activity for the entire financial year ending 30 June 2024 is detailed below.

Public Liability Claims

22 claims were made under the Town’s Public Liability policy in the financial year.

Of the 22 claims, 10 claims related to third party property damage and 12 claims related to personal injury. Image 1 below provides a specific breakdown of the causes of Public Liability claims.



For 12 of the claims the Town received a formal request for compensation and submitted a claim to LGIS for independent assessment. In all instances LGIS deemed that there was no negligence on the part of the Town and accordingly the Town could not be held liable.

The other 10 claims related to occasions where the Town was notified of an incident that could have led to a claim however, no formal request for compensation was received. Where this occurs, it is standard practice for the Town to notify LGIS of the incident should a request for compensation be received in the future.

Property Claims

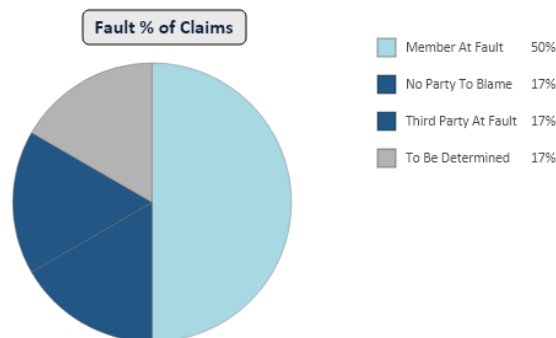
The Town notified LGIS of 4 property damage claims in the reporting period as detailed below:

Property	Damage Sustained	Status
Clare Sculpture	Vandalism	No claim as repairs under excess amount
Claremont Aquatic Centre	Vandalism	No claim as repairs under excess amount
Claremont Golf Course Toilets	Water Damage	No claim as repairs under excess amount
Claremont Aquatic Centre Clubroom	Water Damage	Claim in progress

The applicable excess on claims for damage to the Town’s general property is \$10,000 meaning that a formal claim commences where the value of the damage exceeds this amount. In 3 instances the value of the damage was less than the excess amount and therefore a claim was not pursued.

Motor Vehicle

6 claims were made in the reporting period under the Town’s Motor Vehicle policy. The fault % of these claims is shown below:



5 of the 6 claims have been finalised.

During the financial year the Town arranged defensive driver training for employees who drive Town vehicles. The Town provides this training approximately every 2 years.

Workers’ Compensation

One Workers' Compensation claim was made in the financial year and was formally declined by LGIS. The claim was subsequently settled by LGIS.

**2024/2025 Membership Renewal**

The Town's Membership Renewal process for 2024/2025 was completed in June 2024. The below table provided by LGIS details the contributions for each policy this financial year and the comparative contribution for 2023/24.

Scheme Fund	2023/24 Total Contribution (including GST)	2024/25 Total Contribution (including GST)	Comments
LGIS Liability	\$159,153.52	\$168,702.60	6% increase in contribution
LGIS Casual Hirers Liability	\$0.00	\$0.00	Scheme Funded policy
LGIS Commercial Crime & Cyber	\$14,559.14	\$14,559.60	Expiring rate rolled over
LGIS Management Liability	\$18,561.00	\$18,561.40	Expiring rate rolled over
LGIS Pollution Legal Liability	\$0.00	\$0.00	Scheme Funded Policy
LGIS Property	\$84,958.84	\$84,308.40	-2.5% decrease in rate. Contribution has not been reduced by -2.5% due to declared assets fluctuation.
LGIS Motor Vehicle Fleet	\$25,275.80	\$28,694.60	Expiring rate rolled over Fluctuation in declared assets
LGIS WorkCare	\$105,600.00	\$119,196.00	Increase in rate and estimated wages for 2024/25
LGIS Corporate Travel	\$934.51	\$1,018.60	9% increase applied
LGIS Voluntary Workers	\$558.88	\$609.40	9% increase applied
<b>Total Scheme Membership</b>	<b>\$409,601.69</b>	<b>\$435,650.60</b>	

**PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 6 March 2024, Committee Recommendation 005/24

*That the Audit and Risk Management Committee notes the contents of this report.*

*CARRIED*

**FINANCIAL AND STAFF IMPLICATIONS**

An insurance excess is payable on claims made under the Town's property and motor vehicle policies.

Sufficient funds are allocated in the annual budget for insurance premiums and claim excesses.

**POLICY AND STATUTORY IMPLICATIONS**

Nil

**COMMUNICATION AND CONSULTATION**

The lodgement of public liability insurance claims requires the Governance team to consult with various business units and members of the public.

The Governance Team worked with LGIS staff and internal business units on the renewal process.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

Nil

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**The meeting was advised of a correction to the Total Scheme Membership contribution amounts for FY 2023/24 and 2024/25 in the table on page 81.**

**COMMITTEE RECOMMENDATION ARMC 24/15**

**Moved:** Deputy Mayor Cr Paul Kelly

**Seconded:** Cr Graham Cameron

**That the Audit and Risk Management Committee notes the contents of this report.**

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**

**6.5 COUNCIL RESOLUTION TRACKING**

**File Number:** GOV/00054  
**Author:** Jessica Guy (Manager Governance and Records)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Outstanding Council Resolutions Report [6.5.1 - 6 pages]  
 2. Completed Council Resolutions Report [6.5.2 - 10 pages]

**PURPOSE**

To provide a report to the Audit and Risk Management Committee (**Committee**) on the status of Council resolutions.

**BACKGROUND**

Since 2021, a report has been provided to each Committee meeting including a Register of Council Resolutions and their status.

The Town has recently implemented a new Agenda and Minutes software which has significantly automated what was previously a manual process for reporting to the Committee. All previous outstanding actions have been imported to the new system.

After a Council Meeting, Council decisions are assigned to the report author to update whether the associated action is in progress or completed. Outstanding actions associated with Council decisions are reviewed by the Executive Leadership Team in their fortnightly meeting.

Going forward for this reporting to the Committee, two attachments will be provided:

1. Outstanding items report – detailing all outstanding actions.
2. Completed items report – detailing actions completed since the previous quarter’s report.

**DISCUSSION**

At its meeting on 6 March 2024, the Committee was presented with a report on Council Resolutions made between December 2023 to February 2024 and their status.

Since the last report to the Committee three Ordinary Council Meetings and one Special Council Meeting were held:

- OCM - 26 March 2024
- SCM - 22 April 2024
- OCM - 28 May 2024
- OCM - 25 June 2024

The 30 July 2024 Ordinary Council Meeting and 6 August 2024 Special Council Meeting have not been included in this report due to their proximity to creation of the Agenda for this meeting.

**Attachment 1** is a report detailing the twelve Council Resolutions that are in progress and their status.

**Attachment 2** is a report detailing all Council Resolutions that have been completed from the 25 June 2024 Ordinary Council Meeting, which was the implementation date of Doc Assembler. At future meetings this attachment will include all actioned decisions from the preceding quarter.

**PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 6 March 2024, Recommendation 003/23

*That the Audit and Risk Management Committee notes the contents of this report.*

*CARRIED*



**FINANCIAL AND STAFF IMPLICATIONS**

Nil

**POLICY AND STATUTORY IMPLICATIONS**

*Local Government Act 1995*

**COMMUNICATION AND CONSULTATION**

The Register is reviewed fortnightly by the Executive team.

The Governance team presents an updated copy of the Register to the Committee at each Meeting.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

Nil

**VOTING REQUIREMENTS**

Simple Majority decision of Committee *(More than half the Committee Members present are required to vote in favour).*

**COMMITTEE RECOMMENDATION ARMC 24/16**

**Moved:** Deputy Mayor Cr Paul Kelly

**Seconded:** Cr Graham Cameron

**That the Audit and Risk Management Committee notes the contents of this report.**

**For:** Mr Peter Telford, Mayor Jock Barker, Deputy Mayor Cr Paul Kelly and Cr Graham Cameron

**Against:** Nil

**CARRIED 4/0**

## Action Register

Search Criteria

**Showing Completed Items:** No

**Generated By:** Jessica Guy

**Generated On:** 05/08/2024 at 3:08pm

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required	Action Taken
25/07/2023	Ordinary Council Meeting	17.1.1	Acquisition of 288 Stirling Highway Claremont	In progress	<p><b>COUNCIL RESOLUTION 096/23</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Notes the feedback on the Business Plan for 288 Stirling Highway and the extensive consultation which will inform the Masterplan and future development for this site; and</li> <li>Authorises the obtaining of a loan on the terms set out in this report for the purchase and acquisition of 288 Stirling Highway, Claremont.</li> </ol>	In progress
22/04/2024	Special Council Meeting	8.1.1	Claremont Town Centre Precinct Structure Plan - Amendment 1 - Development Bonus Provisions	In progress	<p><b>RESOLUTION 048/24</b></p> <p>That Council:</p> <p>Resolve, subject to final Western Australian Planning Commission approval of the Claremont Town Centre Precinct Structure Plan, and pursuant to the clauses 18 and 29 of the Planning and Development (Local Planning Schemes) Regulations 2015, to initiate and formally advertise for public comment Amendment No. 1 to the Claremont Town Centre Precinct Structure Plan to include development bonus provisions for 'Gateway' and 'Landmark' sites as detailed in this report and Attachment.</p>	In progress
22/04/2024	Special Council Meeting	11.2.1	CEO Performance Review Working Group	In progress	<p><b>RESOLUTION 059/24</b></p> <p>That Council:</p> <ol style="list-style-type: none"> <li>Supports the establishment of a Working Group for the CEO Performance Review for the period 1 July 2023 to 30 June 2024.</li> <li>Endorses the Terms of Reference for the CEO Performance Review Working Group shown at Confidential Attachment 3 amended to include four Council Members, including the Mayor; and</li> <li>Appoints Mayor Barker, Councillor Suann, Councillor Goetze and Councillor Hatton to the Working Group.</li> </ol>	In progress
28/05/2024	Ordinary Council Meeting	17.1.1	Strategic Project Update - Land	In progress	<p><b>RESOLUTION 074/24</b></p> <p>That Council:</p> <p>Authorise the Chief Executive Officer to continue discussions with the Department of Planning, Lands and Heritage and Department of Communities on the potential to facilitate a land exchange between 288 Stirling Highway Claremont and Lot 11578 Shenton Road Claremont.</p>	In progress
28/05/2024	Ordinary Council Meeting	17.1.2	Strategic Project Update - Leasing	In progress	<p><b>RESOLUTION 075/24</b></p> <p>That Council authorises the Chief Executive Officer to:</p>	<ol style="list-style-type: none"> <li>Completed</li> <li>In progress</li> </ol>

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required	Action Taken
					<ol style="list-style-type: none"> <li>1. Prepare a lease for the premises known as the Kindergarten and Infant Health Centre at 282B Stirling Highway, Claremont and Meals on Wheels Building at 288A Stirling Highway, Claremont to Claremont Bright Beginnings Incorporated for a term ending on 30 December 2027 on the terms set out in this report; and</li> <li>2. Seek Ministerial approval to lease the premises (portion of Lot 848 in Reserve 21710).</li> </ol>	
28/05/2024	Ordinary Council Meeting	17.1.4	Claremont Community Centre Café Lease	In progress	<p><b>RESOLUTION 079/24</b>  <b>AMENDED OFFICER RECOMMENDATION WAS PUT</b>  <b>That Council</b>                      Advertises its intention to dispose of zone 2 at 64 Bayview Terrace on the parameters set out in this report, with market rent reviews to align with option years under the lease. If any submissions are received, Council will be provided with a report to consider those submissions. If no submissions are received, the Chief Executive Officer is authorised to have lease documents prepared.</p>	In progress
25/06/2024	Ordinary Council Meeting - 25 June 2024	13.1.2	Review of Council Policies	In progress	<p><b>AMENDED OFFICER RECOMMENDATION WAS PUT</b>  <b>COUNCIL RESOLUTION 88/24</b>  <b>That Council:</b></p> <ol style="list-style-type: none"> <li>1. Revokes Council policy LV115 Private Property Maintenance;</li> <li>2. Adopts reviewed Council policies:                             <ol style="list-style-type: none"> <li>(a) LG507 Entertainment;</li> <li>(b) LG518 Records Management;</li> <li>(c) LG522 Honorary Freeman of the Town;</li> <li>(d) LG523 Executing of Documents</li> <li>(e) LG528 Gifts to Terminating Employees;</li> <li>(f) LG530 Bank Account;</li> <li>(g) LG533 Complaints Management as amended;</li> <li>(h) LG535 Legislative Compliance;</li> <li>(i) LG536 Public Interest Disclosure;</li> <li>(j) LG540 Council Member Training and Continuing Professional Development;</li> <li>(k) LG542 Council Members Media Policy;</li> <li>(l) LG543 Equal Opportunity;</li> <li>(m) LG544 Work Health and Safety Policy; and</li> </ol> </li> </ol>	<p>Policies updated on website.</p> <p>LG527 Fleet Management to be presented to Council at a future meeting.</p>

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required	Action Taken
					<p>(n) LV108 Rights of Ways/Laneways;</p> <p>3. Adopts Council Policy LG547 Payments to Independent Committee Members.</p> <p>4. The Administration include in Council Policy LG547 Fleet Management the Fleet Management Guidelines and resubmit the Policy to Council for consideration and approval.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED BY ABSOLUTE MAJORITY 8/0</p>	
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 2.1	Finalisation of Local Planning Strategy	In progress	<p><b>COUNCIL RESOLUTION 92/24</b></p> <p>Moved: Cr Jill Goetze</p> <p>Seconded: Cr Shelley Hatton</p> <p>That Council:</p> <p>1. Refer the Certified Town of Claremont Local Planning Strategy to the Western Australian Planning Commission for endorsement inclusive of requested modifications within 60 days as prescribed under Regulation 15 of the <i>Planning and Development (Local Planning Schemes) Regulations 2015</i>.</p> <p>2. Request the Minister for Planning, Lands and Heritage to finalise Amendment No. 138 to Local Planning Scheme No. 3 given the significant advanced work undertaken by the Town to advertise and support the Certified Town of Claremont Local Planning Strategy for final endorsement by the Western Australian Planning Commission with modification requested at 1 above to address balanced residential growth within the Town of Claremont consistent with the Urban Consolidation Principles contained within the Western Australian Planning Commission's 2018 Central Sub-regional Planning Framework.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>	Awaiting external response

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required	Action Taken
25/06/2024	Ordinary Council Meeting - 25 June 2024	15.1	Cr Kelly - Traffic Impact Study following Occupancy of 1 Airlie Street, Claremont (The Grove)	In progress	<p><b>COUNCIL RESOLUTION 99/24</b></p> <p><b>Moved:</b> Deputy Mayor Cr Paul Kelly</p> <p><b>Seconded:</b> Cr Jill Goetze</p> <p>That following occupancy of 1 Airlie Street, known as The Grove, the Town of Claremont undertake a comprehensive traffic study assessing the vehicular movement impacts and recommending any traffic management improvements. The area of the study to include Airlie Street, Bindaring Parade, Osborne Parade, Anstey Street and Richardson Avenue.</p> <p><b>For:</b> Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	In progress
25/06/2024	Ordinary Council Meeting - 25 June 2024	17 1.2	Strategic Project Update - Facilities	In progress	<p><b>COUNCIL RESOLUTION 102/24</b></p> <p><b>Moved:</b> Cr Ryan Brown</p> <p><b>Seconded:</b> Cr Jill Goetze</p> <p>That Council acknowledges the Implementation Plan as outlined in this report.</p> <p><b>For:</b> Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p><b>Against:</b> Cr Shelley Hatton</p> <p style="text-align: right;"><b>CARRIED 7/1</b></p>	In progress
25/06/2024	Ordinary Council Meeting - 25 June 2024	17 1.3	Review of Service Provision	In progress	<p><b>COUNCIL RESOLUTION 103/24</b></p> <p><b>Moved:</b> Cr Jill Goetze</p> <p><b>Seconded:</b> Cr Sara Franklyn</p> <p>That Council</p> <ol style="list-style-type: none"> <li>1. Supports the recommended night patrol service provision as outlined in this report; and</li> <li>2. Requests the CEO to provide a future report on the outcomes and present future</li> </ol>	In progress

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required	Action Taken
					<p>options.</p> <p><b>For:</b> Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	
25/06/2024	Ordinary Council Meeting - 25 June 2024	17 1.4	Lease for Golf Course and Cafe	In progress	<p><b>COUNCIL RESOLUTION 104/24</b></p> <p><b>That Council:</b></p> <ol style="list-style-type: none"> <li>1. Consents to the proposal submitted by Golf Oracle Pty Ltd to extend the building at 30 Lapsley Road, Claremont, subject to Ministerial approval and approval under the MRS.</li> <li>2. Authorises the Chief Executive Officer to vary the Lease with Golf Oracle Pty Ltd for 30 Lapsley Road, Claremont on the terms set out in this report.</li> </ol> <p><b>For:</b> Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	In progress

## Action Register

### Search Criteria

**Showing Completed Items:** Yes - Completed Actions Only

### Applied Filters

**Date Completed Range:** 24th Jun 2024 to 6th Aug 2024

**Generated By:** Jessica Guy

**Generated On:** 06/08/2024 at 4:33pm



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Meeting Date	Document	Item No.	Item	Status	Action Required
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 1.1	Corporate Business Plan 2024-2025 to 2028-2029	Completed	<p><b>COUNCIL RESOLUTION 85/24</b></p> <p>Moved: Cr Jill Goetze</p> <p>Seconded: Cr Kate Main</p> <p>That Council adopt the Town of Claremont Corporate Business Plan 2024 - 2027 as shown in Attachment 1.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED BY ABSOLUTE MAJORITY 8/0</p>
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 1.3	Monthly Statement of Financial Activity for the Period ended 31 May 2024	Completed	<p><b>COUNCIL RESOLUTION 89/24</b></p> <p>Moved: Deputy Mayor Cr Paul Kelly</p> <p>Seconded: Cr Sara Franklyn</p> <p>That Council:</p> <p>1. Notes the Statement of Financial Activity covering the period 1 July 2023 to 31 May 2024.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>

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Meeting Date	Document	Item No.	Item	Status	Action Required														
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 1.4	List of Payments 1 to 31 May 2024	Completed	<p><b>COUNCIL RESOLUTION 90/24</b></p> <table border="1"> <tr> <td>Moved:</td> <td>Deputy Mayor Cr Paul Kelly</td> </tr> <tr> <td>Seconded:</td> <td>Cr Sara Franklyn</td> </tr> </table> <p>That Council notes all payments made by the Chief Executive Officer under Delegation DA 2.1.5 for May 2024 totalling \$2,134,513.00, as detailed in Attachment 1 comprising:</p> <table border="1"> <tr> <td>\$ 2,054,479.34</td> <td>Municipal Funds electronic funds transfers (EFT)</td> </tr> <tr> <td>\$ 80,033.66</td> <td>Municipal Funds direct debits</td> </tr> <tr> <td>\$ -</td> <td>Municipal Fund vouchers</td> </tr> <tr> <td>\$ -</td> <td>Trust Fund EFT</td> </tr> <tr> <td>\$ -</td> <td>Trust Fund vouchers (none)</td> </tr> </table> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>	Moved:	Deputy Mayor Cr Paul Kelly	Seconded:	Cr Sara Franklyn	\$ 2,054,479.34	Municipal Funds electronic funds transfers (EFT)	\$ 80,033.66	Municipal Funds direct debits	\$ -	Municipal Fund vouchers	\$ -	Trust Fund EFT	\$ -	Trust Fund vouchers (none)
Moved:	Deputy Mayor Cr Paul Kelly																		
Seconded:	Cr Sara Franklyn																		
\$ 2,054,479.34	Municipal Funds electronic funds transfers (EFT)																		
\$ 80,033.66	Municipal Funds direct debits																		
\$ -	Municipal Fund vouchers																		
\$ -	Trust Fund EFT																		
\$ -	Trust Fund vouchers (none)																		
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 1.5	Draft 2024-25 Budget	Completed	<p><b>COUNCIL RESOLUTION 91/24</b></p> <table border="1"> <tr> <td>Moved:</td> <td>Cr Jill Goetze</td> </tr> <tr> <td>Seconded:</td> <td>Deputy Mayor Cr Paul Kelly</td> </tr> </table> <p>That Council:</p>	Moved:	Cr Jill Goetze	Seconded:	Deputy Mayor Cr Paul Kelly										
Moved:	Cr Jill Goetze																		
Seconded:	Deputy Mayor Cr Paul Kelly																		

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Meeting Date	Document	Item No.	Item	Status	Action Required
					<ol style="list-style-type: none"> <li>1. Notes that there will be a General Rate and a Commercial Rate for 2024/2025.</li> <li>2. Requests the Chief Executive Officer to commence the process and to advertise the differential rate as required under Section 6.36 of the <i>Local Government Act 1995</i>.</li> <li>3. Endorse advertising of its draft 2024-25 Budget for public comment.</li> </ol> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 2.2	Lot 512 (2) Shenton Road, Claremont - Proposed Medical Centre	Completed	<p><b>AMENDED OFFICER RECOMMENDATION WAS PUT</b></p> <p><b>COUNCIL RESOLUTION 94/24</b></p> <p>That Council recommend the Western Australian Planning Commission support the issue of a Development Approval for a proposed Medical Centre at Lot 512 (2) Shenton Road, Claremont subject to the following conditions and advice notes:</p> <ol style="list-style-type: none"> <li>1. All development shall occur in accordance with the approved drawings (Development Application DA2024.00031), as amended by these conditions.</li> <li>2. The parking area is to service 60% (39) public short term parking with unrestricted daytime access and 40% (26) tenant parking in accordance with the requirements of the North East Precinct Structure Plan to the satisfaction of the Town of Claremont.</li> <li>3. A Construction and Site Management Plan detailing access to the site, the delivery and storage of materials and the parking of tradespersons is to be approved by the Town of Claremont prior</li> </ol>

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Meeting Date	Document	Item No.	Item	Status	Action Required
					<p>to the issue of a Building Permit and implemented for the duration of construction.</p> <p>4. Prior to the lodgement of a Building Permit, the details of external materials and colour finishes of the development are to be to a standard such that it complies with the requirements of Clauses 76 and 77 of the Town of Claremont Local Planning Scheme No. 3, to the satisfaction of the Town of Claremont.</p> <p>5. Prior to the lodgement of a Building Permit, a detailed lightning plan is to be provided to the specification and satisfaction of the Town of Claremont. The lighting plan is to be thereafter implemented, to the satisfaction of the Town of Claremont.</p> <p>6. Prior to the lodgement of a Building Permit, a detailed mechanical and hydraulic plan is to be provided to the specification and satisfaction of the Town of Claremont.</p> <p>7. A Signage Strategy is to be submitted to and approved by the Town of Claremont prior to the issue of a Building Permit. A copy of the Signage Strategy is to be provided to all commercial tenants.</p> <p>8. All stormwater discharge shall be contained and disposed of on site and vehicle access designed in such a manner as to prevent storm water entering the property or discharging externally from the property, to the satisfaction of the Town of Claremont.</p> <p>9. The plan is to be amended to include details of the proposed aluminium infill panels to be added to the northern façade of the north-facing car parking prior to or with the lodgement of a Building Permit.</p> <p>10. The dimensions of all car parking bays, aisle widths and circulation areas complying with the Australian Standard AS/NZS 2890.1/2004.</p> <p>11. Prior to an application for a Building Permit an updated detailed noise assessment shall be submitted to the satisfaction of the Town of Claremont.</p>

Audit and Risk Management Committee Meeting Minutes

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Meeting Date	Document	Item No.	Item	Status	Action Required
					<p>12. For the life of the development the recommendations of the Acoustic Report are to be implemented to the satisfaction of the Town of Claremont.</p> <p>13. Prior to the application of a Building Permit, submission of an updated Public Art Strategy relating to the provision of public art to the value of \$200,000 for the consideration and approval of the Town of Claremont.</p> <p>14. Prior to completion of development the Landscape Plan is to be implemented and thereafter maintained to the satisfaction of the Town of Claremont.</p> <p>15. The development is to provide a minimum of 52 cycle bays, of which 36 are to be provided for tenants and 15 for visitors and 1 for the associated pharmacy in accordance with the requirements of the North East Precinct Structure Plan to the satisfaction of the Town of Claremont.</p> <p>Advice Notes:</p> <p>(a) If the development the subject of this approval is not substantially commenced within a period of 2 years, the approval will lapse and be of no further effect.</p> <p>(b) Where an approval has so lapsed, no development must be carried out without the further approval of the local government having first been sought and obtained.</p> <p>(c) If an applicant or owner is aggrieved by this determination there is right of review by the State Administrative Tribunal in accordance with the <i>Planning and Development Act 2005</i> Part 14. An application must be made within 28 Days of the determination.</p> <p>(d) This is a Development Approval only and a Building Permit must be obtained from the Local Government prior to the commencement of any building works. Permits for non-residential development must be Certified prior to submission.</p>

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14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required
					<p>(e) A Demolition Permit may be required from the Town's Building Services prior to commencement of any demolition works. The Town accepts Certified and Uncertified Demolition Permits.</p> <p>(f) This property is included on the Town of Claremont's Heritage List and/or the Heritage Council of Western Australia's Register of Heritage Places. Any future alteration to the building or development on the land requires Development Approval and the application may be referred to the Heritage Council.</p> <p>(g) The WAPC is advised that the Town does not support the proposed conversion of three parking bays on the north side of the site along Shenton Road into drop-off and pick-up bays for the proposed development.</p> <p>(h) The applicant is required to submit a Crossover Application Form with or prior to application for a Building Permit. Refer to the Town of Claremont website (Infrastructure) for standards and specifications, and to download the Crossover Application Form.</p> <p>(i) The applicant/owner is advised to liaise with the adjoining landowners where trees, vegetation, dividing fences or other structures may be affected due to work on or near the property boundaries.</p> <p>(j) The applicant/owner is advised of the following requirements from the Town's Health Services. Should any advice be unclear, please contact the Town's Health Services on 9285 4300:</p> <ul style="list-style-type: none"> <li>a) The applicant/owner is advised that the Town's waste services does not extend to commercial waste and medical waste collections.</li> <li>b) All plant and machinery (such as air conditioners and pool pumps) must be suitably located and/or sound proofed to comply with the requirements of the <i>Environmental Protection (Noise) Regulations 1997</i>.</li> <li>c) Under the <i>Environmental Protection (Noise) Regulations 1997</i>, no construction work is to be permitted or suffered to be carried out:</li> </ul>

Audit and Risk Management Committee Meeting Minutes

14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required
					<p>i. Before 7.00am or after 7.00pm Monday to Saturday inclusive; or</p> <p>ii. On a Sunday or on a public holiday.</p> <p>d) The applicant is required to remove any hazardous materials encountered during construction/demolition at their own expense and in accordance with the <i>Code of Practice on Safe Removal of Asbestos [NOHSC: 2002(2005)]</i> as stipulated by the <i>Occupational Health and Safety Regulations 1996</i> and disposed of in accordance with the <i>Health (Asbestos) Regulations 1992</i> and the <i>Environmental Protection (Controlled Waste) Regulations 2004</i>.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 2.4	Roadwise Council	Completed	<p><b>COUNCIL RESOLUTION 97/24</b></p> <p>Moved: Cr Sara Franklyn</p> <p>Seconded: Deputy Mayor Cr Paul Kelly</p> <p>That:</p> <ol style="list-style-type: none"> <li>Council accept WALGA's invitation to register as a RoadWise Council;</li> <li>Council nominates two Officers and one Elected Member to represent the Town on the WALGA RoadWise Council, being:</li> </ol>

Audit and Risk Management Committee Meeting Minutes

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Meeting Date	Document	Item No.	Item	Status	Action Required
					<p>(a) Director Infrastructure</p> <p>(b) Manager Assets &amp; Design</p> <p>(c) Chair (Elected Member) of the Traffic Management Working Group.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>
25/06/2024	Ordinary Council Meeting - 25 June 2024	13 3.1	Lake Claremont Management Plan 2024-2029	Completed	<p><b>COUNCIL RESOLUTION 98/24</b></p> <p>Moved: Cr Sara Franklyn</p> <p>Seconded: Deputy Mayor Cr Paul Kelly</p> <p>That Council adopt the Lake Claremont Management Plan 2024-2029.</p> <p>For: Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p>Against: Nil</p> <p style="text-align: right;">CARRIED 8/0</p>



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14 August 2024

Meeting Date	Document	Item No.	Item	Status	Action Required
25/06/2024	Ordinary Council Meeting - 25 June 2024	16.1.1	RFT 02-2024: Traffic Management Services	Completed	<p><b>COUNCIL RESOLUTION 101/24</b></p> <p><b>Moved:</b> Deputy Mayor Cr Paul Kelly</p> <p><b>Seconded:</b> Cr Jill Goetze</p> <p>That Council accepts, subject to the execution of relevant contract documentation, the appointment of both Contraflow and QTM Pty Ltd on a panel arrangement for the supply of Traffic Management Services for the Town of Claremont, for up to a maximum period of three years in accordance with RFT 02-2024.</p> <p><b>For:</b> Mayor Jock Barker, Deputy Mayor Cr Paul Kelly, Cr Graham Cameron, Cr Shelley Hatton, Cr Kate Main, Cr Jill Goetze, Cr Sara Franklyn and Cr Ryan Brown</p> <p><b>Against:</b> Nil</p> <p style="text-align: right;"><b>CARRIED 8/0</b></p>

**7 OTHER BUSINESS**

Nil

**8 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PRESIDING PERSON OR BY DECISION OF MEETING**

Nil

**9 FUTURE MEETINGS OF COMMITTEE**

To be advised.

**10 DECLARATION OF CLOSURE OF MEETING**

There being no further business, the Presiding Member declared the meeting closed at 9:59 am.

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**CHAIRPERSON**

**12.2 FORESHORE ADVISORY COMMITTEE**

**12.2.1 MINUTES OF THE FORESHORE ADVISORY COMMITTEE MEETING HELD ON 21 AUGUST 2024**

**File Number:** GOV/00049-02

**Author:** Isabelle Cadman (Administration Officer - Parks and Environment)

**Authoriser:** Liz Ledger, Chief Executive Officer

**Attachments:** 1. Minutes of the Foreshore Advisory Committee Meeting held on 21 August 2024 [12.2.1.1 - 10 pages]

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**OFFICER RECOMMENDATION**

**That the Minutes of the Foreshore Advisory Committee Meeting held on 21 August 2024 be received.**

TOWN *of* CLAREMONT

# Minutes

## **Foreshore Advisory Committee Meeting**

Wednesday 21 August 2024

Liz Ledger  
Chief Executive Officer

**DISCLAIMER**

Persons present at this meeting are cautioned against taking any action as a result of any Committee recommendation until such time as those recommendations have been considered by Council.

**Order of Business**

**1 Declaration of Opening/Announcement of Visitors .....4**

**2 Record of Attendance/Apologies.....4**

**3 Disclosure of Interests.....4**

**4 Confirmation of Minutes of Previous Meetings .....4**

**5 Presentation .....4**

**6 Reports of the CEO .....6**

    6.1 Updates and items for discussion .....6

**7 Other Business .....10**

**8 New Business of an Urgent Nature Approved by the Presiding Person or by Decision of Meeting .....10**

**9 Future Meetings of Committee.....10**

**10 Declaration of Closure of Meeting .....10**

**1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The Chairperson welcomed the meeting attendees and declared the meeting open at 4:00 pm.

**2 RECORD OF ATTENDANCE/APOLOGIES**

**PRESENT :**

Mr Peter Telford	Chairperson
Cr Shelley Hatton	
Mr Bill MacLeod	Community Representative
Ms Claire Brittain	Community Representative

**IN ATTENDANCE:**

Marty Symmons	Director Infrastructure
Cloe Dolan	Manager Parks and Environment
Emily Mullins	Acting Manager Tourism and Events
Isabelle Cadman	Administration Officer - Parks & Environment

**APOLOGIES:**

Cr Annette Suann

**LEAVE OF ABSENCE:**

Nil

**3 DISCLOSURE OF INTERESTS**

Nil

**4 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**COMMITTEE RECOMMENDATION FAC 24/5**

**Moved:** Cr Shelley Hatton  
**Seconded:** Mr Bill MacLeod

That the minutes of the Foreshore Advisory Committee Meeting held on 22 May 2024 be confirmed.

**For:** Mr Peter Telford, Cr Shelley Hatton, Mr Bill MacLeod and Ms Claire Brittain

**Against:** Nil

**CARRIED 4/0**

**5 PRESENTATION**

Emily Mullins gave a debrief of the Day on the Bay event which was held on 19 May 2024.

*Emily Mullins left the meeting at 4:36pm.*



**6 REPORTS OF THE CEO**

**6.1 UPDATES AND ITEMS FOR DISCUSSION**

**File Number:** GOV/00049-003  
**Author:** Karyn Hodby (Land Care Officer), Cloe Dolan (Manager Parks and Environment)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** Nil

**PURPOSE**

To provide updates to Advisory Committee members on items related to the Claremont Foreshore.

**BACKGROUND**

Updates are provided for the following items:

1. Sand Management Plan
2. High Water Mark Survey Report
3. Foreshore and Jetty Infrastructure
4. Litter
5. Community Safety Patrols
6. Cat Management
7. Promotion of the Foreshore
8. Riverbank Grants
9. Foreshore Vehicle Access

**DISCUSSION**

1. Sand Management Plan

Sand nourishment works have been included in the 2024-2025 financial year budget for the fourth year of the Sand Management Plan’s initial five-year program. Works are subject to DPLH Regulation 10 approval. It is suggested that the timing of the works is adjusted to early Summer. This is being reviewed as the Town continues to try to maximise the efficiencies and results of these works.

2. High Water Mark Survey Update

No further progress from the DBCA since the previous committee meeting. Previous advice was that the Deposited Plan was being considered by Department of Planning Lands and Heritage with some changes to the annotation requested from the surveyors.

3. Foreshore and Jetty Infrastructure

The Mrs Hebert’s Park Playground installation was completed during May 2024 and is already proving very popular.

4. Litter

Contractors and Town Staff continue to conduct regular foreshore inspections to clean up any litter from the foreshore.

Washed up of seaweed along the foreshore is a naturally recurring event. DBCA are the authority over the low-lying areas of the foreshore and instruct that it is to be left in place and not removed. Seaweed provides habitat, food sources and stabilisation of beach sand. If the levels build up to an extent requiring reduction, the DBCA undertakes such work.

5. Community Safety patrols

The Community Safety team undertake inspections of the foreshore reserve. This is to ensure proper dog behaviour, compliance with parking regulations, and to discourage antisocial behaviour. Throughout the year during periods of high activity, inspections can occur several times a day. The infringement penalty for dogs off lead is \$200.

6. Cat management

1 March 2024, the Town’s new local law came into effect with Claremont Foreshore included as part of the new Cat Prohibited Zones.

7. Promotion of the Foreshore

‘A Day on the Bay’ is planned for May 2025 this financial year.

8. Riverbank Grants

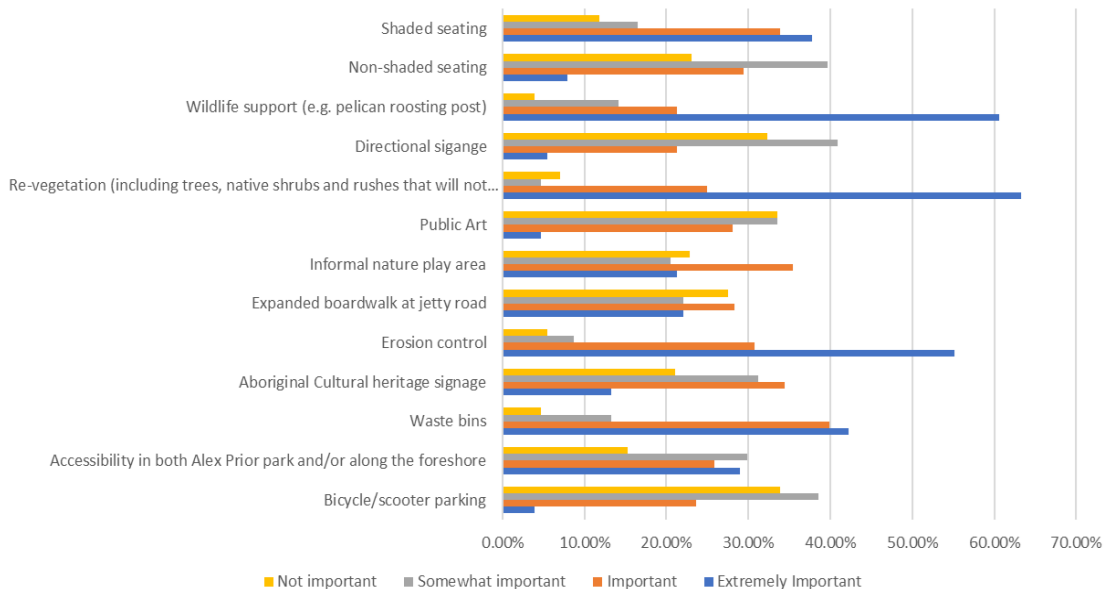
**Foreshore Masterplan**

The draft Claremont Foreshore Enhancement Plan has been presented to Council.

A period of Public Consultation has also been completed via an online survey. The community were asked to rate their priorities for foreshore enhancements and provide answers and comments against a range of questions.

The survey was open for five weeks, closing 31st July, with a total of 128 respondents. Eighty-three percent of respondents stated they were Town of Claremont residents. Priorities receiving the highest ratings by the community were erosion control, revegetation and wildlife protection.

*Public Consultation – Priorities for the future management of the Claremont Foreshore:*



Following the completion of the survey, a final project report will be provided to the Town and DBCA, August 2024.

**Management Plan – Western Foreshore**

The Town has been awarded a Riverbank Grant following a submission made, April 2023. This was a joint submission in partnership with the Shire of Peppermint Grove to the DBCA focusing on the areas of Foreshore from Bindaring Parade to Leake Street, along The Esplanade, and the Osborne Parade Lookout area.

It is proposed that a management plan is created for this challenging site. The Town noted in the submission that it currently has a high volume of weeds, erosion issues, fire management considerations, and it is a registered Aboriginal Cultural Heritage Site.

**Sand Management**

The Town has applied for an additional Riverbank Grant to assist our ongoing Sand Management Plan works. The grant will be to fund detailed geotechnical subsoil investigations of the types and extents of rubble buried along the foreshore, east of the Chester Road car park. The DBCA will announce in August 2024 if successful.

**Future Grant Applications**

The Town was recently made aware of a Department of Transport grant which could fund the completion of a concept design for a formalised dinghy storage area to the west of the Claremont Yacht Club, where dinghies are currently left in a haphazard fashion.

Formalisation of the dinghy storage area is one of the desirable outcomes listed within the draft Foreshore Masterplan. A design being completed would enable the detailed review of options by both the committee and council and provide some information on likely costs should this be something council elected to complete.

Applications for this grant close September 2024.

**9. Foreshore Vehicle Access.**

There are currently no ongoing vehicle access arrangements in place for the Foreshore Reserve between developers and the Town. Applications are assessed on a case-by-case basis as they come in.

When the 56 Victoria Avenue build is completed, the Town will arrange for the turf to be top-dressed in the areas that they were using previously.

**PAST RESOLUTIONS**

Foreshore Advisory Committee Meeting 22 May 2024, Committee Recommendation 004/24

*That the Committee notes the progress of the various program activities relating to the foreshore.*

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

*Water and Rivers Commission Act 1995, Local Government Act 1995 and the other relevant document is WESROC Foreshore Management Plan.*

**COMMUNICATION AND CONSULTATION**

As per project requirements.

**STRATEGIC COMMUNITY PLAN**

*Liveability We are an accessible community with well-maintained and managed assets. Our heritage is preserved for the enjoyment of the community.*

- Provide clean, usable, attractive and accessible streetscapes and public spaces.

**Environmental Sustainability** *We are a leader in responsibly managing the built and natural environment for the enjoyment of the community and continue to demonstrate diligent environmental practices.*

- Protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore.

**URGENCY**

Progress update requiring no action.

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**COMMITTEE RECOMMENDATION FAC 24/6**

**Moved:** Cr Shelley Hatton

**Seconded:** Ms Claire Brittain

**That the Foreshore Advisory Committee:**

1. **Notes the progress of the various program activities relating to the foreshore.**

**For:** Mr Peter Telford, Cr Shelley Hatton, Mr Bill MacLeod and Ms Claire Brittain

**Against:** Nil

**CARRIED 4/0**

**7 OTHER BUSINESS**

Nil

**8 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PRESIDING PERSON OR BY DECISION OF MEETING**

Nil

**9 FUTURE MEETINGS OF COMMITTEE**

Foreshore Advisory Committee Meeting, Wednesday, 20 November 2024 at 4:00pm.

**10 DECLARATION OF CLOSURE OF MEETING**

There being no further business, the presiding member declared the meeting closed at 5:10 pm.

.....  
**CHAIRPERSON**

**12.3 LAKE CLAREMONT ADVISORY COMMITTEE****12.3.1 MINUTES OF THE LAKE CLAREMONT ADVISORY COMMITTEE MEETING HELD ON 15 AUGUST 2024****File Number:** GOV/00051-005**Author:** Isabelle Cadman (Administration Officer - Parks and Environment)**Authoriser:** Liz Ledger, Chief Executive Officer**Attachments:** 1. Minutes - Lake Claremont Advisory Committee meeting - 15 August 2024  
[12.3.1.1 - 22 pages]

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**OFFICER RECOMMENDATION****That Council:**

1. **Receive the Minutes of the Lake Claremont Advisory Committee Meeting held on 15 August 2024; and**
2. **Notes Committee Recommendation LCAC 24/11 and requests no further action by the Administration in relation to item 3.**

**COMMITTEE RECOMMENDATION**

Lake Claremont Advisory Committee Recommendation LCAC 24/11

*That the Lake Claremont Advisory Committee:*

1. *Acknowledges the tasks and activities that have been completed in relation to the management of Lake Claremont and the surrounding parklands;*
2. *Reaffirms its previous advice to Council to consider closing the lower limestone Alfred Road track at Lake Claremont; and*
3. *Recommends that Council requests the Administration enters into negotiations with the Golf Course lessee with the view to replacing three pine trees in the heritage listed line of pine trees.*

**CEO COMMENT**

The Golf Course is a leased premises, and the Town is therefore not able to require the Tenant to plant trees on the golf course.

TOWN *of* CLAREMONT

# Minutes

**Lake Claremont Advisory Committee Meeting**

Thursday 15 August 2024

Liz Ledger  
Chief Executive Officer

**DISCLAIMER**

Persons present at this meeting are cautioned against taking any action as a result of any Committee recommendation until such time as those recommendations have been considered by Council.



**Order of Business**

**1 Declaration of Opening/Announcement of Visitors .....4**

**2 Record of Attendance/Apologies.....4**

**3 Disclosure of Interests.....4**

**4 Confirmation of Minutes of Previous Meetings .....4**

**5 Presentation .....5**

**6 Reports of the CEO .....6**

    6.1 Lake Claremont Progress Report .....6

**7 Other Business .....15**

    7.1 Friends of Lake Claremont Update .....15

    7.2 Lake Claremont Bird Census for Winter 2024 .....18

**8 New Business of an Urgent Nature Approved by the Presiding Person or by Decision of Meeting.....22**

**9 Future Meetings of Committee.....22**

**10 Declaration of Closure of Meeting .....22**

**1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The Chairperson welcomed the meeting attendees and declared the meeting open at 08:03 am.

**2 RECORD OF ATTENDANCE/APOLOGIES**

**PRESENT:**

Cr Sara Franklyn	Chairperson
Cr Shelley Hatton	
Cr Blane Brackenridge	City of Nedlands Delegate
Leeuwin Beeck	Community Representative
Dr Bruce Haynes	Community Representative
Tony Barr	Friends of Lake Claremont Delegate
David Kyle	Scotch College Representative (from 8.08am)

**IN ATTENDANCE:**

Marty Symmons	Director Infrastructure
Cloe Dolan	Manager Parks and Environment
Karyn Hodby	Land Care Officer
Isabelle Cadman	Administration Officer – Parks and Environment

**APOLOGIES:**

Nil

**LEAVE OF ABSENCE:**

Nil

**3 DISCLOSURE OF INTERESTS**

Nil

**4 CONFIRMATION OF MINUTES OF PREVIOUS MEETINGS**

**COMMITTEE RECOMMENDATION LCAC 24/10**

**Moved:** Dr Bruce Haynes  
**Seconded:** Cr Shelley Hatton

That the minutes of the Lake Claremont Advisory Committee Meeting held on 16 May 2024 be confirmed.

**For:** Cr Sara Franklyn, Cr Shelley Hatton, Cr Blane Brackenridge (City of Nedlands), Dr Bruce Haynes, Mr David Kyle, Mr Leeuwin Beeck and Mr Tony Barr

**Against:** Nil

**CARRIED 7/0**

**5 PRESENTATION**

Nil

**6 REPORTS OF THE CEO**

**6.1 LAKE CLAREMONT PROGRESS REPORT**

**File Number:** GOV/00051-005  
**Author:** Cloe Dolan (Manager Parks and Environment), Karyn Hodby (Land Care Officer)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Lake Claremont Operational Plan 2023 2024 [6.1.1 - 2 pages]  
 2. Lake Claremont Operational Plan 2024 2025 [6.1.2 - 2 pages]

**PURPOSE**

The purpose of this report is to update the Lake Claremont Advisory Committee (LCAC) on tasks and activities that have been completed in relation to the management of Lake Claremont and the surrounding parklands.

**BACKGROUND**

Updates on activities relate to the following:

- Turf
- Weed Management
- Litter
- Park Infrastructure
- Trees and Flora
- Water and Soil
- Fauna
- Projects

**DISCUSSION**

Turf

Mowing of the parklands has been completed for the period as per the scheduled maintenance program.

Weed Management

*2024 Weed Control Program Update*

The Town, FOLC, and contractors are meeting every two months instead of quarterly to discuss operational matters and the weed control plan and schedule for 2024. As agreed at Operational meetings earlier this year, more frequent sprays for shorter durations (eg. 1 week) have been implemented. Where warranted according to rainfall patterns e.g. in June, this is extended to 2 weeks of weed treatment to address the flush of weed growth. The approach was reviewed on 25<sup>th</sup> July and seen as an improvement on last year due to the early intervention while weeds are small and actively growing.

Whilst lakebed spraying was completed during February, hand weeding on the lakebed was undertaken during May given the continued dry conditions. Path edges and bushland spraying was completed in May, June and July. Further work is planned for August and September.

*Rhagodia*

Further Rhagodia removal by volunteers has occurred throughout the eastern buffer and Elliott Road bushland during Winter. The trial site where Rhagodia was previously removed and then new plantings installed will continue to be monitored.

### Litter

A small kids play area with homemade swings at Eastway Crescent was inspected. Nearby residents will be informed about planned removal due to safety and environmental concerns. Bike jumps constructed down the slope below Alfred Road were filled in. Bollards and signs have been installed to prevent repeat occurrences.

### Park Infrastructure

#### *Limestone Path Closure*

During June 2024, works commenced to remove fencing and a limestone path in the Alfred Road Woodland as recommended at previous LCAC meetings. This followed a brief review by the Town of volumes of use, costs of maintenance, and opportunities for revegetation.

Following commencement of works, a petition was received by Council requesting that the path remain for use of walkers who enjoy it as part of a loop route, being a quieter alternative to walking on the asphalt PSP to the south. The petition was signed by 83 residents.

Contrary to our previous understanding, this demonstrates that the path is in demand by our residents and therefore the path will remain open, and any fence already removed will be reinstated.

#### *Fencing Upgrades*

The Mulder Park west and Strickland Street fencing extensions were completed during May 2024.

#### *Mulder Park Upgrades*

Playground upgrade was completed in May 2024.

Shade sails were installed in June 2024.

Scooter track was included in the draft budget for 2024-2025 financial year, following the removal of the Moreton Bay Fig.

### Trees and Flora

The spread of the Polyphagous Shot Hole Borer is being monitored and managed at the State level by the DPIRD. Biosecurity Officers conduct monthly site inspections and are working on a revised tree management plan to be provided to the Town.

The 77 removals required from the Lake Claremont area were scheduled to occur as follows:

- Lakebed and Mulder Park April 2024
- Stirling Road Park May 2024
- Lake parklands June 2024

However, in late March, the Town was advised that works were on pause until further notice while further approvals were sought. These included planning and development approvals and environmental impact statements. Five Moreton Bay Fig Trees were subsequently removed from Mulder Park, June 2024.

Volunteers have taken photos and video footage of the trees being removed as a historical record.

The Town's operational staff are assisting to identify and report any indications of infection to them. A second round of training of Town Infrastructure staff was completed by DPIRD officers, July 2024.

FOLC volunteers have revegetated the Moreton Bay Fig removal site east of Strickland Street with a mixture of local native trees, shrubs, and groundcover species, June 2024.

### Water and Soil

Water sampling as per the Water Sampling Plan could not be carried out in April due to the lakebed still being dry. Instead, SERCUL gave a presentation on water quality to the Friends of Lake Claremont at their May night chat to discuss the latest report findings and recommendations.

### Fauna

#### *Pest management*

Foxes and cats continue to be captured on FOLC Trail cameras. The Town has arranged for two fox cage traps to be activated with remote monitoring possible due to the cameras that are installed for each. Feral animal control contractors attended the site in June and July, but unfortunately were unsuccessful. The need for feral animal control is important in our conservation efforts to protect the local native fauna such as the quenda and turtles that inhabit Lake Claremont.

#### *Reptile Management*

As a part of the Lake Claremont Management Plan, surveys of different fauna species are undertaken to gather baseline data and inform future conservation strategies. An environmental consultant was awarded the contract during March for a reptile survey. This work will continue into Spring 2024. Initial findings resulted in nine distinct species of lizards, skinks and geckos being at Lake Claremont. This is a lower species richness than anticipated.

#### *Cat management*

The new local animal law went live, 1 March 2024, with Lake Claremont and Cresswell Park being declared as cat prohibited zones. If a cat is trapped, it will be taken to Swanbourne Vet for microchip scanning, the owner will be contacted, and the cat will be held for 7 days. If not claimed the cat will be sent to the Cat Haven for rehoming.

#### *Dog management*

In the last quarter, there were 14 infringements, and 2 written cautions issued at Lake Claremont and the Foreshore from 31 patrols of these areas.

### Projects

#### *Aboriginal Cultural Heritage Act 1972*

The 2021 Act has been revoked; however, the Town continues to do its due diligence for any maintenance and projects required at Lake Claremont. A Town representative continues to attend local government workshops and gain direction on any amendments to the 1972 Act that may come into play soon. Regulation 10 approvals are being sought for seed collection of the large Paperbark on the lakebed prior to its removal due to PSHB.

#### *Lake Claremont Education*

Education based activities that have occurred recently at Lake Claremont are as follows:

- Green Labs with Millennium Kids.
- Educational guided walks and talks.
- Meeting to be held between FOLC and local schools when FOLC have completed their five-year review.
- Night chats on Lake Claremont water sampling by SERCUL, black cockatoos by Merryn Pryor  
Celebrate Lake Claremont is scheduled for Sunday 15<sup>th</sup> September 2024.

*Lake Claremont Management Plan 2024-2029*

The Plan was formally endorsed by council, 25 June 2024. An annual review will occur over the life of the Plan, with any major additions or modifications with budget implications to be brought back to Council for reindorsement as necessary.

**PAST RESOLUTIONS**

Lake Claremont Advisory Committee Meeting 16<sup>th</sup> May 2024, Committee Recommendation 007/24

That the Committee acknowledges the tasks and activities that have been completed in relation to the management of Lake Claremont and the surrounding parklands.

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

Aboriginal Cultural Heritage Act 1972

- Lake Claremont Management Plan 2012-2024
- Lake Claremont Operational Plan 2024

**COMMUNICATION AND CONSULTATION**

Communication in respect to Lake Claremont has been undertaken via the Town of Claremont website, Flourish magazine and notification through the distribution of Friends of Lake Claremont newsletters and Town noticeboards located at Lake Claremont.

**STRATEGIC COMMUNITY PLAN**

**Liveability** *We are an accessible community with well-maintained and managed assets. Our heritage is preserved for the enjoyment of the community.*

- Provide clean, usable, attractive and accessible streetscapes and public spaces.

**Environmental Sustainability** *We are a leader in responsibly managing the built and natural environment for the enjoyment of the community and continue to demonstrate diligent environmental practices.*

- Protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore.

**URGENCY**

None

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**OFFICER RECOMMENDATION**

**That the Lake Claremont Advisory Committee:**

1. **That the Committee acknowledges the tasks and activities that have been completed in relation to the management of Lake Claremont and the surrounding parklands.**

**ALTERNATIVE MOTION**

**COMMITTEE RECOMMENDATION LCAC 24/11**

**Moved:** Cr Shelley Hatton

**Seconded:** Dr Bruce Haynes

**That the Lake Claremont Advisory Committee:**

1. **Acknowledges the tasks and activities that have been completed in relation to the management of Lake Claremont and the surrounding parklands;**
2. **Reaffirms its previous advice to Council to consider closing the lower limestone Alfred Road track at Lake Claremont; and**
3. **Recommends that Council requests the Administration enters into negotiations with the Golf Course lessee with the view to replacing three pine trees in the heritage listed line of pine trees.**

Reason: In relation to Item 2, as per the principles behind the 2010 concept plan. In relation to item 3, to maintain the line of heritage listed plan trees.

**For:** Cr Sara Franklyn, Cr Shelley Hatton, Cr Blane Brackenridge (City of Nedlands), Dr Bruce Haynes, Mr David Kyle, Mr Leeuwin Beeck and Mr Tony Barr

**Against:** Nil

**CARRIED 7/0**



## Lake Claremont Operational Plan 2023-24

### Lake Claremont Maintenance and Capital Works Program (Updated July 2024)

Activity	By Whom	Where	Frequency per annum	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Turf Management</b>															
Broadleaf weed control	Contractor	Parklands	As Required		X										
<b>Weed Management</b>															
Wetland Areas weed control	Contractor	Lake Claremont Lake Bed	1								X			X	
Dryland Areas weed control	Contractor	Dryland natural areas	8	X	X		X							X	X
Review Weed Control Program	ToC		1							X					
Hand Weeding (Contractors)	Contractor	Bushland	2	X	X	X	X							X	X
Weed Mapping	ToC	Bushland and Parklands	12	X			X	X	X	X	X			X	X
Mulching	Contractor & Volunteers	Bushland	2				X	X					X		
<b>Litter Management</b>															
Bin cabinet cleaning program	Contractor	All parks	4									X			
Dog Poo Bag Replacement	ToC	All Parks	52	X	X	X	X	X	X	X	X	X	X	X	X
<b>Asset Management</b>															
Wood Oiling Program	Contractor	Wooden Decking and Assets	2					X							
Asset condition audits	ToC	Bushland and Parklands	1						X	X					
<b>Tree/Vegetation Management</b>															
Significant Tree Inspections	ToC	Bushland and Parklands	1					X	X						
Tree inspections	ToC	Parklands	52	X	X	X	X	X	X	X	X	X	X		
Tree works	Contractor	Parklands	As required				X								
Tree pruning	ToC and Contractor	Parklands	As Required				X								
Tree Pest Treatments	Contractor	Bushland and Parklands	As Required										X		
View Corridor Pruning	ToC	Lake Buffer	4					X			X			X	
Maintain Fire Access Paths	ToC and Contractors	Bushland	1				X								
Park path clearing program	ToC and Volunteers and Contractors	All Paths	12	X	X	X	X	X	X	X	X	X	X	X	X
Vegetation Tubestock Planting	Volunteers	Approved Locations as per Map	1	X	X										X
Direct Seeding	ToC and Contractors	Bushland	1												
Fungi Mapping	ToC	Parkland and Bushland	2	X							X				X
Update Species Planting Database	ToC		1		X										
Revegetation Fencing Inspections	ToC	Parkland and Bushland	1												X
Seed Collection	Volunteers	As required for revegetation	2								X				
Finalise Planting areas for two seasons	In House & Volunteers		1							X					
<b>Water/Soil Management</b>															
Water Sampling	Contractor	As per Water Sampling Plan	2	X			X				X				
Macroinvertebrate Sampling	Contractor	As per Water Sampling Plan	2												
Water & Invertebrate Report	Contractor	As per Water Sampling Plan	1						X						
Sediment Sampling & Reporting	Contractor	As per Sediment Sampling Plan	1	X			X		X						
Drain Outfall Inspections	ToC	Before major rainfall events	6	X											X
Erosion Prone Area Inspections	ToC	After major rainfall events	6	X											X
NIMP Plan Review	ToC	Golf/Scotch/Cresswell	1		X	X									

Lake Claremont Advisory Committee Meeting Minutes

15 August 2024

<b>Fauna Management</b>																			
Bush Bird Box Inspections	ToC	As per map	1							X									
Bat Box Inspections	ToC	As per map	1							X									
Duck Box Inspections	ToC	As per map	1									X							
Duck Nest Platforms Inspections	ToC	In lake bed	1									X							
Bird Counts	Volunteers	Everywhere	4			X				X			X						
Feral Animal Monitoring	ToC and Volunteers	Everywhere	52	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Dog Patrols	Toc	Everywhere	52	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Update seasonal Signage	Toc	Swans, Turtles, Snakes, etc	4					X		X									
<b>General Management</b>																			
Update Noticeboard	ToC	Lapsley Road Playground	12	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
Prepare Reports	ToC	Office	6		X			X	X			X			X				
Prepare Agenda	ToC	Office	6		X			X	X			X			X				
Preparing Volunteer Work Program	ToC & Volunteers	Office	2	X						X	X								
<b>Capital Works Program</b>																			
Limestone Path Repairs	Contractor	Bushland	2	X								X							

## Lake Claremont Operational Plan 2024-25

### Lake Claremont Maintenance and Capital Works Program (Updated July 2024)

Activity	By Whom	Where	Frequency per annum	Jul	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
<b>Turf Management</b>															
Broadleaf weed control	Contractor	Parklands	As Required	X											
<b>Weed Management</b>															
Wetland Areas weed control	Contractor	Lake Claremont Lake Bed	1												
Dryland Areas weed control	Contractor	Dryland natural areas	8	X											
Review Weed Control Program	ToC		1												
Hand Weeding (Contractors)	Contractor	Bushland	2	X											
Weed Mapping	ToC	Bushland and Parklands	12												
Mulching	Contractor & Volunteers	Bushland	2												
<b>Litter Management</b>															
Bin cabinet cleaning program	Contractor	All parks	4												
Dog Poo Bag Replacement	ToC	All Parks	52	X											
<b>Asset Management</b>															
Wood Oiling Program	Contractor	Wooden Decking and Assets	2												
Asset condition audits	ToC	Bushland and Parklands	1												
<b>Tree/Vegetation Management</b>															
Significant Tree Inspections	ToC	Bushland and Parklands	1												
Tree inspections	ToC	Parklands	52	X											
Tree works	Contractor	Parklands	As required												
Tree pruning	ToC and Contractor	Parklands	As Required												
Tree Pest Treatments	Contractor	Bushland and Parklands	As Required												
View Corridor Pruning	ToC	Lake Buffer	4												
Maintain Fire Access Paths	ToC and Contractors	Bushland	1												
Park path clearing program	ToC and Volunteers and Contractors	All Paths	12	X											
Vegetation Tubestock Planting	Volunteers	Approved Locations as per Map	1												
Direct Seeding	ToC and Contractors	Bushland	1												
Fungi Mapping	ToC	Parkland and Bushland	2	X											
Update Species Planting Database	ToC		1												
Revegetation Fencing Inspections	ToC	Parkland and Bushland	1												
Seed Collection	Volunteers	As required for revegetation	2												
Finalise Planting areas for two seasons	In House & Volunteers		1												
<b>Water/Soil Management</b>															
Water Sampling	Contractor	As per Water Sampling Plan	2												
Macroinvertebrate Sampling	Contractor	As per Water Sampling Plan	2												
Water & Invertebrate Report	Contractor	As per Water Sampling Plan	1												
Sediment Sampling & Reporting	Contractor	As per Sediment Sampling Plan	1												
Drain Outfall Inspections	ToC	Before major rainfall events	6												
Erosion Prone Area Inspections	ToC	After major rainfall events	6	X											
NIMP Plan Review	ToC	Golf/Scotch/Cresswell	1												

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<b>Fauna Management</b>																			
Bush Bird Box Inspections	ToC	As per map	1																
Bat Box Inspections	ToC	As per map	1																
Duck Box Inspections	ToC	As per map	1																
Duck Nest Platforms Inspections	ToC	In lake bed	1																
Bird Counts	Volunteers	Everywhere	4																
Feral Animal Monitoring	ToC and Volunteers	Everywhere	52	X															
Dog Patrols	Toc	Everywhere	52	X															
Update seasonal Signage	Toc	Swans, Turtles, Snakes, etc	4																
<b>General Management</b>																			
Update Noticeboard	ToC	Lapsley Road Playground	12	X															
Prepare Reports	ToC	Office	6																
Prepare Agenda	ToC	Office	6																
Preparing Volunteer Work Program	ToC & Volunteers	Office	2	X															
<b>Capital Works Program</b>																			
Limestone Path Repairs	Contractor	Bushland	2																

**7 OTHER BUSINESS**

**7.1 FRIENDS OF LAKE CLAREMONT UPDATE**

**File Number:** GOV/00051-005  
**Author:** Isabelle Cadman (Administration Officer - Parks and Environment)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Friends of Lake Claremont Quarterly Update - July 2024 [7.1.1 - 2 pages]

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**PURPOSE**

For the Friends of Lake Claremont (FOLC) Delegate to give an update on the group's activities and projects.

**COMMITTEE RECOMMENDATION LCAC 24/12**

**Moved:** Mr Tony Barr  
**Seconded:** Cr Shelley Hatton

**That the Lake Claremont Advisory Committee receives the Friends of Lake Claremont Update for July 2024.**

**For:** Cr Sara Franklyn, Cr Shelley Hatton, Cr Blane Brackenridge (City of Nedlands), Dr Bruce Haynes, Mr David Kyle, Mr Leeuwin Beeck and Mr Tony Barr

**Against:** Nil

**CARRIED 7/0**

### **Friends of Lake Claremont Ltd. Quarterly Update – July 2024**

#### **Planting**

Planting occurred near Strickland Street in June 2024. The fire trail near Strickland Street was left clear (with ProArb removing the fallen cape lilac).

Planting was supervised by Heidi Hardisty and groups planting included FOLC and the general public (2 Sundays with over 80 people) and nine planting sessions with various school groups. A total of over 200 students, teachers and volunteers from Quintilian School (pre-primary to Year 4), Mount Claremont Primary School (Years 5 and 6), Scotch College and Christ Church Grammar School (Year 10s) participated.

FOLC also assisted in spreading mulch on the site prior to planting.

#### **Weeding**

Weeds are becoming more prevalent after a late start due to delayed onset of rain.

A busy bee was held by FOLC on 14 July. There were 24+ attendees.

Greenskills contractors are planned to be onsite Wednesday/Thursday

24/25 July (team of 3).

Adopt-a-spotters and the weekday weeding group continue to be active.

#### **Turtles**

Anthony Santoro is proposing to come to Lake Claremont to conduct training of volunteers on Tuesday 27th August.

Received feedback from SOSNT team regarding volunteering (statewide) over previous season.

#### **Night chats**

No night chat occurred in June. In July Merryn Pryor of Birdlife Australia talked about saving the black cockatoos.

#### **Cameras**

Cameras are continuing to be monitored for native wildlife plus the presence of foxes and cats within the environs of the lake.

A fox/foxes were observed on 8 nights between 1/6 and 18/6 (almost 50% of nights).

Fox control measures were carried out by contractors for the ToC.

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**Raffle**

The inaugural FOLC raffle was successfully conducted in June 2024 with the draw taking place at the Teebox Cafe.

**Greenlab**

Held a nature photography workshop at the lake on 21 July.

**Coordinator**

Nick Cook has resigned as FOLC coordinator. He is being replaced by Tony Barr.

**7.2 LAKE CLAREMONT BIRD CENSUS FOR WINTER 2024**

**File Number:** GOV/00051-005  
**Author:** Isabelle Cadman (Administration Officer - Parks and Environment), Debbie Thompson (Contractor Induction and Administration Officer)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Lake Claremont Bird Census - Winter 2024 [7.2.1 - 3 pages]

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**COMMITTEE RECOMMENDATION LCAC 24/13**

**Moved:** Mr Leeuwin Beeck  
**Seconded:** Dr Bruce Haynes

**That the Lake Claremont Advisory Committee receives the Lake Claremont Bird Census for Winter 2024.**

**For:** Cr Sara Franklyn, Cr Shelley Hatton, Cr Blane Brackenridge (City of Nedlands), Dr Bruce Haynes, Mr David Kyle, Mr Leeuwin Beeck and Mr Tony Barr

**Against:** Nil

**CARRIED 7/0**



### Bird Census at Lake Claremont

27 July 2024

**Note from the census taker:**

The morning the bird census was conducted at Lake Claremont was cool, becoming mild, clear, and still.

Perth's rainfall has been almost 100mm below the average for the first six months of the year and there is less water than we normally see in our winter surveys. The gauge by the jetty showed approximately 1.3m (see photo below).

We recorded 361 individuals of 39 species, which was close to the average for our winter surveys. Breeding activity was noted for Black Swan, Swamphen and Galah.

The attached spreadsheet also shows the average numbers recorded in our previous twenty-three winter surveys. Grey Teal, Shoveler, Pink-eared and Pacific Black Duck numbers were below average. Swans, Shelducks, Swamphen, Magpies, Ravens and Silveryeyes were more abundant than normal. We were somewhat surprised to see a Musk Duck, as this diving species normally prefers deeper water.



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Lake Claremont Bird Census		Winter 2024	Winter average
Common Name	Scientific Name	27/07/2024	
Australasian Darter	Anhinga novaehollandiae		0.0
Australasian Grebe	Tachybaptus novaehollandiae	1	5.0
Australasian Shoveler	Spatula rhynchotis	2	9.7
Australian Hobby	Falco longipennis		0.1
Australian Little Bittern	Ixobrychus dubius		0.0
Australian Magpie	Gymnorhina tibicen	24	7.5
Australian Pelican	Pelecanus conspicillatus		0.0
Australian Raven	Corvus coronoides	22	10.5
Australian Reed-Warbler	Acrocephalus australis		3.6
Australian Ringneck	Barnardius zonarius		8.6
Australian Shelduck	Tadorna tadornoides	11	6.0
Australian Spotted Crake	Porzana fluminea		0.0
Australian White Ibis	Threskiornis moluccus	6	3.4
Australian Wood Duck	Chenonetta jubata	5	2.4
Baillon's Crake	Zapornia pusilla		0.0
Banded Stilt	Cladorhynchus leucocephalus		0.0
Black Swan	Cygnus atratus	36	13.3
Black-faced Cuckoo-shrike	Coracina novaehollandiae	3	0.5
Black-fronted Dotterel	Eelseyornis melanops		0.2
Black-shouldered Kite	Elanus axillaris		0.2
Black-tailed Native-hen	Tribonyx ventralis		6.9
Blue-billed Duck	Oxyura australis		2.9
Brown Goshawk	Accipiter fasciatus		0.2
Brown Honeyeater	Lichmera indistincta	6	7.4
Brown Songlark	Cinclorampus cruralis		0.0
Buff-banded Rail	Hypotaenidia philippensis		0.1
Carnaby's Black-Cockatoo	Zanda latirostris		1.7
Caspian Tern	Hydroprogne caspia		0.0
Chestnut Teal	Anas castanea		0.0
Collared Sparrowhawk	Accipiter cirrocephalus		0.1
Common Greenshank	Tringa nebularia		0.0
Common Sandpiper	Actitis hypoleucos		0.0
Crested Pigeon	Ocyphaps lophotes		0.0
Domestic Duck (Mallard) *			1.0
Dusky Moorhen	Gallinula tenebrosa	2	2.5
Eastern Osprey	Pandion cristatus		0.0
Eurasian Coot	Fulica atra	58	53.3
Freckled Duck	Stictonetta naevosa		0.1
Galah	Eolophus roseicapilla	6	5.9
Glossy Ibis	Plegadis falcinellus		0.0
Great Cormorant	Phalacrocorax carbo		0.0
Great Egret	Ardea alba	1	0.1
Grey Butcherbird	Cracticus torquatus		3.9
Grey Fantail	Rhipidura fuliginosa	1	2.9
Grey Teal	Anas gracilis	6	20.5
Hardhead	Aythya australis		5.2
Hoary-headed Grebe	Poliiocephalus poliocephalus		0.7
Horsfield's Bronze Cuckoo	Chalcites basalis		0.0
Inland Thornbill	Acanthiza apicalis		0.2
Laughing Dove *	Streptopelia senegalensis *		0.8
Laughing Kookaburra *	Dacelo novaeguineae *	4	2.1
Little Black Cormorant	Phalacrocorax sulcirostris		0.0
Little Corella	Cacatua sanguinea	7	8.3
Little Grassbird	Poodytes gramineus	4	2.0
Little Pied Cormorant	Microcarbo melanoleucos		0.1
Long-billed Corella *	Cacatua tenuirostris *		0.7
Long-toed Stint	Calidris subminuta		0.0
Magpie-lark	Grallina cyanoleuca	2	6.9
Marsh Sandpiper	Tringa stagnatilis		0.0

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Lake Claremont Bird Census		Winter 2024	Winter average
Common Name	Scientific Name	27/07/2024	
Masked Lapwing	Vanellus miles		0.1
Musk Duck	Biziura lobata	1	0.7
Nankeen Kestrel	Falco cenchroides		0.1
Nankeen Night-Heron	Nycticorax caledonicus		0.3
New Holland Honeyeater	Phylidonyris novaehollandiae	3	0.7
Pacific Black Duck	Anas superciliosa	6	35.3
Pacific Gull	Larus pacificus		0.0
Pallid Cuckoo	Heteroscenes pallidus		0.2
Pectoral Sandpiper	Calidris melanotos		0.0
Pied (Black-winged) Stilt	Himantopus leucocephalus		12.7
Pied Cormorant	Phalacrocorax varius		0.0
Pink-eared Duck	Malacorhynchus membranaceus	2	17.3
Purple Swamphen	Porphyrio porphyrio	23	11.7
Purple-backed Fairy-wren	Malurus assimilis		0.2
Rainbow Bee-eater	Merops ornatus		0.0
Rainbow Lorikeet *	Trichoglossus moluccanus *	18	22.0
Red Wattlebird	Anthochaera carunculata	21	20.0
Red-kneed Dotterel	Erythronyctis cinctus		0.0
Red-necked Avocet	Recurvirostra novaehollandiae		0.7
Red-necked Stint	Calidris ruficollis		0.0
Red-tailed Black-Cockatoo	Calyptorhynchus banksii		0.4
Rock Dove *	Columba livia *		0.6
Rufous Whistler	Pachycephala rufiventris	1	0.1
Sacred Kingfisher	Todiramphus sanctus		0.3
Sharp-tailed Sandpiper	Calidris acuminata		0.0
Silver Gull	Chroicocephalus novaehollandiae	6	14.0
Silvereye	Zosterops lateralis	21	10.1
Singing Honeyeater	Gavicalis virescens	5	3.9
Southern Boobook	Ninox novaeseelandiae		0.0
Splendid Fairy-wren	Malurus splendens		1.7
Spotless Crane	Zapornia tabuensis		3.4
Spotted Dove *	Streptopelia chinensis *	5	1.7
Spotted Pardalote	Pardalotus punctatus		0.2
Spotted Scrubwren	Sericornis maculatus	2	0.0
Straw-necked Ibis	Threskiornis spinicollis	1	0.6
Striated Pardalote	Pardalotus striatus	1	0.5
Swamp Harrier	Circus approximans		0.0
Tawny Frogmouth	Podargus strigoides		0.0
Terek Sandpiper	Xenus cinereus		0.0
Tree Martin	Petrochelidon nigricans	8	12.8
Weebill	Smicromis brevirostris		0.3
Welcome Swallow	Hirundo neoxena	14	21.8
Western Gerygone	Gerygone fusca	3	1.0
Western Spinebill	Acanthorhynchus superciliosus		0.0
Western Wattlebird	Anthochaera lunulata		1.0
Whistling Kite	Haliastur sphenurus		0.0
White-cheeked Honeyeater	Phylidonyris niger		0.7
White-faced Heron	Egretta novaehollandiae		2.5
White-fronted Chat	Epthianura albifrons		3.2
White-necked Heron	Ardea pacifica		0.2
Willie Wagtail	Rhipidura leucophrys	13	10.3
Wood Sandpiper	Tringa glareola		0.8
Yellow-billed Spoonbill	Platalea flavipes		0.0
Yellow-rumped Thornbill	Acanthiza chrysorrhoa		0.0
<b>Species</b>		<b>39</b>	<b>36.3</b>
<b>Individuals</b>		<b>361</b>	<b>368.5</b>

Recorded by David and Pam Free

\* = introduced species

**8 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PRESIDING PERSON OR BY DECISION OF MEETING**

Nil

**9 FUTURE MEETINGS OF COMMITTEE**

Lake Claremont Advisory Committee Meeting, 14 November 2024 at 8:00am

**10 DECLARATION OF CLOSURE OF MEETING**

There being no further business, the presiding member declared the meeting closed at 9:36 am.

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**CHAIRPERSON**

**13 REPORTS OF THE CEO**

**13.1 LEADERSHIP AND GOVERNANCE**

**13.1.1 LONG TERM FINANCIAL PLAN 2024/2025 TO 2034/2035**

**File Number:** COM/00035, D-22-20846

**Author:** Bree Websdale (Director Governance and People)

**Authoriser:** Liz Ledger (Chief Executive Officer)

- Attachments:**
1. Long Term Financial Plan Attachment 1 [**13.1.1.1** - 16 pages]
  2. Long Term Financial Plan 2024/2025 - 2033/2034 [**13.1.1.2** - 23 pages]

**PURPOSE**

For Council to adopt a Long Term Financial Plan for the period 2024/2025 to 2034/2035 as part of the Town’s Integrated Planning and Reporting Framework (**Attachment 1**), and a user-friendly version for the website (**Attachment 2**).

**BACKGROUND**

Long term financial planning is a key element of the Integrated Planning and Reporting Framework. It enables local governments to set priorities, based on their resourcing capabilities, for the delivery of short-, medium- and long-term community priorities.

Long term financial planning is the mechanism that enables local governments to determine their capability to sustainably deliver the assets and services required by the community. It allows the local government to set priorities, within its resourcing capabilities, to deliver short-, medium- and long-term community priorities.

The Long Term Financial Plan (**LTFP**), is a 10- year rolling plan that links with the Corporate Business Plan and will enable allocation of the necessary resources to ensure that the Town’s Strategic Community Plan ‘Claremont Ahead’ priorities are achieved.

The following figure illustrates how the LTFP informs the Integrated Planning and Reporting Framework:



By Council adopting the LTFP, it demonstrates a commitment to transparency and prudent financial management.

## DISCUSSION

The LTFP provides a financial forecast for the next 10 years whilst maintaining existing service provision, identifying major capital works and projects, identifying new operating revenue and expenditure and shows reserve funds and loan funds and their movements.

The LTFP aim is to:

- ensure that the current Corporate Business Plan actions can be funded.
- assist Council to make more informed decisions and enables the administration to outline how those decisions affect the long-term financial position of the Town.

The LTFP only considers projects that are known or anticipated to the Town at the time of the LTFP's development and a flexible and adaptive approach will be taken if new opportunities arise that will deliver community benefits.

The LTFP is based on a range of assumptions, considerations and strategies considered reasonable at the time of developing the LTFP. However, it is not a commitment or guarantee that the assumptions will prevail, or economic environment remain aligned. Generally, those include:

1. This LTFP proposed that existing service levels will be maintained for all operational areas in the short term. Overtime as community needs and priorities change, so will the resource allocations.
2. Consideration of population growth, current resources, climate change data, community profile and other relevant financial data from:
  - WALGA Economic Briefing March and June 2024
  - Australian Bureau of Statistics
  - Reserve Bank of Australia
  - Local Government Cost Index
3. Assessment on current interest rates on Town investment portfolio.
4. Alignment to the Town's workforce plan and asset management plans.
5. Modest annual rates increase, while balancing CPI increases.
6. Wage growth. The Town remains committed to ensuring employee benefits are reflective of community expectations and align with national and local economic conditions.

Of note, is the following:

1. Additional rate revenue is anticipated from development in the Town Centre over the next 5 years. See year 5, \$250,000 (for the hotel on Bay View Terrace) and year 6, \$750,000 (for 22 St Quentin Avenue).
2. An amount of \$16,000,000 in income from the sale of assets is anticipated for year 2. This is subject to Council approval and the development of Claremont Park East.
3. Expenditure of \$500,000 for the Aquatic Centre to improve the club rooms in 2025/2026.

## PAST RESOLUTIONS

Ordinary Council Meeting 19 June 2018, Resolution 108/18

*That Council adopts the Long Term Financial Plan for the period 2017-18 to 2026- 27, as per the amended Attachment 1.*

Ordinary Council Meeting 27 August 2024, Resolution 121/24

*That the item be referred back to the Administration.*

*CARRIED*

## FINANCIAL AND STAFF IMPLICATIONS

The adoption of a LTFP has been used to prepare the 2024/2025 Budget.

**POLICY AND STATUTORY IMPLICATIONS**

*Local Government Act 1995*

*Local Government (Financial Management) Regulations 1996*

**COMMUNICATION AND CONSULTATION**

This LTFP includes input from the Administration and Councillors and aligns with the Town's Integrated Planning and Reporting Framework, which is subject to extensive community consultation and data collection.

The LTFP will be subject to an annual review and refinement considering prevailing economic circumstances and community changes and aspirations, as outlined in the Corporate Business Plan. The review may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established each year.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Manage our finances responsibly and improve financial sustainability.

**URGENCY**

Not urgent

**VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

**OFFICER RECOMMENDATION**

**That Council:**

- 1. Adopts the Long Term Financial Plan for the period 2024/2025 to 2034/2035, as per Attachment 1.**

Town of Claremont - Long Term Financial Plan  
Council Meeting 24 September 2024

Statement of Financial Activity

Note	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	24-25 Budget		
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34			
<b>OPERATING ACTIVITIES</b>													
Revenue from operating activities													
Rates	1	18,088,966	18,168,108	18,887,889	19,730,032	20,813,779	22,131,238	22,285,214	23,058,857	23,859,578	24,573,865	18,088,966.00	-
Operating grants, subsidies and contributions	2	376,137	763,860	778,933	794,512	810,402	826,610	843,142	860,005	877,205	894,749	385,400.00	9,271,000
Fees and charges	2	4,047,122	4,209,007	4,335,277	4,465,335	4,599,295	4,737,274	4,832,020	4,928,660	5,027,233	5,127,778	4,047,122.00	-
Interest revenue	2	853,470	879,074	905,446	932,610	960,588	989,406	1,019,088	1,049,660	1,081,150	1,113,585	853,470.00	-
Other revenue	2	99,042	101,023	582,083	599,545	617,532	636,058	648,779	665,755	683,070	700,731	99,042.00	-
Profit on asset disposals	10	0	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000	0	-
		23,464,737	24,120,872	25,519,628	26,552,034	27,801,596	29,350,586	29,858,243	30,762,937	31,758,236	32,640,708	23,474,008.00	9,271,000
Expenditure from operating activities													
Employee costs	3	(9,347,544)	(9,719,875)	(10,056,018)	(10,354,977)	(10,710,765)	(11,028,002)	(11,407,065)	(11,743,656)	(12,149,451)	(12,508,085)	-	108,360,000
Materials and contracts	4	(8,421,039)	(8,717,829)	(9,020,606)	(9,342,184)	(9,673,502)	(10,016,611)	(10,322,226)	(10,637,200)	(10,909,027)	(11,187,830)	-	-
Utility charges	5	(684,429)	(692,926)	(724,661)	(749,560)	(775,332)	(802,009)	(829,623)	(858,207)	(883,058)	(908,714)	-	-
Depreciation	6	(4,473,415)	(4,562,883)	(4,654,141)	(4,747,224)	(4,842,168)	(4,939,012)	(5,037,792)	(5,138,548)	(5,098,889)	(5,200,867)	-	-
Finance costs	12 & 13	(237,632)	(343,975)	(41,109)	(33,728)	(25,929)	(17,689)	(8,982)	(4,052)	(1,280)	(1,280)	-	-
Insurance	7	(290,354)	(303,385)	(314,494)	(323,914)	(333,615)	(343,608)	(353,900)	(364,500)	(375,418)	(386,663)	-	108,360,000
Other expenditure	8	(862,215)	(891,995)	(922,809)	(950,217)	(978,442)	(998,011)	(1,017,971)	(1,038,330)	(1,059,097)	(1,080,279)	-	-
Loss on asset disposals	10	0	0	0	0	0	0	0	0	0	0	-	-
		(24,296,628)	(25,232,867)	(25,733,837)	(26,501,804)	(27,339,754)	(28,144,942)	(28,977,559)	(29,784,494)	(30,476,220)	(31,273,719)	-	-
Non-cash amounts excluded from operating activities		4,473,415	4,562,883	4,624,141	4,717,224	4,842,168	4,909,012	5,007,792	5,138,548	5,068,889	5,170,867	4,473,415.00	-
<b>Amount attributable to operating activities</b>		<b>3,641,524</b>	<b>3,450,889</b>	<b>4,409,932</b>	<b>4,767,454</b>	<b>5,304,010</b>	<b>6,114,656</b>	<b>5,888,476</b>	<b>6,116,992</b>	<b>6,350,905</b>	<b>6,537,857</b>	<b>3,650,795.00</b>	<b>9,271,000</b>
<b>INVESTING ACTIVITIES</b>													
Inflows from investing activities													
Capital grants, subsidies and contributions	9	0	500,000	200,000	500,000	200,000	200,000	200,000	200,000	200,000	200,000	-	-
Proceeds from disposal of assets	10	86,000	16,000,000	144,000	52,800	0	124,000	42,000	0	96,000	39,000	86,000.00	-
		86,000	16,500,000	344,000	552,800	200,000	324,000	242,000	200,000	296,000	239,000	86,000.00	-
Outflows from investing activities													
Roads	11	(1,647,909)	(1,957,876)	(3,510,739)	(2,116,061)	(2,179,543)	(2,244,929)	(2,312,277)	(2,381,645)	(2,453,094)	(2,526,687)	-	-
ROW - ToC Owned	11	0	0	0	0	0	0	0	0	0	0	-	-
Car Parks	11	0	0	0	0	0	0	0	0	0	0	-	-
Drainage	11	(509,999)	(540,599)	(567,629)	(596,010)	(619,851)	(644,645)	(663,984)	(683,904)	(697,582)	(711,533)	-	-
Footpaths	11	(918,554)	(938,762)	(604,000)	(622,120)	(640,784)	(660,007)	(679,807)	(700,202)	(721,208)	(742,844)	-	-
Street Infrastructure	11	0	0	0	0	0	0	0	0	0	0	-	-
Street Lighting	11	0	(80,000)	0	0	0	0	0	0	0	0	-	-
MV's	10	(160,000)	0	(300,000)	(110,000)	0	(310,000)	(120,000)	0	(320,000)	(130,000)	-	-
Park Assets	11	(1,008,367)	(300,000)	(312,000)	(321,360)	(331,001)	(340,931)	(347,749)	(354,704)	(361,799)	(369,034)	-	-
Reticulation	11	0	0	0	0	0	0	0	0	0	0	-	-
Park Lighting	11	0	0	0	0	0	0	0	0	0	0	-	-
Buildings	11	(1,254,740)	(250,000)	(5,355,000)	(5,355,000)	(5,355,000)	(310,650)	(319,970)	(329,569)	0	0	-	-
Furniture & Equipment	11	(109,771)	(111,308)	(112,866)	(114,446)	(116,735)	(119,070)	(122,642)	(126,321)	(128,848)	(131,425)	-	1,524,511.00
Aquatic Centre	11	(55,000)	(59,400)	(63,558)	(68,007)	(72,987)	(76,413)	(80,233)	(83,443)	(85,948)	(87,865)	-	4,209,819.00
Public Art	11	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	-	-
Intangibles	11	(59,800)	(62,192)	(64,680)	(66,620)	(68,619)	(70,677)	(72,691)	(73,533)	(75,003)	(76,503)	-	59,800.00
		(5,794,130)	(4,370,137)	(10,960,471)	(9,439,625)	(9,453,619)	(4,847,321)	(4,788,753)	(4,803,320)	(4,913,479)	(4,845,692)	-	5,794,130.00
<b>Amount attributable to investing activities</b>		<b>(6,708,130)</b>	<b>12,129,863</b>	<b>(10,616,471)</b>	<b>(8,886,825)</b>	<b>(9,253,619)</b>	<b>(4,523,321)</b>	<b>(4,546,753)</b>	<b>(4,603,320)</b>	<b>(4,617,479)</b>	<b>(4,606,692)</b>	<b>-</b>	<b>5,708,130.00</b>
<b>FINANCING ACTIVITIES</b>													
Inflows from financing activities													
Proceeds from new borrowings	13	0	0	0	0	0	0	0	0	0	0	-	-
Transfers from reserve accounts	14	713,000	4,107,986	6,175,128	5,100,000	5,100,000	0	0	0	0	0	713,000.00	-
		713,000	4,107,986	6,175,128	5,100,000	5,100,000	0	0	0	0	0	713,000.00	-
Outflows from financing activities													
Repayment of borrowings	13	(459,727)	(3,939,930)	(134,620)	(142,001)	(149,800)	(158,040)	(122,287)	(82,756)	0	0	-	459,727.00
Payments for principal portion of lease liabilities	12	(53,706)	(47,094)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	-	53,706.00
Transfers to reserve accounts	14	(9,112)	(16,690,162)	(525,613)	(388,381)	(247,033)	(254,444)	(262,077)	(269,939)	(185,358)	(189,066)	-	9,112.00
		(522,545)	(20,677,186)	(692,233)	(562,382)	(428,833)	(444,484)	(416,364)	(384,695)	(217,358)	(221,066)	-	(522,545.00)
<b>Amount attributable to financing activities</b>		<b>190,455</b>	<b>(16,569,200)</b>	<b>5,482,895</b>	<b>4,537,618</b>	<b>4,671,167</b>	<b>(444,484)</b>	<b>(416,364)</b>	<b>(384,695)</b>	<b>(217,358)</b>	<b>(221,066)</b>	<b>190,455.00</b>	<b>-</b>
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>													
Surplus or deficit at the start of the financial year	15	1,866,880	(9,271)	0	0	0	0	0	0	0	0	1,866,881.00	1,000
Amount attributable to operating activities		3,641,524	3,450,889	4,409,932	4,767,454	5,304,010	6,114,656	5,888,476	6,116,992	6,350,905	6,537,857	3,650,795.00	9,271,000
Amount attributable to investing activities		(5,708,130)	12,129,863	(10,616,471)	(8,886,825)	(9,253,619)	(4,523,321)	(4,546,753)	(4,603,320)	(4,617,479)	(4,606,692)	-	-
Amount attributable to financing activities		190,455	(16,569,200)	5,482,895	4,537,618	4,671,167	(444,484)	(416,364)	(384,695)	(217,358)	(221,066)	190,455.00	-
<b>Surplus or deficit at the end of the financial year</b>		<b>(9,271)</b>	<b>(997,179)</b>	<b>(23,645)</b>	<b>418,247</b>	<b>721,558</b>	<b>1,146,850</b>	<b>925,359</b>	<b>1,128,976</b>	<b>1,516,068</b>	<b>1,716,100</b>	<b>1.00</b>	<b>9,272,000</b>



Rates

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
General rates	1	17,302,412	17,994,508	18,714,289	19,556,432	20,436,471	21,253,930	22,104,087	22,877,730	23,678,451	24,388,804
Interim rates	2	666,554	50,000	50,000	50,000	250,000	750,000	50,000	50,000	50,000	50,000
Special area rate	3	120,000	123,600	123,600	123,600	127,308	127,308	131,127	131,127	131,127	135,061
<b>Total</b>		<b>18,088,966</b>	<b>18,168,108</b>	<b>18,887,889</b>	<b>19,730,032</b>	<b>20,813,779</b>	<b>22,131,238</b>	<b>22,285,214</b>	<b>23,058,857</b>	<b>23,859,578</b>	<b>24,573,865</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	General rates	4.00%	4.00%	4.50%	4.50%	4.00%	4.00%	3.50%	3.50%	3.00%
2	Interim rates	\$ 50,000	\$ 50,000	\$ 50,000	250,000	750,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3	Special area rate	\$ 123,600	\$ 123,600	\$ 123,600	\$ 127,308	\$ 127,308	\$ 131,127	\$ 131,127	\$ 131,127	\$ 135,061

Operating revenue (excluding rates)

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Operating grants, subsidies and contributions	1	376,137	763,660	778,933	794,512	810,402	826,610	843,142	860,005	877,205	894,749
Fees and charges	2	4,047,122	4,209,007	4,335,277	4,465,335	4,599,295	4,737,274	4,832,020	4,928,660	5,027,233	5,127,778
Interest revenue	3	853,470	879,074	905,446	932,610	960,588	989,406	1,019,088	1,049,660	1,081,150	1,113,585
Other revenue	4	99,042	101,023	582,083	599,545	617,532	636,058	848,779	865,755	883,070	900,731
<b>Total</b>		<b>5,375,771</b>	<b>5,952,764</b>	<b>6,601,739</b>	<b>6,792,002</b>	<b>6,987,817</b>	<b>7,189,348</b>	<b>7,543,029</b>	<b>7,704,080</b>	<b>7,868,658</b>	<b>8,036,843</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Operating grants, subsidies and contributions	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Fees and charges	4.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
3	Interest revenue	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4	Other revenue	2.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%

Reference links

<https://walga.asn.au/getattachment/Policy-Advocacy/Our-Policy-Areas/Economics/Quarterly-Economic-Briefing/WALGA-Economic-Briefing-Dec-23.pdf?lang=en-AU>

The difference is about negative \$9,271 and the breakdown is as per below:

	Actual	Budget	Difference
General	\$46,666	\$46,719	-\$53
Road	\$12,298	\$21,516	-\$9,218
			-\$9,271

Employee costs

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Employee costs	1	9,400,000	9,776,000	10,118,160	10,421,705	10,786,464	11,110,058	11,498,910	11,843,878	12,258,413	12,626,166
Allowances	2	77,319	79,639	81,231	82,856	84,513	86,203	87,927	89,686	91,480	93,309
Workcare insurance	3	108,360	114,862	120,605	125,429	129,192	133,067	137,060	139,801	142,597	145,449
Other employee costs	4	296,500	305,395	311,503	317,733	324,088	330,569	337,181	343,924	350,803	357,819
Capital recovery	5	- 534,635	- 556,020	- 575,481	- 592,746	- 613,492	- 631,896	- 654,013	- 673,633	- 693,842	- 714,657
<b>Total</b>		<b>9,347,544</b>	<b>9,719,875</b>	<b>10,056,018</b>	<b>10,354,977</b>	<b>10,710,765</b>	<b>11,028,002</b>	<b>11,407,065</b>	<b>11,743,656</b>	<b>12,149,451</b>	<b>12,508,085</b>

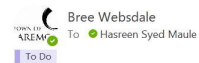
Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Salaries and wages	4.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%
2	Allowances	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Workcare insurance	6.00%	5.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%
4	Other employee costs	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
5	Capital recovery	4.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%	3.00%	3.00%

Reference links

[Super guarantee | Australian Taxation Office \(ato.gov.au\)](https://www.ato.gov.au/AustralianTaxationOffice/ato.gov.au)  
<https://www.ato.gov.au/tax-rates-and-codes/fringe-benefits-tax-rates-and-thresholds?page=1#ato-Carparkingthreshold>

RE: LTFP -



For the LTF plan can we just have

1. "employee costs". Employee costs will include all wages, superannuation, allowances performance bonuses, that is the figure \$9.3 figure.
2. Allowances- we put this in the budget separately.
3. "workcare insurance"
4. Other employee cost- "OSH", " training " "recruitment" and uniforms all together

Item	Year 1
	2024-25
Employee costs	9,400,000
Allowances	77,319
Workcare insurance	-
Other employee costs	296,500
Capital recovery	- 534,635
<b>Total</b>	<b>9,239,184</b>

Materials and contracts

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Materials and consumables	1	4,070,784	4,184,766	4,301,939	4,430,998	4,586,082	4,746,595	4,888,993	5,035,663	5,161,555	5,290,593
Contract services	2	2,372,347	2,467,241	2,565,931	2,668,568	2,761,968	2,858,636	2,944,396	3,032,727	3,108,546	3,186,259
Consultancy	3	964,300	1,002,872	1,042,987	1,084,706	1,122,671	1,161,965	1,196,824	1,232,728	1,263,546	1,295,135
Licences and subscriptions	4	946,686	994,020	1,038,751	1,085,495	1,128,915	1,174,071	1,215,164	1,257,695	1,295,425	1,334,288
Fuel	5	66,922	68,930	70,998	72,418	73,866	75,343	76,850	78,387	79,955	81,554
<b>Total</b>		<b>8,421,039</b>	<b>8,717,829</b>	<b>9,020,606</b>	<b>9,342,184</b>	<b>9,673,502</b>	<b>10,016,611</b>	<b>10,322,226</b>	<b>10,637,200</b>	<b>10,909,027</b>	<b>11,187,830</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Materials and consumables	2.80%	2.80%	3.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
2	Contract services	4.00%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
2	Contract services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Consultancy	4.00%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
3	Consultancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Licences and subscriptions	5.00%	4.50%	4.50%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%
5	Fuel	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Reference links

- <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia>
- <https://www.fuelwatch.wa.gov.au/retail/monthly>
- <https://walga.asn.au/getattachment/Policy-Advocacy/Our-Policy-Areas/Economics/Quarterly-Economic-Briefing/WALGA-Economic-Briefing-Dec-23.pdf?lang=en-AU>

Utility charges

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Gas	1	5,466	5,685	5,912	6,089	6,272	6,460	6,654	6,854	6,991	7,131
Water	2	88,400	91,936	95,613	98,482	101,436	104,479	107,614	110,842	113,059	115,320
Electricity	3	284,052	295,414	307,231	316,448	325,941	335,719	345,791	356,165	363,288	370,554
Street lighting	4	286,511	299,891	315,905	328,541	341,683	355,350	369,564	384,347	399,721	415,710
<b>Total</b>		<b>664,429</b>	<b>692,926</b>	<b>724,661</b>	<b>749,560</b>	<b>775,332</b>	<b>802,009</b>	<b>829,623</b>	<b>858,207</b>	<b>883,058</b>	<b>908,714</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Gas	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
2	Water	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
3	Electricity	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
4	Street lighting	4.67%	5.34%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

Reference links

<https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia>

Depreciation

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Buildings	1	939,540	958,331	977,497	997,047	1,016,988	1,037,328	1,058,075	1,079,236	1,100,821	1,122,837
Furniture and equipment	2	53,481	54,551	55,642	56,754	57,890	59,047	60,228	61,433	62,662	63,915
Plant and equipment	3	241,167	245,990	250,910	255,928	261,047	266,268	271,593	277,025	282,566	288,217
Electronic equipment	4	185,127	188,830	192,606	196,458	200,387	204,395	208,483	212,653	216,906	221,244
Roads	5	1,483,066	1,512,727	1,542,982	1,573,842	1,605,318	1,637,425	1,670,173	1,703,577	1,737,648	1,772,401
Paths	6	631,613	644,245	657,130	670,273	683,678	697,352	711,299	725,525	740,035	754,836
Drainage	7	62,995	64,255	65,540	66,851	68,188	69,552	70,943	72,361	73,809	75,285
Parks and reserves	8	627,663	640,216	653,021	666,081	679,403	692,991	706,850	720,987	735,407	750,115
Car parks	9	112,066	114,307	116,593	118,925	121,304	123,730	126,205	128,729	131,303	133,929
Street furniture	10	-	-	-	-	-	-	-	-	-	-
Streetlights	11	121,562	123,993	126,473	129,003	131,583	134,214	136,899	139,637	-	-
Public art	12	15,135	15,438	15,746	16,061	16,383	16,710	17,044	17,385	17,733	18,088
<b>Total</b>		<b>4,473,415</b>	<b>4,562,883</b>	<b>4,654,141</b>	<b>4,747,224</b>	<b>4,842,168</b>	<b>4,939,012</b>	<b>5,037,792</b>	<b>5,138,548</b>	<b>5,098,889</b>	<b>5,200,867</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Buildings	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Furniture and equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Plant and equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
4	Electronic equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
5	Roads	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6	Paths	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7	Drainage	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8	Parks and reserves	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
9	Car parks	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
10	Street furniture	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
11	Streetlights	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
12	Public art	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Reference links

Insurance

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Public liability	1	153,366	161,034	167,476	172,500	177,675	183,005	188,495	194,150	199,975	205,974
Property	2	79,312	82,088	84,551	87,087	89,700	92,391	95,162	98,017	100,958	103,987
Motor vehicle / plant	3	26,086	27,390	28,486	29,340	30,221	31,127	32,061	33,023	34,014	35,034
Management liability	4	16,874	17,465	17,989	18,528	19,084	19,657	20,246	20,854	21,479	22,124
Cyber crime	5	13,236	13,898	14,454	14,887	15,334	15,794	16,268	16,756	17,258	17,776
Journey injury	6	926	945	963	983	1,002	1,022	1,043	1,064	1,085	1,107
Personal accident - volunteers	7	554	565	576	588	600	612	624	636	649	662
<b>Total</b>		<b>290,354</b>	<b>303,385</b>	<b>314,494</b>	<b>323,914</b>	<b>333,615</b>	<b>343,608</b>	<b>353,900</b>	<b>364,500</b>	<b>375,418</b>	<b>386,663</b>

Assumptions

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Public liability	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2	Property	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3	Motor vehicle / plant	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4	Management liability	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
5	Cyber crime	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6	Journey injury	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7	Personal accident - volunteers	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Reference



Invoice # 100-158167-01  
Town of Claremont

**INFORMATION RELATING TO YOUR INVOICE AND OUR SERVICES**  
If you are registered for GST purposes, your input tax credit entitlement is, or is based on, the GST amount shown. In accordance with the GST law, the GST amount will be less than 1/11th of the total amount payable. This document will be a tax invoice for GST when you make a payment.

**FINANCIAL SERVICES GUIDE (FSG)**  
For important information about us and the services we provide go to <https://www.fitchifactor.com/financial-services-guide.html> to download the J.T.F Public Sector Financial Services Guide. You should read it carefully and make sure you understand it. If there is anything in the FSG that you do not understand, please contact us.

**CONSIDERATION SUMMARY**  
This table presents a breakdown of your annual membership contribution. Your contribution can be made in two instalments and this invoice represents 50% of the annual contribution.

OUR ID	SCHEME PROTECTION	COVER REF	AMOUNT	COMMENT
000017	Public Liability	000017	\$168,702.00	LGIS Liability
000023	Critical Events Liability	000023	\$0.00	LGIS Critical Events Liability
000041	Workers' Compensation	000016	\$119,196.00	LGIS - Workers & Journey Injury
000068	Local Government Special Risks	000017	\$65,308.40	LGIS Property
000099	Crime	05CH005948	\$14,555.60	Crime & Cyber Liability from Aprm 30, June 2024 to Aprm 30, June 2025
001999	Personal Accident	63-2342699-2AH	\$669.40	LGIS - PERSONAL ACCIDENT VOLUNTEERS
001999	Environmental Impairment Liability	EL000021293	\$0.00	LGIS Pollution Legal Liability
001838	Management Liability	05CH026534	\$18,961.40	LGIS Management Liability
002010	Motor Vehicle	63-400232-1FT	\$28,694.80	LGIS Motor Vehicle Fleet
002297	Travel	63-2342699-2CT	\$1,018.60	LGIS Corporate Travel

**INSTALLMENT SUMMARY**  
Your contribution payments can be made in two instalments. In line with the Scheme Rules payment of contribution must be made within 30 days of this contribution notice.

DATE	AMOUNT	INVOICE #
31/07/2024	217,825.30	100-158167-01
31/10/2024	217,825.30	100-158167-02

Budget	Membership Renewal	Difference
153,366	153,366	-
79,312	76,644	2,668
26,086	26,086	-
16,874	16,874	-
13,236	13,236	-
926	926	-
554	554	-
<b>108,360</b>	<b>108,360</b>	-
<b>396,714</b>	<b>396,046</b>	<b>2,668</b>

Moved to note 2 - employee cost

Item	Assumption	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Workcare	8	108,360	113,778	118,329	121,879	125,535	129,301	133,180	137,176	141,291	145,530
8	Workcare	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Based on CPI and global insurance market

Other expenditure

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Elected members allowances	1	264,338	273,590	283,165	291,660	300,410	306,418	312,547	318,798	325,174	331,677
Donations, contributions, and subsidies	2	571,351	591,348	612,045	630,407	649,319	662,305	675,552	689,063	702,844	716,901
Sundry expenses	3	26,526	27,057	27,598	28,150	28,713	29,287	29,873	30,470	31,079	31,701
<b>Total</b>		<b>862,215</b>	<b>891,995</b>	<b>922,809</b>	<b>950,217</b>	<b>978,442</b>	<b>998,011</b>	<b>1,017,971</b>	<b>1,038,330</b>	<b>1,059,097</b>	<b>1,080,279</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Elected members allowances	3.50%	3.50%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Donations, contributions, and subsidies	3.50%	3.50%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Sundry expenses	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Reference links



Motor vehicle purchases, proceeds from disposal of assets and profit/(loss) on disposal of assets

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Purchases - MV	1	(160,000)	0	(300,000)	(110,000)	0	(310,000)	(120,000)	0	(320,000)	(130,000)
Proceeds - MV	2	86,000	0	144,000	52,800	0	124,000	42,000	0	96,000	39,000
Proceeds - Land and buildings	2	0	16,000,000	0	0	0	0	0	0	0	0
Profit	3	0	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000
Loss	4	0	0	0	0	0	0	0	0	0	0
<b>Total</b>		<b>- 74,000</b>	<b>16,000,000</b>	<b>- 126,000</b>	<b>- 27,200</b>	<b>-</b>	<b>- 156,000</b>	<b>- 48,000</b>	<b>-</b>	<b>- 194,000</b>	<b>- 61,000</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Purchases	\$ -	-\$ 300,000	-\$ 110,000	\$ -	-\$ 310,000	-\$ 120,000	\$ -	-\$ 320,000	-\$ 130,000
2	Proceeds - MV (% of purchase)	58.00%	48.00%	48.00%	40.00%	40.00%	35.00%	35.00%	30.00%	30.00%
2	Proceeds - Land and buildings	\$ 16,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Profit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4	Loss	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Reference links

- <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia>
- <https://www.claremont.wa.gov.au/council/strategic-documents/annual-report/>

Capital grants, subsidies and contributions

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Grants	1		200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Subsidies	2	-	-	-	-	-	-	-	-	-	-
Contributions	3	-	300,000	-	300,000	-	-	-	-	-	-
<b>Total</b>		-	<b>500,000</b>	<b>200,000</b>	<b>500,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>	<b>200,000</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Grants	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
2	Subsidies	-	-	-	-	-	-	-	-	-
3	Contributions	300,000	-	300,000	-	-	-	-	-	-

Reference links

add Roads to recovery

we received the committed rzn running as

*The Town of Claremont will receive \$591,286 for the five-year funding period 1 July 2024 to 30 June 2029.*

Capital expenses (excluding motor vehicles)

Item	Assumption	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
		2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Roads	1	1,647,909	1,957,876	3,510,739	2,116,061	2,179,543	2,244,929	2,312,277	2,381,645	2,453,094	2,526,687
ROW - ToC Owned	2	-	-	-	-	-	-	-	-	-	-
Car Parks	3	-	-	-	-	-	-	-	-	-	-
Drainage	4	509,999	540,599	567,629	596,010	619,851	644,645	663,984	683,904	697,582	711,533
Footpaths	5	918,554	938,762	604,000	622,120	640,784	660,007	679,807	700,202	721,208	742,844
Street Infrastructure	6	-	-	-	-	-	-	-	-	-	-
Street Lighting	7	-	80,000	-	-	-	-	-	-	-	-
Park Assets	8	1,008,357	300,000	312,000	321,360	331,001	340,931	347,749	354,704	361,799	369,034
Reticulation	9	-	-	-	-	-	-	-	-	-	-
Park Lighting	10	-	-	-	-	-	-	-	-	-	-
Buildings	11	1,254,740	250,000	5,355,000	5,355,000	5,355,000	310,650	319,970	329,569	-	-
Furniture & Equipment	12	109,771	111,308	112,866	114,446	116,735	119,070	122,642	126,321	128,848	131,425
Aquatic Centre	13	55,000	59,400	63,558	68,007	72,087	76,413	80,233	83,443	85,946	87,665
Public Art	14	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000	70,000
Intangibles	15	59,800	62,192	64,680	66,620	68,619	70,677	72,091	73,533	75,003	76,503
<b>Total</b>		<b>5,634,130</b>	<b>4,370,137</b>	<b>10,660,471</b>	<b>9,329,625</b>	<b>9,453,619</b>	<b>4,537,321</b>	<b>4,668,753</b>	<b>4,803,320</b>	<b>4,593,479</b>	<b>4,715,692</b>

Assumptions and Increases

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Roads	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
1	Roads	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	ROW - ToC Owned	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3	Car Parks	6.00%	5.00%	5.00%	4.00%	4.00%	3.00%	3.00%	2.00%	2.00%
3	Car Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Drainage	6.00%	5.00%	5.00%	4.00%	4.00%	3.00%	3.00%	2.00%	2.00%
5	Footpaths	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6	Street Infrastructure	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
7	Street Lighting	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Park Assets	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
9	Reticulation	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
10	Park Lighting	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
11	Buildings	0.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%
12	Furniture & Equipment	1.40%	1.40%	1.40%	2.00%	2.00%	3.00%	3.00%	2.00%	2.00%
13	Aquatic Centre	8.00%	7.00%	7.00%	6.00%	6.00%	5.00%	4.00%	3.00%	2.00%
14	Public Art	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
15	Intangibles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Intangibles	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%

Reference links

- <https://www.abs.gov.au/statistics/economy/price-indexes-and-inflation/producer-price-indexes-australia>
- [https://www.westernpower.com.au/products-services/install-something-new/install-an-unmetered-supply-or-streetlight/streetlights/led-streetlight-replacement/?\\_sq=LED%20retrofit](https://www.westernpower.com.au/products-services/install-something-new/install-an-unmetered-supply-or-streetlight/streetlights/led-streetlight-replacement/?_sq=LED%20retrofit)

Leases

Principal Payments

Lease	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
Dell - Data & Software Storage	19,427	0	0	0	0	0	0	0	0	0
Kyocera - Printers	7,939	5,607	0	0	0	0	0	0	0	0
Gesha Coffee Co. - Coffee Machine	449	0	0	0	0	0	0	0	0	0
Bunnings - Car Bays	10,779	0	0	0	0	0	0	0	0	0
Wide Area Network	15,112	16,487	0	0	0	0	0	0	0	0
New Printers		0	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
New Computers		25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
<b>Total</b>	<b>53,706</b>	<b>47,094</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>	<b>32,000</b>

Interest Payments

Lease	Year 1 2024-25	Year 2 2025-26	Year 3 2026-27	Year 4 2027-28	Year 5 2028-29	Year 6 2029-30	Year 7 2030-31	Year 8 2031-32	Year 9 2032-33	Year 10 2033-34
Dell - Data & Software Storage	2,726	0	0	0	0	0	0	0	0	0
Kyocera - Printers	2,477	469	0	0	0	0	0	0	0	0
Gesha Coffee Co. - Coffee Machine	6	0	0	0	0	0	0	0	0	0
Bunnings - Car Bays	1,220	0	0	0	0	0	0	0	0	0
Wide Area Network	8,229	0	0	0	0	0	0	0	0	0
New Printers	0	0	280	280	280	280	280	280	280	280
New Computers	0	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000
<b>Total</b>	<b>14,658</b>	<b>1,469</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>	<b>1,280</b>

Current Lease Details

Lease Agreement Details

Lease Number	
Lease Provider	Dell
Lease Item/s	Data & Software Storage
Lease Commencement Date	1/04/2022
Lease Term (months)	36
Lease Payments (Exclusive of GST)	\$2,461.48 Monthly
Implicit Interest Rate	2.710%
Initial Payments	\$0.00
Principal Account Number	WO.23001.320
Interest Account Number	15200.6851.60

Lease Agreement Details

Lease Number	
Lease Provider	Gesha Coffee Co.
Lease Item/s	Coffee Machine
Lease Commencement Date	1/10/2021
Lease Term (months)	36
Lease Payments (Exclusive of GST)	\$150.00 Monthly
Implicit Interest Rate	0.710%
Initial Payments	\$0.00
Principal Account Number	WO.23003.320
Interest Account Number	15505.6851.60

Lease Agreement Details

Lease Number	
Lease Provider	Kyocera
Lease Item/s	Printers
Lease Commencement Date	7/02/2022
Lease Term (months)	48
Lease Payments (Exclusive of GST)	\$868.00 Monthly
Implicit Interest Rate	2.050%
Initial Payments	\$0.00
Principal Account Number	WO.23002.320
Interest Account Number	15200.6851.60

Lease Agreement Details

Lease Number	
Lease Provider	Bunnings
Lease Item/s	Car Bays
Lease Commencement Date	1/07/2021
Lease Term (months)	48
Lease Payments (Exclusive of GST)	\$1,000.00 Monthly
Implicit Interest Rate	1.690%
Initial Payments	\$0.00
Principal Account Number	WO.23004.320
Interest Account Number	11502.6851.60

Future Assumptions

The Town will need to either renew a lease for the printers and computers at the expiry of each or purchase them outright. Assumption here is that at new lease is entered into.





Surplus or deficit at the start of the financial year

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For the purpose of understanding the impact of a surplus or deficit at the end of each financial year, this model currently takes the closing surplus/(deficit) from the prior year to use as the opening surplus/(deficit) in the next financial year.

Once the draft model has been reviewed by council and a final version is prepared, the surplus/(deficit) each year is to be balanced through reserves for the closing surplus/(deficit) each year is \$0.00. This requires any surplus to be transferred to reserve, and any deficit to be transferred from reserve. Determining what reserves are used will depend on projects being completed in the year and is to be determined at this stage.

TOWN *of* CLAREMONT

2024/2025 - 2033/2034

# Long Term Financial Plan





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10 YEAR STRATEGIC FINANCIAL PLAN

**The 10 Year Strategic Financial Plan is a high-level informing strategy that outlines the Town of Claremont's approach to delivering infrastructure and services to the community in a financially sustainable and affordable manner.**

**It also demonstrates the Town's commitment to managing its operations in a way that avoids unsustainable rate increases for households.**



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## ACKNOWLEDGEMENT OF PEOPLE AND COUNTRY

We acknowledge the traditional owners and knowledge holders of the Whadjuk Boodjar that are we are meeting on today. We recognise the strength and resilience of the Whadjuk people and respect their continuing culture.

# 1. Executive Summary

The Town’s 10 year Long Term Financial Plan (LTFP) is a high level informing document that had been developed by accessing, analysing and estimating a range of data and financial information.

A number of assumptions have been made in developing this document, with the overall aim of continuing to be a financially sustainable organisation, with sufficient financial capacity to deliver the services and projects which align with the community’s aspirations and expectations as set out in the Town’s Strategic Community Plan 2021-2031.

This LTFP projects modest annual rates increases, while supporting increasing employment costs evolving from minimal increases over the COVID period and reflecting the Wage Price Index of 4.7% in the year to December.

The Town is currently in negotiations with employees with an estimated 4%, 3.5% and 3% in the next 3 years.

	YEAR 1 2024-25	YEAR 2 2025-26	YEAR 3 2026-27	YEAR 4 2027-28	YEAR 5 2029-30
Rates	5.85%	4%	4%	4.5%	4.5%
Employee costs	6.5%	4%	3.5%	3%	3.5%

In 2025-26 an amount of \$16,000,000 in income from the sale of assets is projected, subject to Council approval and the development of Claremont Park East.





“The financial sustainability of a council is determined by its ability to manage expected financial requirements and financial risks and shocks over the long term without the use of disruptive revenue or expenditure measures, which is determined by:

- healthy finances in the current period and long-term outlook based on continuation of the council’s present spending and funding policies and given likely economic and demographic developments; and
- ensuring infrastructure renewals/replacement expenditure matches forward looking asset management plan expenditure needs”.

*National Financial Sustainability Study of Local Government  
Australian Local Government Association*



## 2. Introduction

This LTFP outlines the Town’s approach to delivering infrastructure and services to the community in a sustainable way. This document covers the years 24-25 to 33-34 and aligns with the revised Corporate Business plan and associated planning framework documents.

### 2.1 INTEGRATED PLANNING FRAMEWORK

The Town allocates its resources and capacity through strategy and business planning instruments defined within the Integrated Planning and Reporting Framework and resourced in the Long-Term Financial Plan (Plan) and the Annual Budget (the Budget).

This Plan is a significant informing document for the Town’s integrated strategic planning and reporting framework as it provides information regarding the resourcing requirements and financial capacity of the Town to achieve its stated objectives and priorities. It guides Council as decision makers in their decision making, ensuring the longer-term impact is considered.

This Plan is consistent with all the requirements of the *Local Government Act 1995*.







2.2 STRATEGIC COMMUNITY PLAN – TOWN'S STRATEGIC GOALS



Flourishing

## 2.3 OUR VISION AND MISSION

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### OUR VISION

The Town is a progressive, respectful, sustainable local government supporting a connected, flourishing community.

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### OUR MISSION

We exist to deliver quality services for Claremont today and to build the foundation for the future.

### 2.4 OUR SERVICES

The Town provides an extensive range of services to the community, including but not limited to:

- Waste Management
- Building and Planning approvals
- Environmental health services
- Community development, seniors and youth services
- Library services
- Leisure and recreation services including an Aquatic Centre and Museum
- Cultural events
- Community safety
- Infrastructure management including roads, footpaths and street lighting

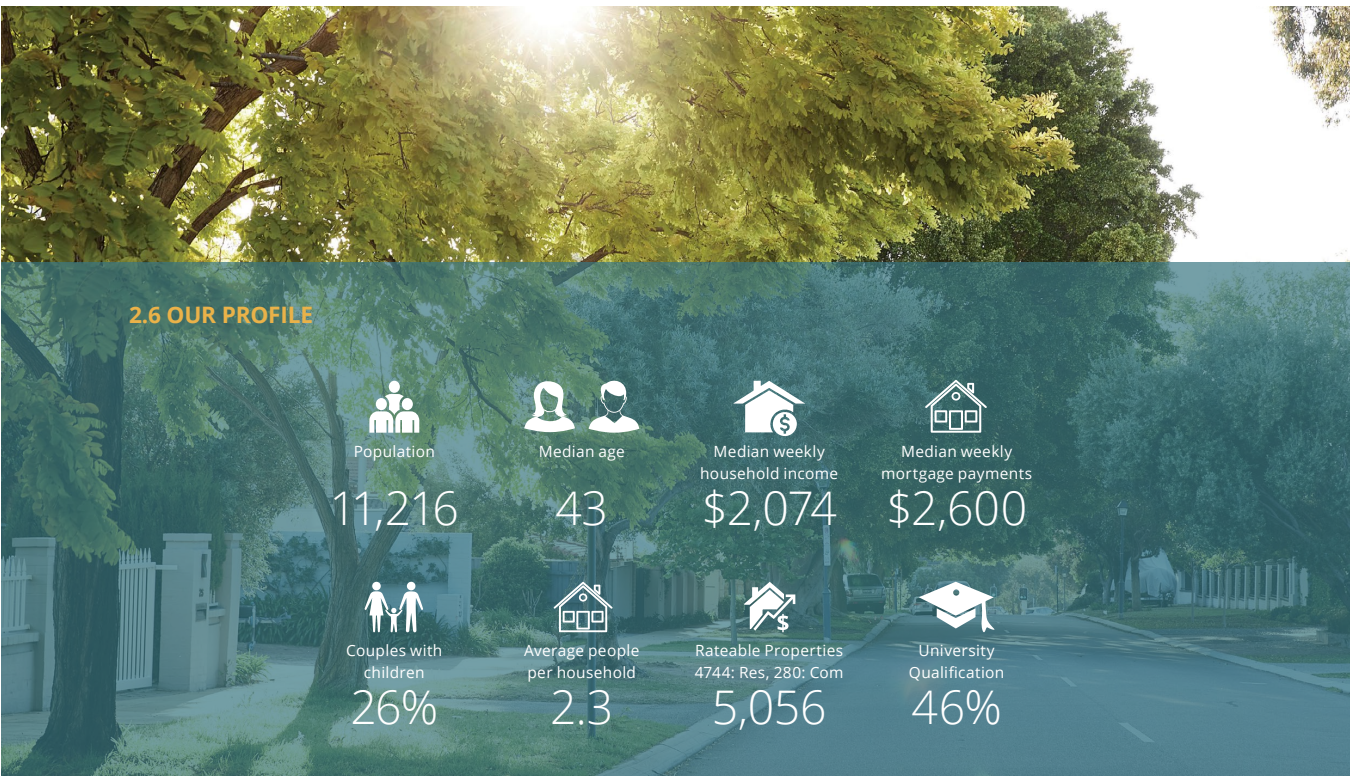
- Parks and natural areas and management of the environment
- Economic development

The Plan has been prepared based on the Town continuing to deliver and maintain these services.

### 2.5 LEVELS OF SERVICE

This LTFP proposed that existing service levels will be maintained for all operational areas in the short term. Overtime as community needs and priorities change, so will the resource allocations.

This will result in some services receiving more resources leading to an increase in service levels, new services will be added, some existing services will be discontinued, and others will not change dependent upon the priorities outlined within the Corporate Business Plan.





## 2.7 INFORMING STRATEGIES

The Town has a number of informing documents that assist in providing direction on allocating resources to the main areas of expenditure; employee costs and materials and contracts (asset management).

### 2.7.1 Workforce Plan

Workforce Planning is a continuous process of shaping the workforce to ensure that it can deliver organisational objectives now and in the future.

The Town's Workforce Plan anticipates a small growth in staff numbers, and these roles will be in the IT, environment, and community services space.

The Town has an Enterprise Agreement, currently under negotiation. Estimated increasing costs associated with the workforce are included in the LTFP.

The Town remains committed to ensuring employee benefits are reflective of community expectations and align with national and local economic conditions.

The Local Government Cost Index (LGCI) increased 0.8% in the December quarter and 3.5% in the last year. The LGCI is forecast to fall to 3.1% in 2024-25 and then 2.8% in both 2025-26 and 2026-27. As construction cost growth eases, employee costs are the main driver of cost growth in for local governments.

*WALGA Economic Briefing March 2024*





**2.7.2 ASSET MANAGEMENT PLANS**

Asset Management is a process for ensuring that a local government’s assets and infrastructure such as roads, drains, bridges, footpaths and public buildings provide an appropriate level of service to the community.

An asset management plan defines and record all of the Town’s assets, the particular actions required to provide the defined level of service and incorporates financial information and risk management processes for the cost-effective delivery of services.

The Town has developed a f Asset Management Plans as part of the Integrated Planning and Reporting Framework. This Asset Management Plan identifies all assets and the rate at which money should be spent on them in order to meet certain service levels.

This Plan provides funding towards the renewal of assets, as well as some additional works.

The Town will continue to monitor and review the plans to ensure assets are regularly renewed to ensure service provision and long term affordability align.





### 3. Key Assumptions

This LTFP has been created by accessing and analysing a range of data including current service provision, population growth, current resources, climate change data, community profile and other relevant financial data (WALGA, WATC and LGCI) against the Town's strategic plans.

This Plan is a dynamic tool which analyses financial trends and a range of assumptions and provides the Town with information to assess resourcing requirements to achieve its strategic objectives and assists the Town to ensure its future financial sustainability.

It is expected that there should be a high level of accuracy in the forecasts for the first 2 or 3 years, a good level of accuracy for years 4 and 5 and a reasonable level of accuracy for the remaining 5 years of the plan.

The Plan will be reviewed annually considering prevailing economic circumstances and community changes and aspirations, as outlined in the Corporate Business Plan. The review may result in new priorities being added or planned projects being deferred or reassessed according to the priorities established each year.

Readers should note that the document is generally for internal purposes and is used predominantly as a planning tool and based on many assumptions. Adoption of the 10 Year LTFP does not constitute a commitment or agreement to any of the projects' proposed.



## 4. Our Finances

The Town is in a financially healthy position however does rely heavily on its rates base and grants to support its service delivery. In diversifying its income base, the Town has an opportunity to build its financial strength and sustainability.

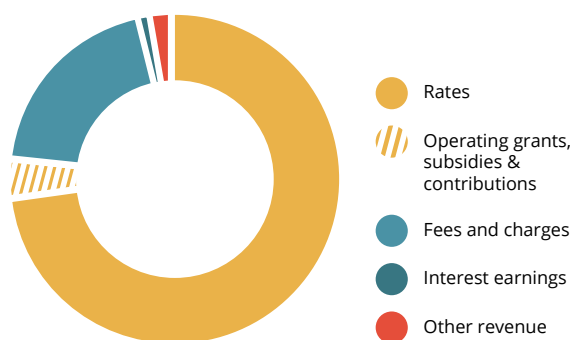
The Town carefully considers borrowing for appropriate projects and accessing reserve funds to ensure intergenerational equity. The Town also manages its debt judiciously and ensures its debt to asset ratio is within a healthy range for local government.

### 4.1 REVENUE

Revenue sources include:

- Rates
- Operating grants, subsidies and contributions
- Non-operating grants, subsidies and contributions
- Profit on asset disposals
- Fees and charges
- Service charges
- Interest earnings
- Other revenue

2022/23 Operating Revenue



#### 4.1.1 Rates

The major component of the Town's income is provided through levying of rates.

The amount that is required to be raised is determined after considering the expenditure requirements and other funding sources including grants, fees and charges. Section 6.32 of the Local Government Act 1995 requires local governments to impose a general rate, either uniformly or differentially, as well as imposing a minimum payment amount.

The introduction of a differential general rate into the rating process was another initiative introduced in 2022/2023 year to ensure that every ratepayer makes a reasonable contribution to the rate burden.

Rates revenue has been calculated using the 2023/2024 Budget as the base year with increases higher in 2024/2025, and 2025/2026 to support rising costs in goods and services globally.

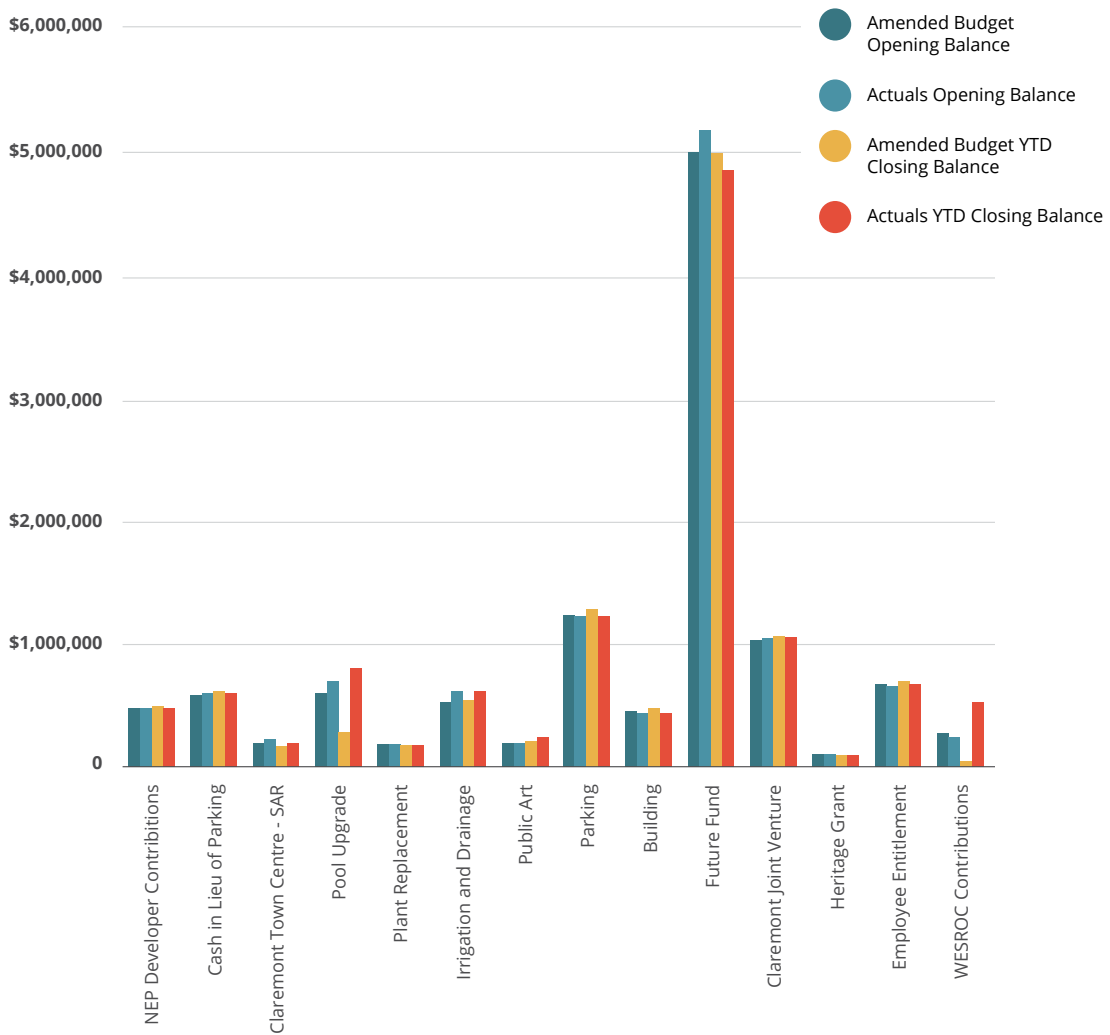
As a small local government with a high portion of non-rateable land (education, hospital and showgrounds), the Town consistently reviews options for revenue through alternative streams. This includes applying for state and federal grants and diversifying our investment portfolio.

The Plan includes all normally expected Federal and State Government grants such as Roads Grants, Financial Assistance Grants.

4.1.2 Reserve Funds

The estimated total balance of all Town reserve accounts at 30 June 2024 is \$11,817,272, and broken into account details below:

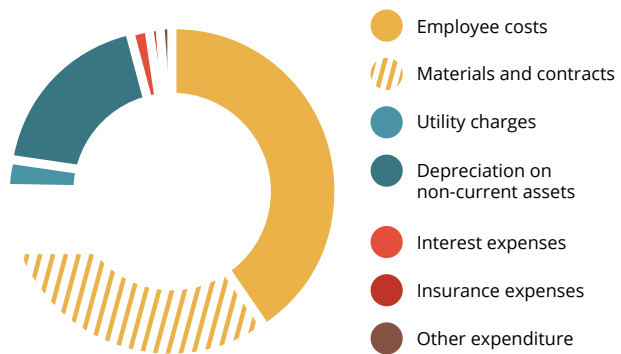
RESERVE BALANCES



## 5. Expenditure

As a service provider, the main expenses for the Town are employee costs, and materials and contractors. All expenses listed below.

- Employee costs
- Material and contracts
- Utility charges (electricity, gas, water etc.)
- Depreciation on non-current assets
- Loss on asset disposal
- Interest expenses
- Insurance expenses
- Other expenditure



### 5.1 DEBT

The following is the balance of Town loans accounts at 30 June 2024

Loan	Location	Balance
1	Aquatic Centre	\$467,722
2C	331 Stirling Highway	\$4,151,004
3	327 Stirling Highway - CCH	\$570,435

## 6. Long Term Financial Plan Financial Statements

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
<b>OPERATING ACTIVITIES</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Revenue from operating activities</b>										
Rates	18,088,966	18,168,108	18,887,889	19,730,032	20,813,779	22,131,238	22,285,214	23,058,857	23,859,578	24,573,865
Operating grants, subsidies and contributions	376,137	763,660	778,933	794,512	810,402	826,610	843,142	860,005	877,205	894,749
Fees and charges	4,047,122	4,209,007	4,335,277	4,465,335	4,599,295	4,737,274	4,832,020	4,928,660	5,027,233	5,127,778
Interest revenue	853,470	1,359,074	919,846	947,442	975,865	1,005,141	1,035,295	1,066,354	1,098,345	1,131,295
Other revenue	99,042	101,023	582,083	599,545	617,532	636,058	848,779	865,755	883,070	900,731
Profit on asset disposals	0	0	30,000	30,000	0	30,000	30,000	0	30,000	30,000
	23,464,737	24,600,872	25,534,028	26,566,866	27,816,873	29,366,321	29,874,450	30,779,631	31,775,431	32,658,419
<b>Expenditure from operating activities</b>										
Employee costs	(9,347,544)	(9,719,875)	(10,056,018)	(10,354,977)	(10,710,765)	(11,028,002)	(11,407,065)	(11,743,656)	(12,149,451)	(12,508,085)
Materials and contracts	(8,421,039)	(8,717,829)	(9,020,606)	(9,342,184)	(9,673,502)	(10,016,611)	(10,322,226)	(10,637,200)	(10,909,027)	(11,187,830)
Utility charges	(664,429)	(692,926)	(724,661)	(749,560)	(775,332)	(802,009)	(829,623)	(858,207)	(883,058)	(908,714)
Depreciation	(4,473,415)	(4,562,883)	(4,654,141)	(4,747,224)	(4,842,168)	(4,939,012)	(5,037,792)	(5,138,548)	(5,098,889)	(5,200,867)
Finance costs	(237,632)	(343,975)	(41,109)	(33,728)	(25,929)	(17,689)	(8,982)	(4,052)	(1,280)	(1,280)
Insurance	(290,354)	(303,385)	(314,494)	(323,914)	(333,615)	(343,608)	(353,900)	(364,500)	(375,418)	(386,663)
Other expenditure	(862,215)	(891,995)	(922,809)	(950,217)	(978,442)	(998,011)	(1,017,971)	(1,038,330)	(1,059,097)	(1,080,279)
Loss on asset disposals	0	0	0	0	0	0	0	0	0	0
	(24,296,628)	(25,232,867)	(25,733,837)	(26,501,804)	(27,339,754)	(28,144,942)	(28,977,559)	(29,784,494)	(30,476,220)	(31,273,719)
Non-cash amounts excluded from operating activities	4,473,415	4,562,883	4,624,141	4,717,224	4,842,168	4,909,012	5,007,792	5,138,548	5,068,889	5,170,867
<b>Amount attributable to operating activities</b>	<b>3,641,524</b>	<b>3,930,889</b>	<b>4,424,332</b>	<b>4,782,286</b>	<b>5,319,287</b>	<b>6,130,391</b>	<b>5,904,683</b>	<b>6,133,685</b>	<b>6,368,100</b>	<b>6,555,567</b>
<b>INVESTING ACTIVITIES</b>										
<b>Inflows from investing activities</b>										
Capital grants, subsidies and contributions	0	500,000	791,286	500,000	200,000	200,000	200,000	200,000	200,000	200,000
Proceeds from disposal of assets	86,000	16,000,000	144,000	52,800	0	124,000	42,000	0	96,000	39,000
	86,000	16,500,000	935,286	552,800	200,000	324,000	242,000	200,000	296,000	239,000
<b>Outflows from investing activities</b>										
Roads	(1,647,909)	(1,867,876)	(3,362,397)	(1,963,269)	(2,022,167)	(2,082,832)	(2,145,317)	(2,209,676)	(2,275,966)	(2,344,245)
ROW - ToC Owned	0	0	0	0	0	0	0	0	0	0
Car Parks	0	0	0	0	0	0	0	0	0	0
Drainage	(509,999)	(540,599)	(567,629)	(596,010)	(619,851)	(644,645)	(663,984)	(683,904)	(697,582)	(711,533)
Footpaths	(918,554)	(938,762)	(604,000)	(622,120)	(640,784)	(660,007)	(679,807)	(700,202)	(721,208)	(742,844)
Street Infrastructure	0	0	0	0	0	0	0	0	0	0
Street Lighting	0	0	0	0	0	0	0	0	0	0



## 6. Long Term Financial Plan Financial Statements

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
MV's	(160,000)	0	(300,000)	(110,000)	0	(310,000)	(120,000)	0	(320,000)	(130,000)
Park Assets	(1,008,357)	(300,000)	(312,000)	(321,360)	(331,001)	(340,931)	(347,749)	(354,704)	(361,799)	(369,034)
Reticulation	0	0	0	0	0	0	0	0	0	0
Park Lighting	0	0	0	0	0	0	0	0	0	0
Buildings	(1,254,740)	(250,000)	(5,355,000)	(5,355,000)	(5,355,000)	(310,650)	(319,970)	(329,569)	0	0
Furniture & Equipment	(109,771)	(111,308)	(112,866)	(114,446)	(116,735)	(119,070)	(122,642)	(126,321)	(128,848)	(131,425)
Aquatic Centre	(55,000)	(559,400)	(98,558)	(105,457)	(111,784)	(118,492)	(124,416)	(129,393)	(133,275)	(135,940)
Public Art	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Intangibles	(59,800)	(62,192)	(64,680)	(66,620)	(68,619)	(70,677)	(72,091)	(73,533)	(75,003)	(76,503)
	(5,794,130)	(4,700,137)	(10,847,129)	(9,324,282)	(9,335,940)	(4,727,303)	(4,665,976)	(4,677,301)	(4,783,680)	(4,711,525)
<b>Amount attributable to investing activities</b>	<b>(5,708,130)</b>	<b>11,799,863</b>	<b>(9,911,843)</b>	<b>(8,771,482)</b>	<b>(9,135,940)</b>	<b>(4,403,303)</b>	<b>(4,423,976)</b>	<b>(4,477,301)</b>	<b>(4,487,680)</b>	<b>(4,472,525)</b>
<b>FINANCING ACTIVITIES</b>										
<b>Inflows from financing activities</b>										
Proceeds from new borrowings	0	0	0	0	0	0	0	0	0	0
Transfers from reserve accounts	713,000	4,243,527	6,175,118	5,100,000	5,100,000	0	0	0	0	0
	713,000	4,243,527	6,175,118	5,100,000	5,100,000	0	0	0	0	0
<b>Outflows from financing activities</b>										
Repayment of borrowings	(459,727)	(3,939,930)	(134,620)	(142,001)	(149,800)	(158,040)	(122,287)	(82,756)	0	0
Payments for principal portion of lease liabilities	(53,706)	(47,094)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)	(32,000)
Transfers to reserve accounts	(9,112)	(16,686,096)	(521,425)	(899,068)	(1,133,540)	(1,532,746)	(1,332,018)	(1,531,589)	(1,853,424)	(2,043,493)
	(522,545)	(20,673,120)	(688,045)	(1,073,069)	(1,315,340)	(1,722,786)	(1,486,305)	(1,646,345)	(1,885,424)	(2,075,493)
<b>Amount attributable to financing activities</b>	<b>190,455</b>	<b>(16,429,593)</b>	<b>5,487,073</b>	<b>4,026,931</b>	<b>3,784,660</b>	<b>(1,722,786)</b>	<b>(1,486,305)</b>	<b>(1,646,345)</b>	<b>(1,885,424)</b>	<b>(2,075,493)</b>
<b>MOVEMENT IN SURPLUS OR DEFICIT</b>										
<b>Surplus or deficit at the start of the financial year</b>	<b>2,576,151</b>	<b>700,000</b>	<b>1,159</b>	<b>720</b>	<b>38,456</b>	<b>6,463</b>	<b>10,765</b>	<b>5,168</b>	<b>15,207</b>	<b>10,203</b>
Amount attributable to operating activities	3,641,524	3,930,889	4,424,332	4,782,286	5,319,287	6,130,391	5,904,683	6,133,685	6,368,100	6,555,567
Amount attributable to investing activities	(5,708,130)	11,799,863	(9,911,843)	(8,771,482)	(9,135,940)	(4,403,303)	(4,423,976)	(4,477,301)	(4,487,680)	(4,472,525)
Amount attributable to financing activities	190,455	(16,429,593)	5,487,073	4,026,931	3,784,660	(1,722,786)	(1,486,305)	(1,646,345)	(1,885,424)	(2,075,493)
<b>Surplus or deficit at the end of the financial year</b>	<b>700,000</b>	<b>1,159</b>	<b>720</b>	<b>38,456</b>	<b>6,463</b>	<b>10,765</b>	<b>5,168</b>	<b>15,207</b>	<b>10,203</b>	<b>17,752</b>



**Assumptions and Increases**

**Note 1: Rates**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	General rates	4.00%	4.00%	4.50%	4.50%	4.00%	4.00%	3.50%	3.50%	3.00%
2	Interim rates	\$ 50,000	\$ 50,000	\$ 50,000	\$ 250,000	\$ 750,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000
3	Special area rate	\$ 123,600	\$ 123,600	\$ 123,600	\$ 127,308	\$ 127,308	\$ 131,127	\$ 131,127	\$ 131,127	\$ 135,061

**Note 2: Operating revenue (excluding rates)**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Operating grants, subsidies and contributions	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Fees and charges	4.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
3	Interest revenue	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4	Other revenue	2.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%

**Note 3: Employee costs**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Salaries and wages	4.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%
2	Allowances	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Workcare insurance	6.00%	5.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%
4	Other employee costs	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
5	Capital recovery	4.00%	3.50%	3.00%	3.50%	3.00%	3.50%	3.00%	3.00%	3.00%

**Note 4: Materials and contracts**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Materials and consumables	2.80%	2.80%	3.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
2	Contract services	4.00%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
2	Contract services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Consultancy	4.00%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%	2.50%	2.50%
3	Consultancy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Licences and subscriptions	5.00%	4.50%	4.50%	4.00%	4.00%	3.50%	3.50%	3.00%	3.00%
5	Fuel	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

**Note 5: Utility charges**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Gas	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
2	Water	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
3	Electricity	4.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	2.00%	2.00%
4	Street lighting	4.67%	5.34%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%

**Note 6: Depreciation**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Buildings	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Furniture and equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Plant and equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
4	Electronic equipment	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
5	Roads	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
6	Paths	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7	Drainage	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
8	Parks and reserves	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
9	Car parks	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
10	Street furniture	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
11	Streetlights	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
12	Public art	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

**Note 7: Insurance**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Public liability	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
2	Property	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3	Motor vehicle / plant	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
4	Management liability	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
5	Cyber crime	5.00%	4.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6	Journey injury	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
7	Personal accident - volunteers	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

**Note 8: Other expenditure**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Elected members allowances	3.50%	3.50%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
2	Donations, contributions, and subsidies	3.50%	3.50%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%	2.00%
3	Sundry expenses	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

**Note 9: Capital grants, subsidies and contributions**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Grants	\$ 200,000	\$ 791,286	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000
2	Subsidies	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Contributions	\$ 300,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**Note 10: Motor vehicle purchases, proceeds from disposal of assets and profit/(loss) on disposal of assets**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Purchases	\$ -	-\$ 300,000	-\$ 110,000	\$ -	-\$ 310,000	-\$ 120,000	\$ -	-\$ 320,000	-\$ 130,000
2	Proceeds - MV (% of purchase)	58.00%	48.00%	48.00%	40.00%	40.00%	35.00%	35.00%	30.00%	30.00%
2	Proceeds - Land and buildings	\$ 16,000,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Profit	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
4	Loss	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

**Note 11: Capital expenses (excluding motor vehicles)**

Number	Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
1	Roads	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
1	Roads	\$ -	\$ 1,500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	ROW - ToC Owned	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
3	Car Parks	6.00%	5.00%	5.00%	4.00%	4.00%	3.00%	3.00%	2.00%	2.00%
3	Car Parks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Drainage	6.00%	5.00%	5.00%	4.00%	4.00%	3.00%	3.00%	2.00%	2.00%
5	Footpaths	2.20%	2.70%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
6	Street Infrastructure	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
7	Street Lighting	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Park Assets	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
9	Reticulation	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
10	Park Lighting	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%
11	Buildings	0.00%	2.00%	2.00%	2.00%	3.00%	3.00%	3.00%	3.00%	3.00%
12	Furniture & Equipment	1.40%	1.40%	1.40%	2.00%	2.00%	3.00%	3.00%	2.00%	2.00%
13	Aquatic Centre	8.00%	7.00%	7.00%	6.00%	6.00%	5.00%	4.00%	3.00%	2.00%
14	Public Art	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
15	Intangibles	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Intangibles	4.00%	4.00%	3.00%	3.00%	3.00%	2.00%	2.00%	2.00%	2.00%

**Note 13: Borrowings**

Item	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32	2032-33	2033-34
Loan 2 - 333 Stirling Highway	-\$ 3,812,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**ACKNOWLEDGEMENT  
OF PEOPLE AND COUNTRY**

The Town of Claremont acknowledges the Traditional Custodians of the land and waterways of the Claremont and Swanbourne area. We respect the significance of their connection to the sacred sites, the Derbal Yerrigan and Galbamaanup wetland. We honour the ancestors of our community Elders who survived and cared for this Country.



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**13.1.2 STRATEGIC RISK**

- File Number:** RSK/00171
- Author:** Jessica Guy (Manager Governance and Records), Bree Websdale (Director Governance and People)
- Authoriser:** Liz Ledger (Chief Executive Officer)
- Attachments:**
1. Updated Risk Assessment Criteria [**13.1.2.1** - 3 pages]
  2. Updated Risk Management Framework [**13.1.2.2** - 24 pages]
  3. Strategic Risk Register [**13.1.2.3** - 3 pages]
  4. Risk Appetite Matrix [**13.1.2.4** - 2 pages]

**PURPOSE**

For Council to consider and endorse:

1. Proposed updates to the Town of Claremont Risk Assessment Criteria within the Risk Management Framework;
2. Town of Claremont Strategic Risk Register; and
3. Town of Claremont Risk Appetite Matrix.

**BACKGROUND**

Council is responsible for determining the strategic direction of the Town. The Audit and Risk Management Committee (**Committee**) is responsible for advising Council on matters relating to risk management.

Strategic risks are risks that the Town has no influence over. They generally occur external to the organisation and affect the delivery of strategic objectives.

As part of the continuous development of risk management processes across the Town, Riskwest were engaged to facilitate a series of meetings with the Executive Team to develop a Strategic Risk Register and Risk Appetite statements intended to be used as a practical tool to assist the Administration in the management and reporting of strategic risks.

A risk workshop was held with Council on 29 July 2024 to gather input into the strategic risks facing Council. Council’s feedback was incorporated into the draft Strategic Risk Register.

At its meeting on 6 August 2024, the Committee were presented with the draft documents and endorsed the strategic risk documentation for adoption by Council.

**DISCUSSION**

The following attachments are provided for Council’s consideration:

Attachment	Description
Updated Risk Management Framework	As part of the review process, there was an opportunity to revise and update the risk assessment criteria within the Risk Management Framework, to reflect a more contemporary approach to the assessment of potential risk impacts ( <b>Attachment 1</b> ).  A summary of the changes to the risk assessment criteria is noted below with the criteria updated in the Risk Management Framework ( <b>Attachment 2</b> ).
Strategic Risk Register	The Strategic Risk Register is provided at <b>Attachment 3</b> .
Risk Appetite Matrix	The Risk Appetite Matrix is provided at <b>Attachment 4</b> .

It is proposed that the Administration present an annual report on strategic risks to the Committee to identify whether existing risks are still present and whether any new risks should be identified.

### **Changes to Risk Assessment Criteria**

Detailed below are the proposed changes to the Town's existing Risk Assessment Criteria:

1. Consequence Table:
  - Workplace Health and Safety – description expanded to include psychological impact as well as physical.
  - Financial Impact - measures updated to reflect current financial position and operating environment.
  - Service interruption – this has been consolidated into the new 'Organisational Performance' impact category.
  - Compliance – wording updated.
  - Reputation – expanded to consider community and stakeholder perspectives, rather than focussing solely on adverse media.
  - Property - removed as this is considered a 'risk' with consequences that are covered by the other impact areas.
  - Environment - expanded to include direct reference to flora and fauna, as well as now including potential impact on heritage assets.
  - Project Time and Cost - removed, as major project failures can be assessed using the existing consequence ratings such as Financial, Reputation, Environment, Organisational Performance etc.
2. Likelihood Table:
  - The overall timeframe for frequency has been changed to 5 years rather than 15 years in order to closer relate to the Town's strategic planning cycle.
3. Existing Controls
  - Descriptors updated to reflect the assessment of the overall control environment and the assurance it provides as to how well the risks are being controlled.
4. Risk Matrix:
  - In some areas, the risk matrix reflects a risk averse perspective, i.e.
    - i. An Almost Certain / Minor Risks (i.e. 10) is rated as HIGH. Suggest this level of risk is changed to MODERATE.
    - ii. An Almost Certain / Insignificant Risk (i.e. 5) is rated as MODERATE. Suggest this level of risk is changed to LOW.
  - At the other end of the scale, a Likely / Major risk is also rated HIGH – suggest this is changed to EXTREME.

### **PAST RESOLUTIONS**

Audit and Risk Management Committee Meeting 4 December 2023, Committee Recommendation 018/23

*That the Audit and Risk Management Committee notes the content of this report and endorses the ongoing management and reporting of risks.*

Audit and Risk Management Committee Meeting 14 August 2024, Committee Recommendation ARMC 24/12

*That the Audit and Risk Management Committee endorses and recommend Council adopt the:*

1. *Updated Town of Claremont Risk Management Framework;*
2. *Town of Claremont Strategic Risk Register; and*
3. *Town of Claremont Risk Appetite Matrix.*



**FINANCIAL AND STAFF IMPLICATIONS**

Sufficient budget was allocated in the 2023/24 and 2024/25 annual budgets for engaging the consultant.

**POLICY AND STATUTORY IMPLICATIONS**

Town of Claremont Risk Management Framework

Council Policy LG534 Risk Management

**COMMUNICATION AND CONSULTATION**

Workshops were held between RiskWest, Council and the Executive Team.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

Not urgent.

**VOTING REQUIREMENTS**

Simple Majority decision of Committee (*More than half the Committee Members present are required to vote in favour*).

**OFFICER RECOMMENDATION**

That Council adopt the:

1. Updated Town of Claremont Risk Management Framework;
2. Town of Claremont Strategic Risk Register; and
3. Town of Claremont Risk Appetite Matrix.

**Town of Claremont: DRAFT RISK ASSESSMENT CRITERIA**

**MEASURES OF CONSEQUENCE OR IMPACT**

LEVEL	RANK	WORKPLACE HEALTH AND SAFETY (PHYSICAL OR PSYCHOLOGICAL IMPACT)	FINANCIAL (OPERATIONAL)	REPUTATION	ORGANISATIONAL PERFORMANCE	COMPLIANCE	ENVIRONMENT AND HERITAGE
1	Insignificant	No physical injuries.  No expected psychological impact.	< \$100,000 or < 2% of operational budget	Isolated individual's issue-based complaint. No media coverage.	Impact managed through normal business practices.	No noticeable regulatory or statutory impact	Low localised event with no broader environmental or heritage impacts.
2	Minor	Minor physical injury.  Minor psychological impact.	\$100,000 - \$500,000 or 2-5% of operational budget	Local community impacts or issue-based concerns. Short term adverse social media.	Impact requires additional local management effort or response or redirection of resources to respond.	Some temporary non compliances	Minor delay impacting on ability to meet environmental and/or heritage expectations.
3	Medium	Reportable physical injury requiring professional treatment.  Psychological impact requiring professional treatment.	\$500,000 - \$2M or 5-10% of operational budget	Customer or community impacts and concerns publicly expressed. Reduced confidence by customers, community and other stakeholders. Significant negative media attention requiring significant management resources to respond.	Delays to critical operations. Administration of project or activity subject to significant review or change. One or more business objectives only partially achieved. Impact requires short term significant management and organisational resources to respond.	Short term non-compliance but with significant regulatory requirements imposed	Short term but recoverable environmental degradation.  Significant but rectifiable damage to valued heritage asset.
4	Major	Serious injury/illness requiring immediate emergency response or prolonged hospitalisation.  Serious psychological injury requiring medium/long term professional medical treatment, counselling, or intervention.	\$2M - \$5M or 10-25% of operational budget	Considerable and prolonged customer or community impact and dissatisfaction publicly expressed. Criticism and loss of confidence and trust in organisations processes and capabilities. Organisation's integrity in question. Sustained negative social media campaign.	Sustained disruption to critical operations Majority of business objectives only partially Impact requires long term significant management and organisational resources to respond.	Significant breach of legal obligations results in termination of activities, imposed penalties or civil actions.	Severe damage, loss or impairment (> 1 year to remediate or recover) of a significant ecosystem/threatened species (flora and/or fauna)  Large scale damage or partial loss requiring long term remediation of a valued heritage asset.
5	Catastrophic	Death or severe permanent disablements.  Permanent/long term psychological damage requiring extensive remedial intervention.	> \$5M or >25% operational budget	Significant adverse community impact and condemnation. Consistent ongoing community loss of confidence and trust in organisation's capabilities and intentions. High widespread media across multiple sources.	Total loss of critical operations. Non achievement of all business objectives. Impact cannot be managed within the organisation's existing resources and threatens survival of the organisation.	Severe breach of legal obligations results in criminal charges or loss of required operating licenses.	Permanent loss of significant ecosystem or threatened/vulnerable species (flora and/or fauna).  Permanent, total and irreplaceable loss of national and internationally valued state heritage.

**MEASURES OF LIKELIHOOD**

LEVEL	DESCRIPTOR	DESCRIPTION #1	FREQUENCY	PROBABILITY (Projects)
1	Rare	The event may occur only in exceptional circumstances.	Less than once in 5 years	<5%
2	Unlikely	The event could occur at some time.	At least once in 5 years	5-25%
3	Possible	The event should occur at some time.	At least once in 3 years	25-75%
4	Likely	The event will probably occur in most circumstances.	Once per 1 year	75-95%
5	Almost certain	The event is expected to occur in most circumstances.	More than once per year	>95%

**EXISTING CONTROLS**

LEVEL	DESCRIPTOR	DESCRIPTION
R	Robust	Controls are adequate and fully effective. Overall control environment provides strong assurance that the risk is being managed. Control objectives are being met and no material improvements to controls have been identified.
A	Adequate	A few specific control weaknesses noted however the overall control environment is adequate and effective and provides reasonable assurance that the risk is being managed. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.
I	Inadequate	Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.

**RISK MATRIX**

<b>CONSEQUENCE</b>	<b>5 Catastrophic</b>	<b>5</b>	<b>10</b>	<b>15</b>	<b>20</b>	<b>25</b>
	<b>4 Major</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>	<b>20</b>
	<b>3 Medium</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>	<b>15</b>
	<b>2 Minor</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>	<b>10</b>
	<b>1 Insignificant</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
		<b>1 Rare</b>	<b>2 Unlikely</b>	<b>3 Possible</b>	<b>4 Likely</b>	<b>5 Almost Certain</b>
		<b>LIKELIHOOD</b>				

**CRITERIA FOR MANAGING RISK**

LEVEL OF RISK	CRITERIA FOR MANAGEMENT OF RESIDUAL RISK	REPORTING TO	WHO IS RESPONSIBLE
Low (1-6)	Acceptable with adequate controls (subject to alignment with risk tolerance and appetite)	Annual reporting to Audit Committee	Risk Owner
Moderate (7-11)	Acceptable with adequate controls (subject to alignment with risk tolerance and appetite)	Annual reporting to Audit Committee	Risk Owner
High (12-15)	Requires robust controls Refer to CEO/Director for acceptance decision	Monthly reporting to CEO. Quarterly reporting to Audit Committee.	CEO/Director
Extreme (16-25)	Unacceptable Refer to Council/CEO for next steps	Immediate and ongoing reporting to CEO, Audit Committee and Council	Council/CEO

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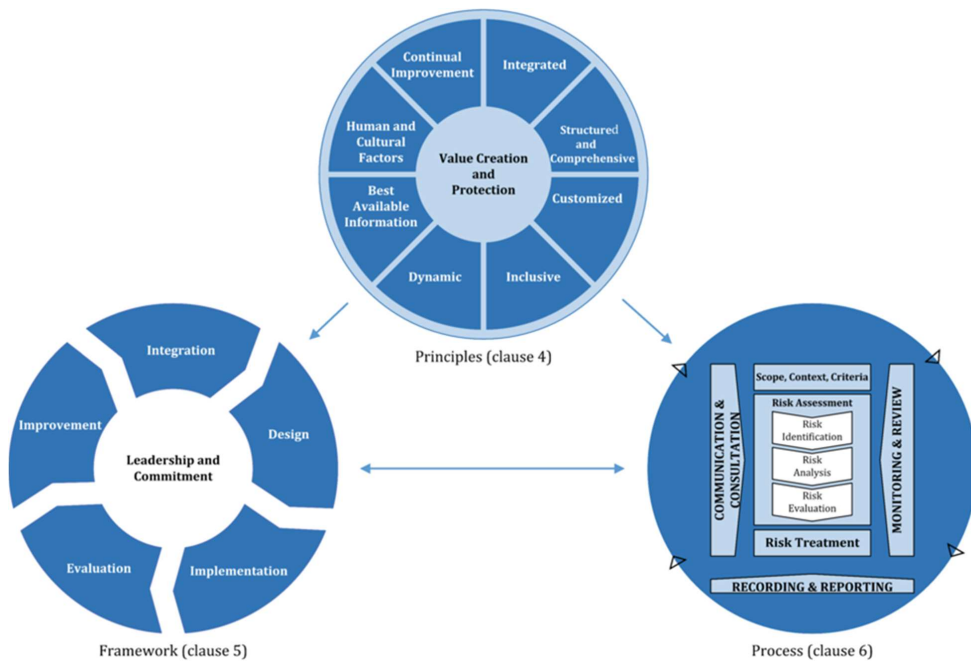
**Introduction**

The Town of Claremont’s (Town) Risk Management Policy in conjunction with the components of this document encompasses the Town’s Risk Management Framework. It sets out the Town’s approach to the identification, assessment, management, reporting and monitoring of risks. All components of this document are based on AS/NZS ISO 31000:2018 Risk management - Guidelines.

It is essential that all areas of the Town adopt these procedures to ensure:

- Strong corporate governance.
- Compliance with relevant legislation, regulations and internal policies.
- Integrated Planning and Reporting requirements are met.
- Uncertainty and its effects on objectives is understood.

This Framework aims to balance a documented, structured and systematic process with the current size and complexity of the Town.



**Figure 1: Relationship between the risk management principles, framework and process (Source: ISO 31000:2018)**

## Governance

Appropriate governance of risk management within the Town provides:

- Transparency of decision making.
- Clear identification of the roles and responsibilities of the risk management functions.
- An effective Governance Structure to support the risk framework.

## Framework Review

The Risk Management Framework is to be reviewed for appropriateness and effectiveness at least every three years.

## Operating Model

The Town has adopted a “Three Lines of Defence” model for the management of risk. This model ensures roles, responsibilities and accountabilities for decision making are structured to demonstrate effective governance and assurance. By operating within the approved risk appetite and framework, the Council, Management and Community will have assurance that risks are managed effectively to support delivery of the Town’s Strategic, Corporate & Operational Plans.

### *First line of defence*

All operational areas of the Town are considered ‘1<sup>st</sup> Line’. They are responsible for ensuring that risks within their scope of operations are identified, assessed, managed, monitored and reported. Ultimately, they bear ownership and responsibility for losses or opportunities from the realisation of risk. Associated responsibilities include;

- Establishing and implementing appropriate processes and controls for the management of risk (in line with these procedures).
- Undertaking adequate analysis (data capture) to support the risk decision-making process.
- Prepare risk acceptance proposals where necessary, based on the level of residual risk.
- Retain primary accountability for the ongoing management of their risk and control environment.

### *Second line of defence*

The Executive Team act as the primary ‘2<sup>nd</sup> Line’. The Directors own and manage the framework for risk management. They draft, implement and approve the governance procedures and provide the necessary tools and training to support the 1st line process.

Maintaining oversight on the application of the framework provides a transparent view and level of assurance to the 1<sup>st</sup> & 3<sup>rd</sup> lines on the risk and control environment. Support can be provided by additional oversight functions completed by other 1<sup>st</sup> Line Teams (where applicable). Additional responsibilities include:

- Providing independent oversight of risk matters as required.
- Monitoring and reporting on emerging risks.
- Co-ordinating the Town’s risk reporting for the CEO & Senior Management Team and the Audit and Risk Management Committee (**Audit Committee**).

*Third line of defence*

Internal & External Audits are the third line of defence, providing independent assurance to the Council, Audit Committee and Town Management on the effectiveness of business operations and oversight frameworks (1<sup>st</sup> & 2<sup>nd</sup> Line).

- Internal Audit – Appointed by the CEO to report on the adequacy and effectiveness of internal control processes and procedures. The scope of which would be determined by the CEO with input from the Audit Committee.
- External Audit – Appointed by Council on the recommendation of the Audit Committee to report independently to the Mayor and CEO on the annual financial statements only.



### Governance Structure

The following diagram depicts the current operating structure for risk management within the Town.

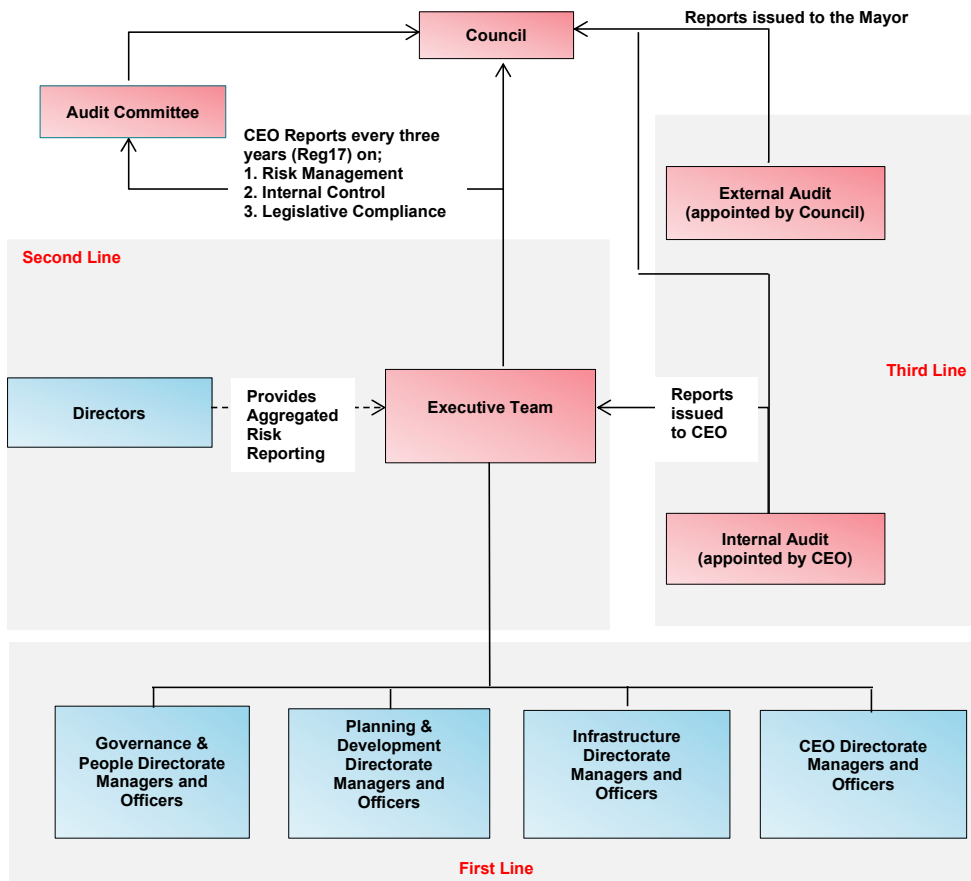


Figure 2: Operating Model

## **Roles and Responsibilities**

### **Chief Executive Officer**

The Chief Executive Officer (**CEO**) is the overall sponsor of the risk management process and will set the tone and promote a positive risk management culture by providing firm and visible support for risk management.

The CEO will review the appropriateness and effectiveness of the Town's systems and procedures in regard to risk management, internal controls and legislative compliance at least once every three calendar years and report the results of that review to the Audit Committee.

### **Executive Team**

The Executive Team are responsible for the oversight of the Risk Management Framework, including the review of risk management procedures and policies on an annual basis. It is responsible for setting the tone and promoting a positive risk management culture within the Town. The Executive Team maintains oversight of the highest level risks and takes responsibility for ensuring mitigation strategies are being implemented.

The Executive Team will drive the risk management process for the organisation by liaising with key stakeholders in both identifying risks, and in the recommendation of further actions to be implemented.

The Executive Team is responsible for overall reporting on the Town's Risk Management Framework, and in the evaluation of the Town's internal controls.

### **Management Team**

Members of the Management Team are responsible for completing risk management actions for risks identified within their areas. This will be done through liaising and communication of requirements to their relevant staff members and overseeing the action to completion.

### **Employees**

All employees within the Town are expected to develop an understanding and awareness of risks and how they can contribute to the risk management process. All employees are responsible for escalating/communicating risks to their immediate supervisor. Employees are also required to act in a manner that does not place at risk the health and safety of themselves, other employees, residents and or visitors to the Town.

**Document Structure (Framework)**

The following diagram depicts the relationship between the Risk Management Policy, Procedures and supporting documentation and reports.

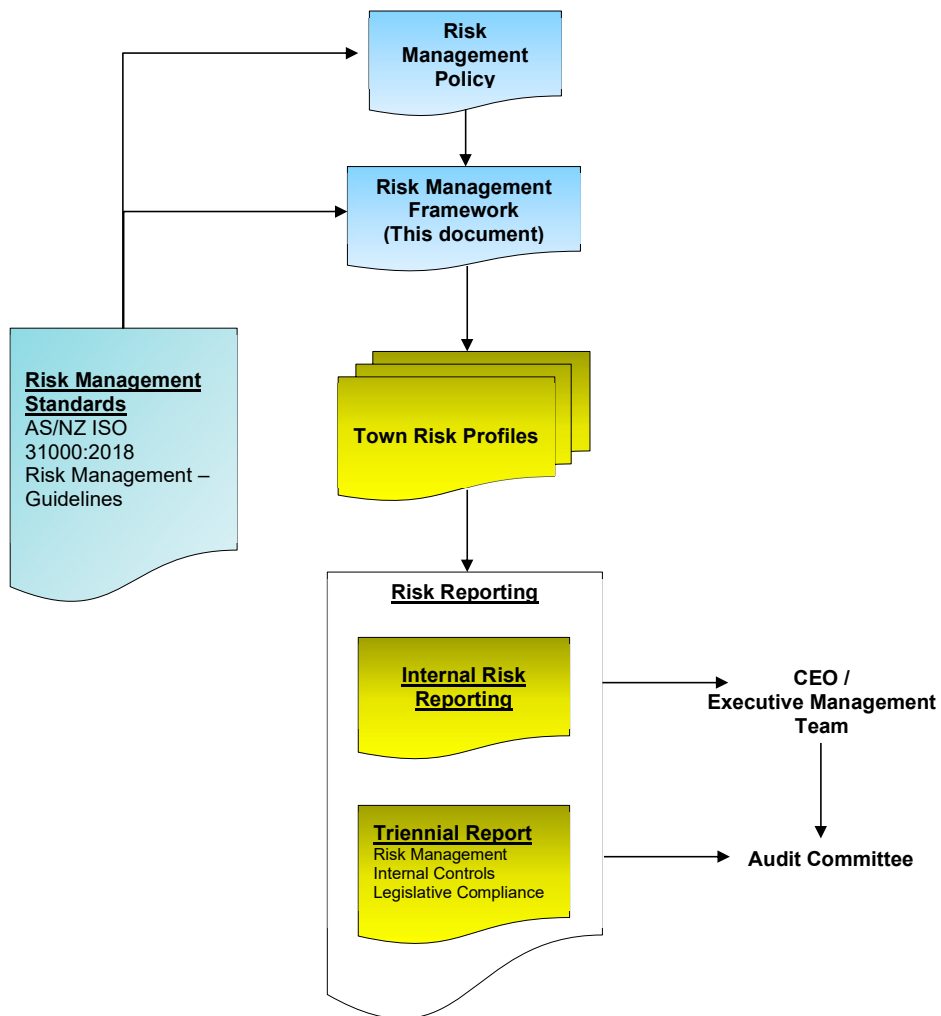


Figure 3: Document Structure

### Risk Management Procedures

Each Director (assigned as the Control Owner), is accountable for ensuring that Risk Profiles are:

- Reflective of the material risk landscape of the Town.
- Reviewed on at least an 18 month rotation, or sooner if there has been a material restructure or change in the risk and control environment.
- Maintained in the standard format.

This process is supported by the use of key data inputs, workshops and ongoing business engagement.

The risk management process is standardised across all areas of the Town. The following diagram outlines that process with the following commentary providing broad descriptions of each step.

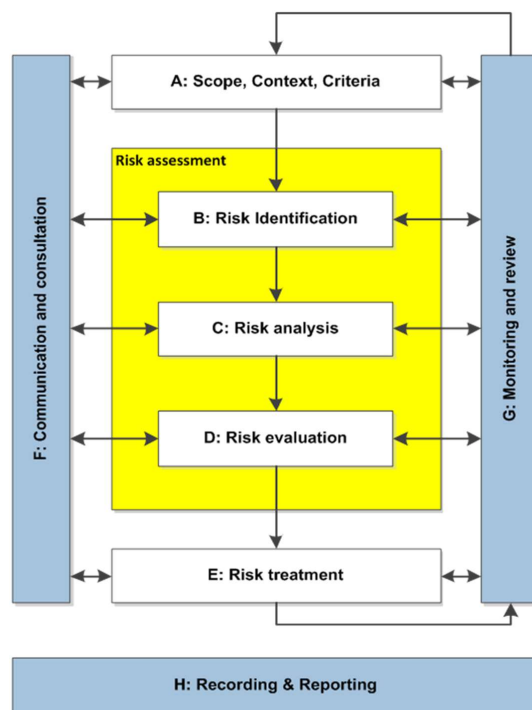


Figure 4: Risk Management Process ISO 31000:2018

## **A: Scope, Context, Criteria**

The first step in the risk management process is to understand the context within which the risks are to be assessed and what is being assessed, this forms two elements:

### **Organisational Criteria**

This includes the Risk Assessment and Acceptance Criteria (Appendix A) and any other tolerance tables as developed.

All risk assessments are to utilise these documents to allow consistent and comparable risk information to be developed and considered within planning and decision-making processes.

### **Scope and Context**

To direct the identification of risks, the specific risk assessment context is to be determined prior to and used within the risk assessment process. Risk sources can be internal or external.

For specific risk assessment purposes the Town has three levels of risk assessment context:

#### **(i) Strategic Context**

These risks are associated with achieving the organisation's long term objectives. Inputs to establishing the strategic risk assessment context may include;

- Organisational Values / Vision.
- Stakeholder Analysis.
- Environment Scan / SWOT Analysis.
- Strategies / Objectives / Goals (Integrated Planning & Reporting).

The Town's Integrated Strategic planning documents captures the identification and management of its strategic risks.

#### **(ii) Operational Context**

The Town's day to day activities, functions, infrastructure and services. Prior to identifying operational risks, the operational area should identify its key activities i.e. what is it aiming to achieve? In addition, existing Risk Profiles are to be utilised where possible to assist in the identification of related risks.

These Risk Profiles are expected to change over time. In order to ensure consistency, any amendments must be approved by the Executive Team.

#### **(iii) Project Context**

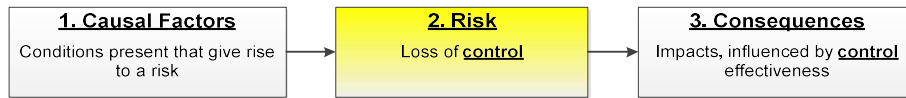
Project Risk has two main components:

- Direct refers to the risks that may arise as a result of project activity (i.e. impacting on process, resources or IT systems), which may prevent the Town from meeting its objectives.
- Indirect refers to the risks which threaten the delivery of project outcomes.

In addition to understanding what is to be assessed, it is also important to understand who are the key stakeholders or areas of expertise that may need to be included within the risk assessment.

**B: Risk Identification**

Once the context has been determined, the next step is to identify risks. This is the process of finding, recognising and describing risks. Risks are described as the point along an event sequence where control has been lost. An event sequence is shown below:



**Figure 5: Event (risk) sequence**

Using the specific risk assessment context as the foundation and in conjunction with relevant stakeholders, raise the questions listed below and then capture and review the information within each defined Risk Profile. The objective is to identify potential risks that could stop the Town from achieving its goals. This step is also where opportunities for enhancement or gain across the organisation can be found.

These questions / considerations should be used only as a guide, as unidentified risks can cause major losses through missed opportunities or adverse events occurring. Additional analysis may be required.

Risks can also be identified through other business operations including policy and procedure development, internal and external audits, customer complaints, incidents and systems analysis.

‘Brainstorming’ will always produce a broad range of ideas and all things should be considered as potential risks. Relevant stakeholders are considered to be the subject experts when considering potential risks to the objectives of the work environment and should be included in all risk assessments being undertaken.

Key risks can then be identified and captured within the Risk Profiles.

- What can go wrong? / What are areas of uncertainty? (**Risk Description**)
- How may this risk eventuate? (**Potential Causes**)
- What are the current measurable activities that mitigate this risk from eventuating? (**Controls**)
- What are the potential consequential outcomes of the risk eventuating? (**Consequences**)

**Risk Description** – describe what the risk is and specifically where control may be lost. They can also be described as an event. They are not to be confused with outcomes following an event, or the consequences of an event.

**Potential Causes** – are the conditions that may present or the failures that may lead to the event, or point in time when control is lost (risk).

**Controls** – are measures that modify risk. At this point in the process only existing controls should be considered. They must meet the following three tests to be considered as controls:

1. Is it an object, technological system and / or human action?
2. Does it, by itself, arrest or mitigate an unwanted sequence?
3. Is the required performance specifiable, measureable and auditable?

**Consequences** – need to be impacts to the Town. These can be staff, visitor or contractor injuries; financial; interruption to services; non-compliance; damage to reputation or assets or the environment. There is no need to determine the level of impact at this stage.

## C: Risk Analysis

To analyse identified risks, the Town's Risk Assessment and Acceptance Criteria (Appendix A) is now applied.

### Step 1: Determine the Inherent Risk Rating

There are three components to this step:

1. Determine relevant consequence categories and rate the 'probable worst consequence' if the risk eventuated without controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the 'probable worst consequence' will eventuate without controls in place. (Likelihood)
3. Using the Town's Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Rating)

### Step 2: Identify and consider the effectiveness of key controls

Controls need to be considered from three perspectives:

1. The design effectiveness of each individual key control.
2. The operating effectiveness of each individual key control.
3. The overall or combined effectiveness of all identified key controls.

#### Design Effectiveness

This process reviews the 'design' of the controls to understand their potential for mitigating the risk without any 'operating' influences. Controls that have inadequate designs will never be effective, no matter if it is performed perfectly every time.

There are four components to be considered in reviewing existing controls or developing new ones:

1. *Completeness* – The ability to ensure the process is completed once. How does the control ensure that the process is not lost or forgotten, or potentially completed multiple times?
2. *Accuracy* – The ability to ensure the process is completed accurately, that no errors are made or components of the process missed.
3. *Timeliness* – The ability to ensure that the process is completed within statutory timeframes or internal service level requirements.
4. *Theft or Fraud* – The ability to protect against internal misconduct or external theft / fraudulent activities.

It is very difficult to have a single control that meets all the above requirements when viewed against a Risk Profile. It is imperative that all controls are considered so that the above components can be met across a number of controls.

#### Operating Effectiveness

This process reviews how well the control design is being applied. Similar to above, the best designed control will have no impact if it is not applied correctly. As this generally relates to the human element of control application there are four main approaches that can be employed by management or the risk function to assist in determining the operating effectiveness and / or performance management.

- *Re-perform* – this is only applicable for those short timeframe processes where they can be re-performed. The objective is to re-perform the same task, following the design to ensure that the same outcome is achieved.

- *Inspect* – review the outcome of the task or process to provide assurance that the desired outcome was achieved.
- *Observe* – physically watch the task or process being performed.
- *Inquire* – through discussions with individuals / groups determine the relevant understanding of the process and how all components are required to mitigate any associated risk.

#### Overall Effectiveness

This is the value of the combined controls in mitigating the risk. All factors as detailed above are to be taken into account so that a considered qualitative value can be applied to the 'control' component of risk analysis.

The criterion for applying a value to the overall control is the same as for individual controls and can be found in Appendix A under 'Existing Control Ratings'.

#### Step 3: Determine the Residual Risk Rating

There are three components to this step:

1. Determine relevant consequence categories and rate the 'probable worst consequence' if the risk eventuated with existing controls in place. This is not the worst case scenario but rather a qualitative judgement of the worst scenario that is probable or foreseeable. (Consequence)
2. Determine how likely it is that the 'probable worst consequence' will eventuate with existing controls in place. (Likelihood)
3. Using the Town's Risk Matrix, combine the measures of consequence and likelihood to determine the risk rating. (Risk Rating)

#### D: Risk Evaluation

Risk evaluation takes the residual risk rating and applies it to the Town's Risk Acceptance Criteria (Appendix A) to determine whether the risk is within acceptable levels to the Town.

The outcome of this evaluation will determine whether the risk is low; moderate; high or extreme.

It will also determine through the use of the Risk Acceptance Criteria, what (if any) high level actions or treatments need to be implemented.

Note: Individual Risks or Issues may need to be escalated due to urgency, level of risk or of a systemic nature.

#### E: Risk Treatment

There are generally two requirements following the evaluation of risks.

1. In all cases, regardless of the residual risk rating; controls that are rated 'Inadequate' must have a treatment plan (action) to improve the control effectiveness to at least 'Adequate'.
2. If the residual risk rating is high or extreme, treatment plans must be implemented to either:
  - a. Reduce the consequence of the risk materialising.
  - b. Reduce the likelihood of occurrence.(Note: these should have the desired effect of reducing the risk rating to at least moderate)
  - c. Improve the effectiveness of the overall controls to 'Effective' and obtain delegated approval to accept the risk as per the Risk Acceptance Criteria.



Once a treatment has been fully implemented, the CEO is to review the risk information and acceptance decision with the treatment now noted as a control and those risks that are acceptable then become subject to the monitor and review process (Refer to Risk Acceptance section).

**F: Communication & Consultation**

Effective communication and consultation are essential to ensure that those responsible for managing risk, and those with a vested interest, understand the basis on which decisions are made and why particular treatment / action options are selected or the reasons to accept risks have changed.

As risk is defined as the effect of uncertainty on objectives, consulting with relevant stakeholders assists in the reduction of components of uncertainty. Communicating these risks and the information surrounding the event sequence ensures decisions are based on the best available knowledge.

**G: Monitor & Review**

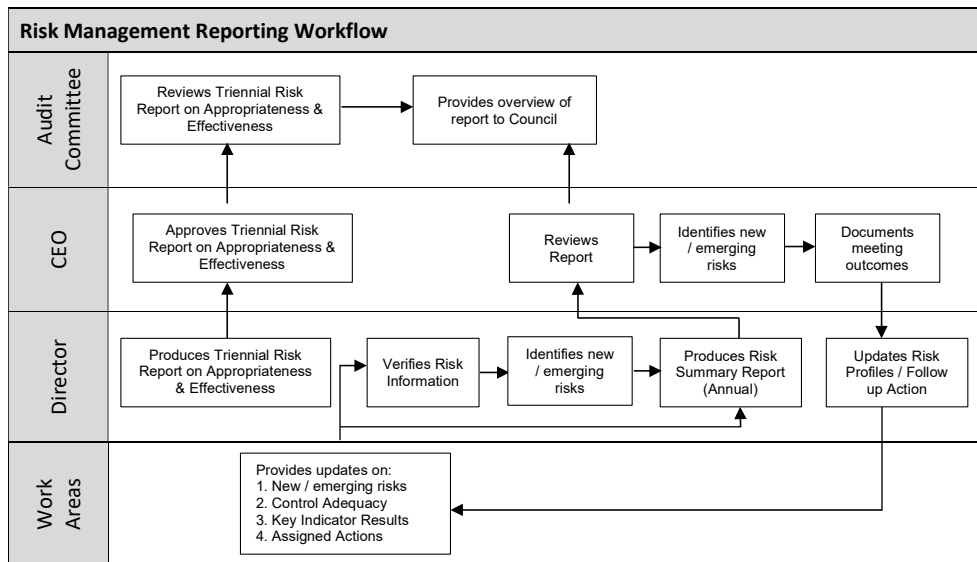
It is essential to monitor and review the management of risks, as changing circumstances may result in some risks increasing or decreasing in significance.

By regularly reviewing the effectiveness and efficiency of controls and the appropriateness of treatment / action options selected, we can determine if the organisation’s resources are being put to the best use possible.

During the quarterly reporting process, management are required to review any risks within their area and follow up on controls and treatments / action mitigating those risks. Monitoring and the reviewing of risks, controls and treatments also apply to any actions / treatments to originate from an internal audit. The audit report will provide recommendations that effectively are treatments for risks that have been tested during an internal review.

**H: Recording & Reporting**

The following diagram provides a high level view of the ongoing reporting process for Risk Management.



Each Work Area is responsible for ensuring:

- They continually provide updates in relation to new, emerging risks, control effectiveness and any relevant key indicator performance to the Director.
- Work through assigned actions and provide relevant updates to the Director
- Risks / Issues reported to the CEO & Executive Team are reflective of the current risk and control environment.

The Director/s are responsible for:

- Ensuring Town Risk Profiles are formally reviewed and updated, at least on an 18 month rotation or earlier when there has been a material restructure, change in risk ownership or change in the external environment.
- Annual Risk Reporting for the CEO & Executive Team – Contains an overview of the Risk Summary for the Town.

Audit Committee

- The Audit Committee is responsible for reviewing reports from the CEO on the appropriateness and effectiveness of the Town’s systems and procedures in relation to risk management, internal control and legislative compliance.
- The Audit Committee will report to Council the results of that review including a copy of the CEO’s report.

**Risk Profiles**

**Strategic Risks**

The Town captures its strategic risks through the development and implementation of the Town’s Strategic Plan.

**Operational Risks**

- |   |  |                                    |
|---|--|------------------------------------|
| • Asset Sustainability                        | • Business and Community Disruption            | • Compliance Obligations           |
| • Document Management                         | • Employment Practices                         | • Community Engagement             |
| • Environment Management                      | • Errors, Omissions and Delays                 | • External Theft and Fraud         |
| • Management of Facilities, Venues and Events | • IT, Communication Systems and Infrastructure | • Misconduct                       |
| • Project / Change Management                 | • Safety & Security Practices                  | • Supplier and Contract Management |

The Town utilises risk profiles to capture its operational risks. The profiles assessed are:

For each category, the profile contains the following:

- Objective.
- Risk Event.
- Potential Causes.

- Key Controls / Control Type .
- Control Adequacy.
- Control owner.
- Risk Rating.
- Actions and Responsibility.

### **Key Indicators**

Key Indicators may be used for monitoring and validating key risks and controls. The following describes the process for the creation and reporting of Key Indicators:

- Identification.
- Validity of Source.
- Tolerances.
- Monitor & Review.

### **Identification**

The following represent the minimum standards when identifying appropriate Key Indicators:

- The risk description and casual factors are fully understood
- The Key Indicator is fully relevant to the risk or control
- Predictive Key Indicators are adopted wherever possible
- Key Indicators provide adequate coverage over monitoring key risks and controls

### **Validity of Source**

In all cases an assessment of the data quality, integrity and frequency must be completed to ensure that the Key Indicator data is relevant to the risk or control.

Where possible the source of the data (data owner) should be independent to the risk owner. Overlapping Key Indicators can be used to provide a level of assurance on data integrity.

If the data or source changes during the life of the Key Indicator, the data is required to be revalidated to ensure reporting of the Key Indicator against a consistent baseline.

### **Monitor & Review**

All active Key Indicators are updated as per their stated frequency of the data source.

When monitoring and reviewing Key Indicators, the overall trend must be considered over a longer timeframe than that of individual data movements only. The trend of the Key Indicators is specifically used as an input to the risk and control assessment.

## Risk Acceptance

Day to day operational management decisions are generally managed under the delegated authority framework of the Town.

Risk Acceptance is a management decision to accept, within authority levels, material risks which will remain outside appetite framework (refer Appendix A – Risk Assessment & Acceptance Criteria).

The following process is designed to provide a framework for those identified risks.

The 'Risk Acceptance' must be in writing, signed by the relevant Manager, and include:

- A description of the risk and the reasons for holding a risk outside appetite
- An assessment of the risk (e.g. Impact consequence, materiality, likelihood, working assumptions etc.)
- Details of any mitigating action plans or treatment options in place
- An estimate of the expected remediation date.

A lack of budget / funding to remediate a material risk outside appetite is not sufficient justification in itself to accept a risk.

Accepted risks must be continually reviewed through standard operating reporting structure (i.e. Executive Team)

**Appendix A- Risk Assessment and Acceptance Criteria**

Measures of Consequence									
Rating(Level)	Health	Financial Impact	Service Interruption	Compliance	Reputational	Property	Environment	Project TIME	Project COST
<b>Insignificant (1)</b>	Near miss. Minor first aid injuries	Less than \$20,000	No material service interruption	No noticeable regulatory or statutory impact	Unsubstantiated, low impact, low profile or 'no news' item	Inconsequential damage.	Contained, reversible impact managed by on site response	Exceeds deadline by 10% of project timeline	Exceeds project budget by 10%
<b>Minor (2)</b>	Medical type injuries	\$20,001 - \$100,000	Short term temporary interruption - backlog cleared < 1 day	Some temporary non-compliances	Substantiated, low impact, low news item	Localised damage rectified by routine internal procedures	Contained, reversible impact managed by internal response	Exceeds deadline by 15% of project timeline	Exceeds project budget by 15%
<b>Moderate (3)</b>	Lost time injury < 30 days	\$100,001 - \$500,000	Medium term temporary interruption - backlog cleared by additional resources < 1 week	Short term non-compliance but with significant regulatory requirements imposed	Substantiated, public embarrassment, moderate impact, moderate news profile	Localised damage requiring external resources to rectify	Contained, reversible impact managed by external agencies	Exceeds deadline by 20% of project timeline	Exceeds project budget by 20%
<b>Major (4)</b>	Lost time injury > 30 days	\$500,001 - \$1,000,000	Prolonged interruption of services - additional resources; performance affected < 1 month	Non-compliance results in termination of services or imposed penalties	Substantiated, public embarrassment, high impact, high news profile, third party actions	Significant damage requiring internal & external resources to rectify	Uncontained, reversible impact managed by a coordinated response from external agencies	Exceeds deadline by 25% of project timeline	Exceeds project budget by 25%
<b>Catastrophic (5)</b>	Fatality, permanent disability	More than \$1,000,000	Indeterminate prolonged interruption of services - non-performance > 1 month	Non-compliance results in litigation, criminal charges or significant damages or penalties	Substantiated, public embarrassment, very high multiple impacts, high widespread multiple news profile, third party actions	Extensive damage requiring prolonged period of restitution	Uncontained, irreversible impact	Exceeds deadline by 30% of project timeline	Exceeds project budget by 30%

Measures of Likelihood			
Level	Rating	Description	Frequency
5	Almost-Certain	The event is expected to occur in most circumstances (>90% chance)	More than once per year
4	Likely	The event will probably occur in most circumstances(>50% chance)	At least once per year
3	Possible	The event should occur at some time(>20% chance)	At least once in 3 years
2	Unlikely	The event could occur at some time(<10% chance)	At least once in 10 years
1	Rare	The event may only occur in exceptional circumstances(<5% chance)	Less than once in 15 years

Risk Matrix						
Consequence		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood		1	2	3	4	5
Almost-Certain	5	Moderate (5)	High (10)	High (15)	Extreme (20)	Extreme (25)
Likely	4	Low (4)	Moderate (8)	High (12)	High (16)	Extreme (20)
Possible	3	Low (3)	Moderate (6)	Moderate (9)	High (12)	High (15)
Unlikely	2	Low (2)	Low (4)	Moderate (6)	Moderate (8)	High (10)
Rare	1	Low (1)	Low (2)	Low (3)	Low (4)	Moderate (5)

Risk-Acceptance-Criteria			
Risk-Rank	Description	Criteria	Responsibility
LOW	Acceptable	Risk acceptable with adequate controls, managed by routine procedures and subject to annual monitoring	Supervisor/ Coordinator/Team Leader
MODERATE	Monitor	Risk acceptable with adequate controls, managed by specific procedures and subject to semi-annual monitoring	Manager
HIGH	Urgent Attention Required	Risk acceptable with effective controls, managed by senior management/ executive and subject to monthly monitoring	Executive Team
EXTREME	Unacceptable	Risk only acceptable with effective controls and all treatment plans to be explored and implemented where possible, managed by highest level of authority and subject to continuous monitoring	CEO & Council

Existing Controls Ratings		
Rating	Foreseeable	Description
Effective	There is <u>little</u> scope for improvement.	Processes (Controls) operating as intended and aligned to Policies/ Procedures. Subject to ongoing monitoring. Reviewed and tested regularly.
Adequate	There is <u>some</u> scope for improvement.	Processes (Controls) generally operating as intended, however inadequacies exist. Limited monitoring. Reviewed and tested, but not regularly.
Inadequate	There is a <u>need</u> for improvement or action.	Processes (Controls) not operating as intended. Processes (Controls) do not exist, or are not being complied with. Have not been reviewed or tested for some time.

LEVEL	RANK	WORKPLACE HEALTH AND SAFETY (PHYSICAL OR PSYCHOLOGICAL IMPACT)	FINANCIAL (OPERATIONAL)	REPUTATION	ORGANISATIONAL PERFORMANCE	COMPLIANCE	ENVIRONMENT AND HERITAGE
1	Insignificant	<u>No physical injuries.</u>  <u>No expected psychological impact.</u>	<u>&lt; \$100,000</u>  <u>or</u> <u>&lt; 2% of operational budget</u>	<u>Isolated individual's issue-based complaint.</u>  <u>No media coverage.</u>	<u>Impact managed through normal business practices.</u>	<u>No noticeable regulatory or statutory impact</u>	<u>Low localised event with no broader environmental or heritage impacts.</u>
2	Minor	<u>Minor physical injury.</u>  <u>Minor psychological impact.</u>	<u>\$100,000 - \$500,000</u>  <u>or</u> <u>2-5% of operational budget</u>	<u>Local community impacts or issue-based concerns.</u>  <u>Short term adverse social media.</u>	<u>Impact requires additional local management effort or response or redirection of resources to respond.</u>	<u>Some temporary non compliances</u>	<u>Minor delay impacting on ability to meet environmental and/or heritage expectations.</u>
3	Medium	<u>Reportable physical injury requiring professional treatment.</u>  <u>Psychological impact requiring professional treatment.</u>	<u>-\$500,000 - \$2M</u>  <u>or</u> <u>5-10% of operational budget</u>	<u>Customer or community impacts and concerns publicly expressed.</u>  <u>Reduced confidence by customers, community and other stakeholders. Significant negative media attention requiring significant management resources to respond.</u>	<u>Delays to critical operations. Administration of project or activity subject to significant review or change. One or more business objectives only partially achieved. Impact requires short term significant management and organisational resources to respond.</u>	<u>Short term non-compliance but with significant regulatory requirements imposed</u>	<u>Short term but recoverable environmental degradation.</u>  <u>Significant but rectifiable damage to valued heritage asset.</u>
4	Major	<u>Serious injury/illness requiring immediate emergency response or prolonged hospitalisation.</u>  <u>Serious psychological injury requiring medium/long term professional medical treatment, counselling, or intervention.</u>	<u>-\$2M - \$5M</u>  <u>or</u> <u>10-25% of operational budget</u>	<u>Considerable and prolonged customer or community impact and dissatisfaction publicly expressed.</u>  <u>Criticism and loss of confidence and trust in organisations processes and capabilities.</u>  <u>Organisation's integrity in question. Sustained negative social media campaign.</u>	<u>Sustained disruption to critical operations</u> <u>Majority of business objectives only partially</u> <u>Impact requires long term significant management and organisational resources to respond.</u>	<u>Significant breach of legal obligations results in termination of activities, imposed penalties or civil actions.</u>	<u>Severe damage, loss or impairment (&gt; 1 year to remediate or recover) of a significant ecosystem/threatened species (flora and/or fauna)</u>  <u>Large scale damage or partial loss requiring long term remediation of a valued heritage asset.</u>



5	Catastrophic	<u>Death or severe permanent disablements.</u>	<p><u>&gt; \$5M</u></p> <p>or</p> <p><u>≥25% operational budget</u></p>	<u>Significant adverse community impact and condemnation.</u>	<p><u>Total loss of critical operations.</u>  <u>Non achievement of all business objectives.</u>  <u>Impact cannot be managed within the organisation's existing resources and threatens survival of the organisation.</u></p>	<p><u>Severe breach of legal obligations results in criminal charges or loss of required operating licenses.</u></p>	<p><u>Permanent loss of significant ecosystem or threatened/vulnerable species (flora and/or fauna).</u></p> <p><u>Permanent, total and irreplaceable loss of national and internationally valued state heritage.</u></p>
		<p><u>Permanent/long term psychological damage requiring extensive remedial intervention.</u></p>		<p><u>Consistent ongoing community loss of confidence and trust in organisation's capabilities and intentions.</u></p>			
				<p><u>High widespread media across multiple sources.</u></p>			

MEASURES OF LIKELIHOOD

<u>LEVEL</u>	<u>DESCRIPTOR</u>	<u>DESCRIPTION #1</u>	<u>FREQUENCY</u>	<u>PROBABILITY (Projects)</u>
1	<u>Rare</u>	<u>The event may occur only in exceptional circumstances.</u>	<u>Less than once in 5 years</u>	<u>&lt;5%</u>
2	<u>Unlikely</u>	<u>The event could occur at some time.</u>	<u>At least once in 5 years</u>	<u>5-25%</u>
3	<u>Possible</u>	<u>The event should occur at some time.</u>	<u>At least once in 3 years</u>	<u>25-75%</u>
4	<u>Likely</u>	<u>The event will probably occur in most circumstances.</u>	<u>Once per 1 year</u>	<u>75-95%</u>
5	<u>Almost certain</u>	<u>The event is expected to occur in most circumstances.</u>	<u>More than once per year</u>	<u>&gt;95%</u>

EXISTING CONTROLS

<u>LEVEL</u>	<u>DESCRIPTOR</u>	<u>DESCRIPTION</u>
<u>R</u>	<u>Robust</u>	<u>Controls are adequate and fully effective. Overall control environment provides strong assurance that the risk is being managed. Control objectives are being met and no material improvements to controls have been identified.</u>
<u>A</u>	<u>Adequate</u>	<u>A few specific control weaknesses noted however the overall control environment is adequate and effective and provides reasonable assurance that the risk is being managed. Certain controls may require improvement to ensure that the overall environment will continue to operate effectively.</u>
<u>I</u>	<u>Inadequate</u>	<u>Numerous specific controls weaknesses or gaps were noted. Overall control environment is not adequate or effective and fails to provide reasonable assurance that risks are being managed and control objectives are being met. The control environment needs improvement.</u>

RISK MATRIX

<u>CONSEQUENCE</u>	<u>5 Catastrophic</u>	<u>5</u>	<u>10</u>	<u>15</u>	<u>20</u>	<u>25</u>
	<u>4 Major</u>	<u>4</u>	<u>8</u>	<u>12</u>	<u>16</u>	<u>20</u>
	<u>3 Medium</u>	<u>3</u>	<u>6</u>	<u>9</u>	<u>12</u>	<u>15</u>
	<u>2 Minor</u>	<u>2</u>	<u>4</u>	<u>6</u>	<u>8</u>	<u>10</u>
	<u>1 Insignificant</u>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
		<u>1 Rare</u>	<u>2 Unlikely</u>	<u>3 Possible</u>	<u>4 Likely</u>	<u>5 Almost Certain</u>
		<u>LIKELIHOOD</u>				

CRITERIA FOR MANAGING RISK

<u>LEVEL OF RISK</u>	<u>CRITERIA FOR MANAGEMENT OF RESIDUAL RISK</u>	<u>REPORTING TO</u>	<u>WHO IS RESPONSIBLE</u>
<u>Low</u> (1-6)	<u>Acceptable with adequate controls</u> (subject to alignment with risk tolerance and appetite)	<u>Annual reporting to Audit Committee</u>	<u>Risk Owner</u>
<u>Moderate</u> (7-11)	<u>Acceptable with adequate controls</u> (subject to alignment with risk tolerance and appetite)	<u>Annual reporting to Audit Committee</u>	<u>Risk Owner</u>
<u>High</u> (12-15)	<u>Requires robust controls</u> Refer to CEO/Director for acceptance decision	<u>Monthly reporting to CEO, Quarterly reporting to Audit Committee</u>	<u>CEO/Director</u>
<u>Extreme</u> (16-25)	<u>Unacceptable</u> Refer to Council/CEO for next steps	<u>Immediate and ongoing reporting to CEO, Audit Committee and Council</u>	<u>Council/CEO</u>

Document Control Box			
<b>Owner:</b>	Chief Executive Officer	<b>Business Unit:</b>	Risk
<b>Legislation and Other References:</b>	Local Government (Audit) Regulations 1996 LG534 Risk Management AS/NZ ISO 31000:2018 Risk management - Guidelines		
Document Management:			
<b>Review Frequency:</b>	Every three years	<b>Next Review Date</b>	2027 <sup>4</sup>
Version Control	Approval Date	Reference	
1.	8 February 2022	Council Resolution 006/22	
2.			

**Town of Claremont  
Strategic Risk Register**

Risk Identification & Analysis				Current Risk Assessment (Residual)					Risk Strategy (i.e. ACCEPT, TOLERATE, REDUCE / IMPROVE CONTROLS)	Risk Owner	
Strategy Ref No	Risk Context	Risk Description	Possible Causes	Existing Controls	Risk Rating						
					Control Rating	Consequence Category	Consequence Rating	Likelihood Rating			Level of Risk
1.2a	L&G Demonstrate a high standard of governance and accountability	Failure to ensure ethical and accountable Council governance and decision-making at the Town	<ul style="list-style-type: none"> <li>- Ineffective partnership between Council and Administration;</li> <li>- Cost and time required to keep up with increasing burden of legislative changes</li> <li>- Council's lack of understanding governance requirements and role;</li> <li>- Lack of alignment of Council with strategy</li> <li>- Council fails to act "for the good of the whole";</li> <li>- Short term focus of Council members (impacting support for longer term sustainability focus)</li> </ul>	<ol style="list-style-type: none"> <li>1. Code of Conduct For Council Members, Committee Members and Candidates</li> <li>2. Employee Code of Conduct</li> <li>3. Council endorsed documents forming Governance Framework- Council Policies, Integrated Planning Documents, Council Committees</li> <li>4. Councillor induction and ongoing training - Forums, workshops</li> </ol>	Robust	Reputation Organisational Performance Compliance WHS	Medium (3) Medium (3) Medium (3)	Unlikely (2) Unlikely (2) Rare (1)	Low (6)	Accept	Executive Leadership Team
1.2b (and 1.6)	L&G: Demonstrate a high standard of management and strategic planning	Failure to ensure effective leadership and management	<ul style="list-style-type: none"> <li>- Prolonged vacancies and likelihood of staff acting in dual roles</li> <li>- Inexperienced leadership/executive</li> <li>- Poor quality planning, execution, oversight and reporting of the Town's activities</li> <li>- Insufficient capacity to capitalise on technology innovation to improve efficiencies</li> <li>- Reduction in LG powers and authorities by Government</li> <li>- Cost and time required to keep up with increasing burden of legislative changes</li> <li>- Unbalanced workload vs staff resources</li> </ul>	<ol style="list-style-type: none"> <li>1. Employee Code of Conduct</li> <li>2. Integrated Planning and Reporting</li> <li>3. Annual Budget Process (Council approval of staff resources)</li> <li>4. HR Policies and Procedures</li> <li>5. Position Descriptions</li> <li>6. Performance Assessment Cycles</li> <li>7. Leadership development (Includes succession planning, career progression framework, leadership capability framework)</li> <li>8. Staff Surveys</li> </ol>	Adequate	Reputation Organisational Performance Compliance WHS	Minor (2) Minor (2) Minor (2)	Unlikely (2) Possible (3) Unlikely (2)	Low (6)	Accept	Executive Leadership Team
1.3	L&G: Manage our finances responsibly and improve financial sustainability	Failure to ensure the viability and long term sustainability of the Town's financial position	<ul style="list-style-type: none"> <li>- Ineffectiveness in long term financial planning (LTFP) including poor modelling/unrealistic assumptions</li> <li>- Insufficient financial capacity/reserves to deal with demographic and market fluctuations</li> <li>- Poor financial governance and management</li> <li>- Over-reliance on rate income / insufficient diversification / alternate income streams</li> <li>- Council deviation from Financial Strategy</li> <li>- Failure to forecast and mitigate significant financial shocks</li> <li>- Increased cost of borrowing</li> <li>- Increasing rates debts due to financial strain experienced by rate payers</li> <li>- Reduced funding from State / Federal sources</li> <li>- Impact of recovery activities from natural events such as fires/floods/storms on financial reserves</li> </ul>	<ol style="list-style-type: none"> <li>1. Long Term Financial Plan</li> <li>2. Integrated Planning and Reporting Framework</li> <li>3. Council Finance Policies</li> <li>4. Annual Budget Process and Reviews</li> <li>5. Internal Audit functions - review of creditors payment run/payroll by multiple parties</li> <li>6. Regulation 17 and S reviews</li> <li>7. External Audit - Annual</li> <li>8. Monthly financial reporting</li> <li>9. Audit and Risk Management Committee</li> <li>10. Software controls in relation to purchasing (i.e. raising and approval of purchase orders)</li> <li>11. Staff training</li> <li>12. Delegated authorities and purchasing limits</li> </ol>	Adequate	Financial Reputation Organisational Performance Compliance	Catastrophic (5)	Rare (1)	Low (5)	Accept	Executive Leadership Team
1.4	L&G: Create an environment to support and develop our staff	Inability to develop and maintain a competent, capable and culturally aligned workforce	<ul style="list-style-type: none"> <li>- Increasing cost of labour and limitations associated with a small organisation (and banded salary constraints);</li> <li>- Inability to attract staff (e.g. Increasing market remuneration levels / Lack of availability of workforce in the market)</li> <li>- Workforce fatigue;</li> <li>- Lack of development and ongoing training opportunities / lack of career-paths;</li> <li>- Budget constraints</li> <li>- Key person dependency;</li> <li>- Ability to offer full time work (many positions are part time)</li> <li>- Workforce skills, experience and capability may not be aligned with the services, functions, operations of the Town</li> </ul>	<ol style="list-style-type: none"> <li>1. Workforce Plan</li> <li>2. Performance Assessment Cycles</li> <li>3. Internal Communications</li> <li>4. Employee Code of Conduct</li> <li>5. Enterprise Bargaining Agreement</li> <li>6. Training and Development</li> <li>7. Reward and recognition framework</li> <li>8. Organisational vision and values and cultural alignment</li> <li>9. Leadership and Management Support</li> <li>11. Flexibility e.g. working hours, WFH days, RDOs</li> <li>12. Organisational reputation</li> </ol>	Adequate	Reputation Organisational Performance	Minor (2) Medium (3)	Possible (3) Possible (3)	Moderate (9)	Accept	Executive Leadership Team
2.1	People: Effectively manage and enhance the Town's community facilities in response to a growing community	Failure to strategically plan, deliver and maintain infrastructure and assets to support the Town's community aspirations and predicted growth	<ul style="list-style-type: none"> <li>- Aging facilities / legacy issues with existing assets;</li> <li>- Lack of forward/lifecycle planning and maintenance</li> <li>- Lack of understanding of future community needs;</li> <li>- Disconnect with Council over future infrastructure and asset needs;</li> <li>- Asset management planning not aligned with broader strategic objectives</li> <li>- Planning fails to consider then impact of climate change;</li> <li>- Infrastructure delivery project failures or constraints (e.g. supply chain issues / increasing construction costs etc)</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting framework</li> <li>2. Dedicated planning/asset management resources</li> <li>3. Asset Management Plans</li> <li>4. Budgeting process</li> <li>5. Community Survey</li> <li>6. Local Planning Strategy</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3)	Rare (1)	Low (3)	Accept	Executive Leadership Team
2.2, 2.4, 2.5 and 2.6	People: Facilitate opportunities for social participation (across all demographic), health, learning and inclusion through programmes events, activities and services.	Failure to support and/or deliver quality and responsive services, which meet the needs and expectations of the community, including seniors and youths, as well as capitalising on Town's history and culture	<ul style="list-style-type: none"> <li>- Lack of agreement and understanding of stakeholders and their expectations;</li> <li>- Ineffective engagement with the community or key stakeholders;</li> <li>- Inadequate internal systems and processes to manage stakeholders (CRM)</li> <li>- Differing views/priorities of the community</li> <li>- Town/Council lack of understanding of the value of the service to the customer</li> <li>- Lack of focus on of the Towns history and culture</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting framework</li> <li>2. Community Engagement Strategy/Process</li> <li>3. Stakeholder Engagement and Management Strategy</li> <li>4. Community Survey</li> <li>5. Media monitoring</li> <li>6. Customer Service Requests / Data</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3)	Unlikely (2)	Low (6)	Accept	Executive Leadership Team

**Town of Claremont  
Strategic Risk Register**

3.1	Liveability: Promote and support initiatives that improve traffic flow	Failure to plan for, promote and support improved traffic flow	<ul style="list-style-type: none"> <li>- Government approved development with no or inadequate local area traffic management planning</li> <li>- Limitations around what is a State v LG responsibility / issues around lack of role clarity (i.e.: public transport networks);</li> <li>- Reliance on state government strategy and planning to set the direction for major transport routes.</li> <li>- Change in mode of transport e.g. shared car ownership, auto vehicles, aging population increasing use of personal mobile devices, use of alternative vehicles such as e-scooters/e-bikes (especially amongst younger demographic).</li> <li>- Cost of moving to more sustainable options e.g. EV strategy, cycle paths</li> <li>- Differing views/priorities of the community</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Local Planning Strategy and Local Planning Policies</li> <li>3. Traffic Management Working Group</li> <li>4. Maintaining relationships with state government</li> <li>5. Traffic Studies</li> <li>6. Long Term Financial Planning</li> <li>7. Asset Management Plans</li> </ol>	Adequate	Reputation Organisational Performance	Medium (3) Minor (2)	Possible (3) Possible (3)	<b>Moderate (9)</b>	Accept	Executive Leadership Team
3.2 3.4 and 2.3	Liveability: Provide clean, usable, safe and attractive and accessible streetscapes and public spaces (supporting participation, prosperity and enjoyment)	Failure to provide clean, usable, safe, attractive and accessible streetscapes and public spaces	<ul style="list-style-type: none"> <li>- Poor consultation with the community / lack of understanding of desires</li> <li>- Failure to respond to societal / cultural trends and changing community focus (e.g. through lack of agility);</li> <li>- Lack of consideration of community safety in the design of services, programs, events, buildings and infrastructure;</li> <li>- Lack of clarity over interface with other 'safety' focussed organisation e.g. Police</li> <li>- Community expectations greater than budget provision</li> <li>- Limited role of the Town in relation to community safety / community expectations in this area greater than funded responsibility (reliance on State Government departments for actions and funding)</li> <li>- External factors impacting liveability - e.g. impact of unfinished buildings/developments associated with economic downturn/builder issues, safety issues / increased crime</li> </ul>	<ol style="list-style-type: none"> <li>1. Community Survey</li> <li>2. Integrated planning framework</li> <li>3. Active support of Community led initiatives</li> <li>4. Local Planning Strategy</li> <li>5. Community Safety and Crime Prevention Plan</li> </ol>	Adequate	Reputation Organisational Performance	Minor (2)	Unlikely (2)	<b>Low (4)</b>	Accept	Executive Leadership Team
3.3	Liveability: Balance the Town's historical character with complementary, well designed development	Development fails to be in balance with, and compliment the Town's historic character.	<ul style="list-style-type: none"> <li>- Government development and planning decisions overruling Local Government heritage planning initiatives/directions</li> <li>- Misalignment between Council and community views</li> </ul>	<ol style="list-style-type: none"> <li>1. Local Planning Strategy</li> <li>2. Local Planning Policies</li> <li>3. Heritage List</li> <li>4. Integrated Planning Framework</li> <li>5. Community Surveys</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2) Minor (2) Major (4)	Possible (3) Unlikely (2) Rare (1)	<b>Moderate (6)</b>	Accept	Executive Leadership Team
4.1	ES: Take a leadership in the community in environmental sustainability	The Town is not seen as a leader in the area of environmental sustainability.	<ul style="list-style-type: none"> <li>- Lack of understanding (and measurement) of how the Town's activities and decisions contribute to the drivers of climate change.</li> <li>- Lack of funding to respond appropriately to the drivers of climate change</li> <li>- Lack of clear target/strategy for carbon reduction / reductional fossil fuel usage</li> <li>- Lack of funding to respond sustainability standards and requirements (e.g. sustainable design standards)</li> <li>- Insufficient non-financial resources (and therefore lack of focus)</li> <li>- Community expectations greater than capacity of the Town to respond</li> <li>- Climate change and increasing frequency of natural events such as storms, floods etc requiring increased focus and resources to manage</li> <li>- Insufficient knowledge/ capacity/resources to deal with invasive species impacting tree canopy and natural environments.</li> </ul>	<ol style="list-style-type: none"> <li>1. Emergency Management Committees and Arrangements</li> <li>2. Integrated Planning and Reporting Framework</li> <li>3. Membership and Activities of Western Suburbs Alliance and Western Australian Local Government Association</li> <li>4. Council Policies e.g. Fleet Management</li> <li>5. Annual Budget / Long Term Financial Plan</li> </ol>	Adequate	Reputation Environment and Heritage	Medium (3) Minor (2)	Unlikely (2) Unlikely (2)	<b>Moderate (6)</b>	Accept	Executive Leadership Team
4.2a	ES: Aim for best practice in water usage in line with community expectations	Failure to manage both the use of and impact on water supply across the Town's activities in line with community expectations,	<ul style="list-style-type: none"> <li>- Changes to Government Water Policy</li> <li>- Lack of information relating to water usage across the Town</li> <li>- Insufficient strategic priority/focus in long term planning</li> <li>- Natural limitations e.g. reducing water availability and adverse natural events</li> </ul>	<ol style="list-style-type: none"> <li>1. Council Environmental Sustainability Policies</li> <li>2. Water Wise Accreditation</li> <li>3. Use of alternative water sources e.g. bore water</li> <li>4. Integrated Planning and Reporting Framework</li> <li>5. Lake Claremont and Foreshore Management Plans</li> <li>6. Lake Claremont and Foreshore Advisory Committees</li> </ol>	Adequate	Reputation Environment and Heritage	Minor (2)	Unlikely (2)	<b>Low (4)</b>	Accept	Executive Leadership Team
4.2b	ES: Aim for best practice in waste minimisation in line with community expectations	Failure to manage waste across the Town's activities in a sustainable and responsible way.	<ul style="list-style-type: none"> <li>- Impact of changing waste management landscape (WZE, FOGO).</li> <li>- Requirement to follow state government initiatives such as FOGO</li> <li>- Lack of clear waste management strategy and targets</li> <li>- Reluctance of community to change behaviours re waste management</li> <li>- Town out of step with other local governments - e.g. number of bins, FOGO and verge collections</li> <li>- Increasing costs and community attitudes / potential misalignments</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Membership of Western Metropolitan Regional Council</li> <li>3. Membership and Activities of Western Suburbs Alliance and Western Australian Local Government Association</li> <li>4. Appointment of reliable waste management contractors</li> <li>5. Community education about waste management</li> <li>6. Waste Local Law</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2)	Unlikely (2)	<b>Low (4)</b>	Accept	Executive Leadership Team

**Town of Claremont  
Strategic Risk Register**

4.3	ES: Protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore	Council planning, decision making processes and/or activities fail to effectively and responsibly protect and conserve the natural flora and fauna of Lake Claremont and the Foreshore	<ul style="list-style-type: none"> <li>- Increasing community expectations and focus</li> <li>- Changing complex legislative and policy environment</li> <li>- Competing priorities</li> <li>- Lack of internal capability and capacity (including dedicated resources)</li> <li>- Lack of clear strategy, direction and focus</li> <li>- Inaction from State Government (e.g. PSHB)</li> <li>- Lengthy process to obtain approvals for works on areas of environmental significance</li> <li>- Failure to capitalise/protect strong relationship and support from the Friends of Lake Claremont</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Local Planning Strategy, Schemes and Policies</li> <li>3. Lake Claremont and Foreshore Advisory Committees</li> <li>4. Lake Claremont Management Plan</li> <li>5. Foreshore Management Plan</li> <li>6. Community Surveys</li> <li>7. Association with Friends of Lake Claremont</li> <li>8. Annual Budget</li> <li>9. Animal Local Law</li> </ol>	Adequate	Reputation Organisational Performance Environment and Heritage	Minor (2)	Rare (1)	Low (2)	Accept	Executive Leadership Team
5.1, 5.2 and 5.3	Local Prosperity: Plan for the development of attractive and thriving activity nodes to support new and existing local small businesses and entrepreneurial activity (including tourism)	Failure to engage and partner with business and development stakeholders to promote, advocate and support opportunities to live, work, visit and invest in the Town	<ul style="list-style-type: none"> <li>- Failure to identify relevant ED priorities</li> <li>- Insufficient budget allocated to support ED activities</li> <li>- Lack of support and grant funding from Federal or State Government for economic initiatives</li> <li>- Economic development strategies fail to attract and support commercial investment</li> <li>- Insufficient promotion of the Town, its strengths and achievements</li> <li>- Commercial vs residential land availability issues</li> <li>- Infrastructure planning and development not aligned with economic development objectives</li> <li>- Failure to capitalise on the opportunity for Claremont Town Centre to be a visitor/tourism destination</li> <li>- Government approved developments not in the interest of small businesses and/or detract from investment or tourism opportunities</li> </ul>	<ol style="list-style-type: none"> <li>1. Integrated Planning and Reporting Framework</li> <li>2. Annual Budgeting Process</li> <li>3. Special Area Rate and matched Council funding</li> <li>4. Claremont Town Centre Advisory Committee</li> <li>5. Relationships with Local Businesses</li> </ol>	Robust	Reputation Financial	Medium (3)	Rare (1)	Low (3)	Accept	Executive Leadership Team

**TOWN OF CLAREMONT RISK APPETITE MATRIX - SUMMARY**

**KEY:**

**ALARP** – Risk must be managed to ‘As Low As Reasonably Practicable’. Controls must be ‘Robust’. There is no tolerance for breaches of controls or standards.

**LIMITED** – Some appetite for LOW risks in this area however no tolerance for substantive risks at any time.

**BALANCED** – MODERATE levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity outweighs the risk, and the controls are in place and effective.

**ENHANCED** – HIGH levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity significantly outweighs the risk, and a strong control environment (‘Robust’) can be maintained.

RISK APPETITE CATEGORIES	CONSEQUENCE CATEGORIES					
	Workplace Health and Safety	Financial	Reputation	Organisational Performance	Compliance	Environment and Heritage
Maximum tolerable impact	ALARP	MEDIUM i.e. <\$2M (Level 3 impact)	MEDIUM (Level 3 impact)	MEDIUM (Level 3 impact ) for non critical services and strategic initiatives MINOR (Level 2) for critical services	MINOR (Level 2 impact)	MINOR (Level 2 impact)
Governance and Leadership	ALARP - As Low As Is Reasonably Practicable	LIMITED				
Strategic / External Factors		BALANCED	BALANCED	BALANCED	LIMITED	LIMITED
Financial sustainability		LIMITED	LIMITED	BALANCED		
People - Organisational Capability and Conduct		LIMITED	LIMITED	BALANCED		
Financial Management		LIMITED				
Assets and Facilities		LIMITED				
ICT, Information and Data		LIMITED				
Business/Management Systems and Processes		BALANCED	BALANCED	LIMITED		
Community Services		BALANCED	BALANCED	LIMITED		



**TOWN OF CLAREMONT DRAFT RISK APPETITE MATRIX**

**KEY:**  
**ALARP** – Risk must be managed to 'As Low As Reasonably Practicable'. Controls must be 'Robust'. There is no tolerance for breaches of controls or standards.  
**LIMITED** – Some appetite for **LOW** risks in this area however no tolerance for substantive risks at any time.  
**BALANCED – MODERATE** levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity outweighs the risk, and the controls are in place and effective.  
**ENHANCED – HIGH** levels of risk are accepted subject to there being a full understanding of the potential benefits and risks, the opportunity significantly outweighs the risk, and a strong control environment ('Robust') can be maintained.

RISK APPETITE CATEGORIES	CONSEQUENCE CATEGORIES								
	Workplace Health and Safety Impact of risk: Physical or psychological injury to employees, contractors, volunteers and/or visitors.	Financial Impact of risk: Unbudgeted/unplanned financial loss.	Reputation Impact of risk: Reduced community and stakeholder reputation and trust.	Organisational Performance Impact of risk: Delays and/or non-delivery of strategic objectives, projects and services.	Compliance Impact of risk: Breach of legislation, regulation or policy.	Environment and Heritage Impact of risk: Damage to environment or heritage assets			
<b>MAXIMUM TOLERABLE IMPACT</b> (as defined in the Risk Assessment Tables Consequence)	<b>ALARP</b>	<b>MEDIUM</b> i.e. <\$2M (Level 3 impact)	<b>MEDIUM</b> (Level 3 impact)	<b>MEDIUM</b> (Level 3 impact) for non critical services and strategic initiatives) <b>MINOR</b> (Level 2) for critical services(	<b>MINOR</b> (Level 2 impact)	<b>MINOR</b> (Level 2 impact)			
<b>Governance and Leadership</b> Risks arising from poor or minimal governance and leadership across all aspects of the Town.	The Town strives to ensure that risks to the safety and wellbeing of our staff, contractors and volunteers (i.e. 'workers') are minimised through the effective implementation of our safety policies and procedures. Residual health and safety risks are tolerated providing we are doing all that is "reasonably practicable" in accordance with legislation. We have no tolerance to non-compliance with the Town's established WHS procedures and/or behaviour that may lead to people being harmed while at work. Any incidents are investigated with a view to mitigating the chance of any further occurrence and minimising all harm.	We have a <b>LIMITED</b> appetite for any risk associated with poor or ineffective governance, or unethical or ineffective leadership or decision-making. We expect the Council and Administration staff to uphold the highest levels of integrity and we expect appropriate governance structure, systems and processes to be in place and effective.							
<b>Strategic / External factors</b> Risks arising from the management of strategic/external factors and the delivery of initiatives and innovation.		We have a <b>BALANCED</b> appetite for risk arising from external factors impacting our financial position, such as changes to the funding environment, economic conditions etc. External factors will be monitored, and controls maintained to protect the Town from any major threats. We have a <b>BALANCED</b> appetite for pursuing strategic initiatives and innovation, where the potential financial risk is outweighed by the opportunity.	We have a <b>BALANCED</b> appetite for reputation risk arising from the pursuit of strategic initiatives and opportunities, where the benefit of the opportunity outweighs any medium term reputation impact.	We have a <b>BALANCED</b> appetite for risk associated with the delivery of our strategies, acknowledging that the need to prioritise the delivery of critical services may result in the occasional failure to meet all planned strategic outcomes.					
<b>Financial sustainability</b> Risks arising from the financial sustainability of the Town / Council.		We have a <b>LIMITED</b> appetite for risk associated with long term financial viability. We will maintain conservative level of liquid reserves and adopt a conservative approach to investment risk.	We have a <b>LIMITED</b> appetite for any reputation risk associated with long term financial viability. It's imperative that we protect our reputation as a stable, reliable and resilient Council.	Our focus on ensuring both our long term financial sustainability, as well as the day to day delivery of our core services, results in need for a <b>BALANCED</b> appetite for risk associated with boarder organisational performance, as it relates to the delivery of new initiatives and programs.					
<b>People - Organisational Capability and Conduct</b> Risks arising from the capability, competency and actions of our people.		We have a <b>LIMITED</b> appetite for any financial risk associated with the conduct of our people. We will maintain effective people management processes to limit exposure to compensation/other claims. We have no tolerance for non-compliance with policies, procedures and our code of conduct.	We have <b>LIMITED</b> appetite for risks associated with activities or behaviour that have the potential to negatively impact our reputation or credibility.	We have a <b>BALANCED</b> risk appetite for the delivering of strategic initiatives where resources constraints limits our workforce capacity and capability, as our resourcing priority needs to focus on our core business in delivering quality community services.	We operate in a highly regulated sector and therefore have a <b>LIMITED</b> appetite for any risk which could negatively impact our compliance status.	We recognise the importance of environmental sustainability and have <b>LIMITED</b> appetite for any action or decision which has the potential to negatively impact our environment or heritage assets. Environmental and heritage protection and sustainability for future generations is a priority.			
<b>Financial Management</b> Risks arising from the financial management activities		We have a <b>LIMITED</b> appetite for any risk associated with poor financial management. We expect financial controls to be in place including the effective monitoring and oversight of financial transactions.							
<b>Assets and Facilities</b> Risks arising from your assets and facilities		We have a <b>LIMITED</b> appetite for any risk associated with poor management of our assets and facilities, as these are core to our ability to delivery quality services to our community.							
<b>ICT, Information, and Data</b> Risks arising from the management of ICT, information and data		We have a <b>LIMITED</b> appetite for risks associated with management of ICT, information and data, which could impact our financial position, reputation or core services. Maintaining privacy and confidentiality of data is core to our service delivery, as is the need to be able to continue operating in the event of a critical ICT outage/threat.							
<b>Business/Management Systems and Processes</b> Risks arising from poor or inefficient business and management processes, systems and technologies.		In relation to the development and implementation of our business processes, factors such as the evolving AI environment and resource limitations drive the need for a <b>BALANCED</b> approach to financial risks in this area.	We have a <b>BALANCED</b> appetite for reputation risk associated with our business management systems and processes. Due to balancing the cost of technology and systems as against the likelihood.	We have a <b>LIMITED</b> appetite for any risk with the potential to interrupt critical business functions. We will invest in resources to ensure efficient and effective systems are in place to reduce residual risk to a tolerable level.					
<b>Community Services</b> Risks arising from the delivery of community services		Driven by our core purpose, we have a <b>BALANCED</b> appetite for any risk associated with variance to budget/financial loss where service and community benefits outweigh the risk.							
	We have a <b>BALANCED</b> appetite for reputation risk associated with the delivery of our core services.	We have a <b>LIMITED</b> appetite for any risk with the potential to interrupt our critical and core services, and will ensure we have continuity plans in place to reduce the impact of any disruption.							

### 13.1.3 LOCAL GOVERNMENT ELECTIONS ADVOCACY POSITIONS

<b>File Number:</b>	GOR/00278-05
<b>Author:</b>	Liz Ledger (Chief Executive Officer), Bree Websdale (Director Governance and People)
<b>Authoriser:</b>	Liz Ledger (Chief Executive Officer)
<b>Attachments:</b>	<ol style="list-style-type: none"><li>1. Local Government Reform Proposal Submission (February 2022) [<b>13.1.3.1</b> - 40 pages]</li><li>2. Advocacy Positions for a New Local Government Act (Final) [<b>13.1.3.2</b> - 34 pages]</li></ol>

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#### PURPOSE

For Council to advise WALGA of their advocacy position in relation to local government elections.

#### BACKGROUND

The *Local Government Amendment Act 2023* introduced a range of electoral reforms that came into effect prior to the 2023 Local Government ordinary elections:

- the introduction of Optional Preferential Voting (OPV);
- extending the election period to account for delays in postal services;
- changes to the publication of information about candidates;
- backfilling provisions for extraordinary vacancies after the 2023 election;
- public election of the Mayor or President for larger Local Governments;
- abolishing wards for smaller Local Governments; and
- aligning the size of councils with the size of populations of each Local Government (change to representation).

WALGA recently undertook a comprehensive review and analysed 5 ordinary election cycles up to and including the 2023 Local Government election. The purpose was to ascertain the success of the recent reforms and to determine whether to support their continuation.

The review and report focused on postal elections conducted exclusively by the Western Australian Electoral Commission (WAEC). The analysis found evidence of the rising cost of conducting Local Government elections in Western Australia. The report is shown in **Attachment 1** "*Local Government Reform Proposal Submission dated February 2022*".

The report was presented to State Council on 4 September 2024, with State Council supporting a review of WALGA's Local Government Elections Advocacy Positions. On 13 September 2024, WALGA requested by email for Council to consider the current and alternative Elections Advocacy Positions by 28 October 2024 and support a position through a Council resolution. WALGA is seeking all response back ahead of their December 2024 State Council meeting.

**Attachment 2**, is provided by way of background and is "*Advocacy position for New Local Government Act, Key Issues from recent inquiries into Local government dated December 2020*". This report addresses local government elections (and other reforms).

#### DISCUSSION

WALGA has requested the following advocacy positions be considered by Council:

(The WALGA position is the option underlined below).

##### 1. Participation

- a) The sector continues to support voluntary voting at Local Government elections; or
- b) The sector supports compulsory voting at Local Governments elections.

**2. Terms of Office**

- a) The sector continues to support four-year terms with a two year spill; or
- b) The sector supports four-year terms on an all in/all out basis.

**3. Voting Methods**

- a) The sector supports First Past the Post (FPTP) as the preferred voting method for general elections. If Optional Preferential Voting (OPV) remains as the primary method of voting, the sector supports the removal of the 'proportional' part of the voting method for general elections; or
- b) The sector supports Optional Preferential Voting (OPV) as the preferred voting method for general elections.

**4. Internal Elections**

- a) The sector supports First Past the Post (FPTP) as the preferred voting method for all internal elections; or
- b) The sector supports Optional Preferential Voting (OPV) as the preferred voting method for all internal elections.

**5. Voting Accessibility**

The sector supports the option to hold general elections through:

- a) Electronic voting; and/or
- b) Postal voting; and/or
- c) In-Person voting.

**6. Method of Election of Mayor**

The sector supports:

- a) As per the current legislation with no change – Class 1 and 2 local governments directly elect the Mayor or President (election by electors' method), with regulations preventing a change in this method.
- b) Return to previous legislated provisions – all classes of local governments can decide, by absolute majority, the method for electing their Mayor or President.
- c) Apply current provisions to all Bands of Local Governments – apply the election by electors' method to all classes of local governments.

**PAST RESOLUTIONS**

Nil

**FINANCIAL AND STAFF IMPLICATIONS**

Nil

**POLICY AND STATUTORY IMPLICATIONS**

*Local Government Act 1995*

**COMMUNICATION AND CONSULTATION**

WALGA have sought feedback from Council on the advocacy position for Local Government Elections.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.

#### **URGENCY**

Urgent. WALGA have requested Council feedback by Monday 28 October 2024 which requires this to be determined at the 24 September Ordinary Council Meeting.

#### **VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

#### **OFFICER RECOMMENDATION**

That Council recommends that WALGA adopt the following advocacy positions:

1. In relation to “Participation”, the sector continues to support voluntary voting at Local Government elections.
2. In relation to “Term of Office”, the sector supports four-year terms with a two year spill.
3. In relation to “Voting Method”, the sector supports First Past the Post (FPTP) as the preferred voting method for general elections. If Optional Preferential Voting (OPV) remains as the primary method of voting, the sector supports the removal of the ‘proportional’ part of the voting method for general elections.
4. In relation to “Internal Elections”, the sector supports First Past the Post (FPTP) as the preferred voting method for all internal elections.
5. In relation to “Voting Accessibility”, the sector supports the option to hold general elections through (a) Electronic voting and (b) Postal voting and (c) In-Person voting.
6. In relation to “Method of Election of Mayor”, the sector support that all classes of local governments can decide, by absolute majority, the method for electing their Mayor or President.

Local Government Reform Proposal Submission

# Local Government Reform Proposal

## Submission

**February 2022**

## Local Government Reform Proposal Submission

**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 139 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 1,215 Elected Members, approximately 22,000 Local Government employees (16,500 Full Time Equivalents) as well as over 2.5 million constituents of Local Governments in Western Australia.

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## Local Government Act Review Process

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WALGA, through consultation with the Local Government Sector, endorsed sector advocacy positions relating to Local Government Act amendments in March 2019 and December 2020. These advocacy positions were developed considering (but not limited to):

- The Department of Local Government, Sport and Cultural Industries (DLGSC) consultation on Act Reform (2017-2020)
- The City of Perth Inquiry Report (mid 2020)
- The State Parliament's Select Committee Report into Local Government (late 2020)

In December 2020, WALGA endorsed the following principles for any review of the Local Government Act:

## Local Government Reform – WALGA Principles

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That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
  - a. Economic development
  - b. Environmental protection, and
  - c. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

It is worth noting that of the above principles, items 1, 2 and 3 are addressed in these legislative reform proposals and principles 4 and 5 are partially addressed.

## Local Government Response

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WALGA released the Local Government Reform Proposals – Summary of Proposed Reforms Discussion Paper on 24 November 2021, calling for a response by 28 January 2022.

This document is based on submissions made by 65 respondent Local Governments. The overall response indicates majority support for many of the proposed reforms, most commonly where reforms align with current sector advocacy positions.

## Key Issues

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The submissions included strong commentary on the following proposed reforms that are of concern:

### Item 6.6 Audit Committees

The proposed reform to require a majority of independent members on Audit Committees, and mandate that the Audit Committee chair be an independent person, was strongly challenged. A fundamental purpose of an Audit Committee is to provide the vehicle for governance of a Local Government's affairs, and this links directly with the role of Council under Section 2.7(1)(a) of the *Local Government Act* ('the Act'). For this

### Local Government Reform Proposal Submission

reason, the sector supports a Council Member majority on Audit Committees and acknowledges the role of the Office of the Auditor General as the independent auditor of Local Governments. The sector confirmed that appointing independent members to Audit Committees is supported and practiced, and that Audit Committees can elect an independent member as Chair under provisions of s.5.12 of the Act. The sector supports the concept of shared regional Audit Committees on proviso there be a majority of Council Members, and the payment of meetings fees or defined reimbursements to independent Audit Committee members be legislatively authorised.

#### Item 4.3 Introduction of Preferential Voting

The sector remains in favour of the first past the post method of vote counting. Risk of the infiltration of party politics, and that preference swapping leading to alliances amongst candidates has potential for factionalisation of Councils, were pre-eminent in the response. 'First past the post' voting remains favoured on the grounds of its simplicity, efficiency, ease of voter understanding, transparency and candidates campaigning based on the merits of the individual. However, if 'first past the post' is not retained, then optional preferential voting is preferred.

#### Item 4.4 Public Vote to Elect Mayor or President of Band 1 and 2 Local Governments

Retaining the discretion to choose between popularly-elected Mayors and Presidents of Band 1 and 2 Local Governments remains the favoured option. Respondents queried the lack of detailed benefit of the proposal to enshrine one system of election over another, commenting that the alternate method of election provided under s.2.11 and s.2.12 of the Act permits both a Local Government and electors of the district to exercise agency for change.

#### Item 4.5 Tiered Limits on the Number of Councillors

There is broad support for WALGA's proposed option that Local Governments with populations up to 5,000 be represented by between 5 and 7 Council Members. The remaining categories of representation are supported.

#### Item 3.5 Chief Executive Officer Key Performance Indicators

There is support for the reporting of CEO KPIs that reflect the strategic direction and operational function of the Local Government, to the exclusion of reporting KPIs of a confidential nature (i.e. workplace or risk-based matters). There is also support for the exclusion of reporting performance review results which is regarded as a private matter between employer and employee, to be maintained as a confidential record of the Local Government.

The following provides a detailed response to each legislative reform proposal.



Local Government Reform Proposal Submission

**Theme 1: Early Intervention, Effective Regulation and Stronger Penalties**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>1.1 Early Intervention Powers</b></p>	
<ul style="list-style-type: none"> <li>• It is proposed to establish a Chief Inspector of Local Government (the <b>Inspector</b>), supported by an Office of the Local Government Inspector (the <b>Inspectorate</b>).</li> <li>• The Inspector would receive minor and serious complaints about elected members.</li> <li>• The Inspector would oversee complaints relating to local government CEOs.</li> <li>• Local Governments would still be responsible for dealing with minor behavioural complaints.</li> <li>• The Inspector would have powers of a standing inquiry, able to investigate and intervene in any local government where potential issues are identified.</li> <li>• The Inspector would have the authority to assess, triage, refer, investigate, or close complaints, having regard to various public interest criteria – considering laws such as the <i>Corruption, Crime and Misconduct Act 2003</i>, the <i>Occupational Safety and Health Act 1984</i>, the <i>Building Act 2011</i>, and other legislation.</li> <li>• The Inspector would have powers to implement minor penalties for less serious breaches of the Act, with an appeal mechanism.</li> <li>• The Inspector would also have the power to order a local government to address non-compliance with the Act or Regulations.</li> <li>• The Inspector would be supported by a panel of <b>Local Government Monitors</b> (see item 1.2).</li> <li>• The existing Local Government Standards Panel would be replaced with a new <b>Conduct Panel</b> (see item 1.3).</li> <li>• <b>Penalties</b> for breaches to the Local Government Act and Regulations will be reviewed and are proposed to be generally strengthened (see item 1.4).</li> <li>• These reforms would be supported by new powers to more quickly resolve issues within local government (see items 1.5 and 1.6).</li> </ul>	<p><b>Current Local Government Position</b>                      Items 1.1, 1.2 and 1.3 <b>generally align</b> with WALGA Advocacy Position 2.6.8 - ‘Establish Office of Independent Assessor’</p> <p><i>The Local Government sector supports:</i></p> <ol style="list-style-type: none"> <li>1. <i>Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against Elected Members and undertake inquiries.</i></li> <li>2. <i>Remove the CEO from being involved in processing complaints.</i></li> <li>3. <i>That an early intervention framework of monitoring to support Local Governments be provided with any associated costs to be the responsibility of the State Government.</i></li> <li>4. <i>An external oversight model for local level behavioural complaints made under Council Member, Committee Member and Candidate Codes of Conduct, that is closely aligned to the Victorian Councillor Complaints Framework.</i></li> </ol> <p><b>Comment</b>                      The Local Government sector is in favour of early intervention and a swift response to potentially disruptive or dysfunctional behaviours. The Proposed Reforms state ‘Local Governments would still be responsible for dealing with minor behavioural complaints’ and therefore do not go as far as the Sector’s recent request for an external oversight model for the independent assessment of local level complaints (State Council Res: 264.5/2021 – September 2021). However this will be mitigated with the Inspector able to respond to a Local Government having unresolved matters by appointing a monitor to assist the Local Government.</p> <p>It is expected the Local Government Inspectorate would be funded by the State Government, however it is noted that the cost of the Local Government Monitors and the Conduct Panel would be borne by the Local Government concerned.</p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p><u>Recommendation – Items 1.1 to 1.3</u>                      1. Support the proposed reforms as they align with the sectors position on external oversight and support.                      2. Request the Minister to explore alternate mechanisms for resolving local level complaints.</p>
<b>1.2 Local Government Monitors</b>	
<ul style="list-style-type: none"> <li>• A panel of <b>Local Government Monitors</b> would be established.</li> <li>• Monitors could be appointed by the Inspector to go into a local government and try to resolve problems.</li> <li>• The purpose of Monitors would be to proactively fix problems, rather than to identify blame or collect evidence.</li> <li>• Monitors would be qualified specialists, such as:                             <ul style="list-style-type: none"> <li>○ Experienced and respected former Mayors, Presidents, and CEOs - to act as mentors and facilitators</li> <li>○ Dispute resolution experts - to address the breakdown of professional working relationships</li> <li>○ Certified Practising Accountants and other financial specialists - to assist with financial management and reporting issues</li> <li>○ Governance specialists and lawyers - to assist councils resolve legal issues</li> <li>○ HR and procurement experts - to help with processes like recruiting a CEO or undertaking a major land transaction.</li> </ul> </li> <li>• Only the Inspector would have the power to appoint Monitors.</li> <li>• Local governments would be able to make requests to the Inspector to appoint Monitors for a specific purpose.</li> </ul> <p><b>Monitor Case Study 1 – Financial Management</b>                      The Inspector receives information that a local government is not collecting rates correctly under the <i>Local Government Act 1995</i>. Upon initial review, the Inspector identifies that there may be a problem. The Inspector appoints a Monitor who specialises in financial management in local government. The Monitor visits the local government and identifies that the system used to manage rates is not correctly issuing rates notices. The Monitor works with</p>	<p>As above</p> <p><u>Recommendation – Items 1.1 to 1.3</u>                      1. Support the proposed reforms as they align with the sectors position on external oversight and support.                      2. Request the Minister to explore alternate mechanisms for resolving local level complaints.</p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p>the local government to rectify the error, and issue corrections to impacted ratepayers.</p> <p><b>Monitor Case Study 2 – Dispute Resolution</b>                      The Inspector receives a complaint from one councillor that another councillor is repeatedly publishing derogatory personal attacks against another councillor on social media, and that the issue has not been able to be resolved at the local government level. The Inspector identifies that there has been a relationship breakdown between the two councillors due to a disagreement on council.</p> <p>The Inspector appoints a Monitor to host mediation sessions between the councillors. The Monitor works with the councillors to address the dispute. Through regular meetings, the councillors agree to a working relationship based on the council’s code of conduct. After the mediation, the Monitor occasionally makes contact with both councillors to ensure there is a cordial working relationship between the councillors.</p>	
<b>1.3 Conduct Panel</b>	
<ul style="list-style-type: none"> <li>• The Standards Panel is proposed to be replaced with a new Local Government <b>Conduct Panel</b>.</li> <li>• The Conduct Panel would be comprised of suitably qualified and experienced professionals. Sitting councillors will not be eligible to serve on the Conduct Panel.</li> <li>• The Inspector would provide evidence to the Conduct Panel for adjudication.</li> <li>• The Conduct Panel would have powers to impose stronger penalties – potentially including being able to suspend councillors for up to three months, with an appeal mechanism.</li> <li>• For very serious or repeated breaches of the Local Government Act, the Conduct Panel would have the power to recommend prosecution through the courts.</li> <li>• Any person who is subject to a complaint before the Conduct Panel would have the right to address the Conduct Panel before the Panel makes a decision.</li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 1.1 to 1.3</u></b></p> <ol style="list-style-type: none"> <li>1. <b>Support the proposed reforms as they align with the sectors position on external oversight and support.</b></li> <li>2. <b>Request the Minister to explore alternate mechanisms for resolving local level complaints.</b></li> </ol>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>1.4 Review of Penalties</b></p>	
<ul style="list-style-type: none"> <li>Penalties for breaching the Local Government Act are proposed to be strengthened.</li> <li>It is proposed that the suspension of councillors (for up to three months) is established as the main penalty where a councillor breaches the Local Government Act or Regulations on more than one occasion.</li> <li>Councillors who are disqualified would not be eligible for sitting fees or allowances. They will also not be able to attend meetings, or use their official office (such as their title or council email address).</li> <li>It is proposed that a councillor who is suspended multiple times may become disqualified from office.</li> <li>Councillors who do not complete mandatory training within a certain timeframe will also not be able to receive sitting fees or allowances.</li> </ul>	<p><b>Current Local Government Position</b>                      Items 1.4 and 1.5 <u>expand upon</u> Advocacy Position 2.6.9 - 'Stand Down Proposal'</p> <p><i>WALGA supports, in principle, a proposal for an individual elected member to be 'stood down' from their duties when they are under investigation, have been charged, or when their continued presence prevents Council from properly discharging its functions or affects the Council's reputation, subject to further policy development work being undertaken. Further policy development of the Stand Down Provisions must involve active consultation with WALGA and specific consideration of the following issues of concern to the Sector:</i></p> <ol style="list-style-type: none"> <li><i>That the Department of Local Government endeavour to ensure established principles of natural justice and procedural fairness are embodied in all aspects of the proposed Stand Down Provisions; and</i></li> <li><i>That activities associated with the term 'disruptive behaviour', presented as reason to stand down a defined Elected Member on the basis their continued presence may make a Council unworkable, are thoroughly examined and clearly identified to ensure there is awareness, consistency and opportunity for avoidance.</i></li> </ol> <p><b>Comment</b>                      The Local Government sector has long-standing advocacy positions supporting stronger penalties as a deterrent to disruptive Council Member behaviours. Clear guidance will be required to ensure there is consistent application of the power given to Presiding Members.</p> <p><b>Recommendation - Item 1.4</b>  <b>Supported</b></p>
<p><b>1.5 Rapid Red Card Resolutions</b></p>	
<ul style="list-style-type: none"> <li>It is proposed that Standing Orders are made consistent across Western Australia (see item 2.6). Published recordings of all meetings would also become standard (item 3.1).</li> </ul>	

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<ul style="list-style-type: none"> <li>• It is proposed that Presiding Members have the power to “red card” any attendee (including councillors) who unreasonably and repeatedly interrupt council meetings. This power would:                             <ul style="list-style-type: none"> <li>○ Require the Presiding Member to issue a clear first warning</li> <li>○ If the disruptions continue, the Presiding Member will have the power to “red card” that person, who must be silent for the rest of the meeting. A councillor issued with a red card will still vote, but must not speak or move motions</li> <li>○ If the person continues to be disruptive, the Presiding Member can instruct that they leave the meeting.</li> </ul> </li> <li>• Any Presiding Member who uses the “red card” or ejection power will be required to notify the Inspector.</li> <li>• Where an elected member refuses to comply with an instruction to be silent or leave, or where it can be demonstrated that the presiding member has not followed the law in using these powers, penalties can be imposed through a review by the Inspector.</li> </ul>	<p><b><u>Recommendation - Item 1.5</u></b>  <b>Supported subject to a provision permitting council members to call a point of order to overrule the presiding member by absolute majority.</b></p>
<p><b>1.6 Vexatious Complaint Referrals</b></p>	
<ul style="list-style-type: none"> <li>• Local governments already have a general responsibility to provide ratepayers and members of the public with assistance in responding to queries about the local government’s operations. Local governments should resolve queries and complaints in a respectful, transparent and equitable manner.</li> <li>• Unfortunately, local government resources can become unreasonably diverted when a person makes repeated vexatious queries, especially after a local government has already provided a substantial response to the person’s query.</li> <li>• It is proposed that if a person makes repeated complaints to a local government CEO that are vexatious, the CEO will have the power to refer that person’s complaints to the Inspectorate, which after assessment of the facts may then rule the complaint vexatious.</li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 1.6 <u>expands upon</u> Advocacy Position 2.6.11 – ‘Vexatious complainants in relation to FOI applications’  <i>WALGA advocates for the Freedom of Information Act 1992 (WA) to be reviewed, including consideration of:</i></p> <ol style="list-style-type: none"> <li>1. <i>Enabling the Information Commissioner to declare vexatious applicants similar to the provisions of section 114 of the Right to Information Act 2009 (QLD);</i></li> <li>2. <i>Enabling an agency to recover reasonable costs incurred through the processing of a Freedom of Information access application where the application is subsequently withdrawn; and</i></li> <li>3. <i>Modernisation to address the use of electronic communications and information.</i></li> </ol> <p><b>Comment</b>                      The Act has been expanded significantly in recent years to permit an increased level of public involvement, scrutiny and access to information</p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p>relating to the decisions, operations and affairs of Local Government in WA. Introducing a means to limit capacity for unreasonable complainants to negatively impact Local Governments will provide a necessary balance between the openness and transparency of the sector and the reasonable entitlement of citizens to interact with their Local Government.</p> <p><b><u>Recommendation – Item 1.6</u></b>  <b>Supported, subject to the legislation including the ability of a person to lodge an appeal with the Inspector.</b></p>
<b>1.7 Minor Other Reforms</b>	
<ul style="list-style-type: none"> <li>• Potential other reforms to strengthen guidance for local governments are being considered.</li> <li>• For example, one option being considered is the potential use of sector-wide guidance notices. Guidance notices could be published by the Minister or Inspector, to give specific direction for how local governments should meet the requirements of the Local Government Act and Regulations. For instance, the Minister could publish guidance notices to clarify the process for how potential conflicts of interests should be managed.</li> <li>• It is also proposed (see item 1.1) that the Inspector has the power to issue notices to individual local governments to require them to rectify non-compliance with the Act or Regulations.</li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 1.7 <b>aligns</b> with Advocacy Position 2.6 - ‘Support DLGSC as service provider / capacity builder’</p> <p><i>WALGA supports 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. In addition, WALGA calls 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.</i></p> <p><b>Comment</b>                      Operational guidance from the Department of Local Government, Sport and Cultural Industries leads to consistent understanding and application of statutory provisions by Local Government. The proposed reform that the Inspector issue non-compliance notices appears to replicate the Minister’s powers under Section 9.14A – ‘Notice to prevent continuing contravention’.</p> <p><b><u>Recommendation – Item 1.7</u></b>  <b>Supported</b></p>

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**Theme 2: Reducing Red Tape, Increasing Consistency and Simplicity**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<b>2.1 Resource Sharing</b>	
<ul style="list-style-type: none"> <li>Amendments are proposed to encourage and enable local governments, especially smaller regional local governments, to share resources, including Chief Executive Officers and senior employees.</li> <li>Local governments in bands 2, 3 or 4 would be able to appoint a shared CEO at up to two salary bands above the highest band. For example, a band 3 and a band 4 council sharing a CEO could remunerate to the level of band 1.</li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 2.1 <b>aligns</b> with Advocacy Position 2.6 – Local Government Legislation – ‘Avoid red tape and ‘de-clutter’ the extensive regulatory regime that underpins the Local Government Act’ and Advocacy Position 2.3.1 - ‘Regional Collaboration’.</p> <p><i>Local Governments should be empowered to form single and joint subsidiaries, and beneficial enterprises. In addition, compliance requirements of Regional Councils should be reviewed and reduced.</i></p> <p><b>Comment</b>                      The proposed reforms will rely upon statutory provisions that enable and enhance regional collaboration. Recent over-regulation of Regional Subsidiaries in 2016 resulted in no subsidiaries being formed since that time.</p> <p><b><u>Recommendation – Item 2.1</u></b>  <b>Supported</b></p>
<b>2.2 Standardisation of Crossovers</b>	
<ul style="list-style-type: none"> <li>It is proposed to amend the <i>Local Government (Uniform Local Provisions) Regulations 1996</i> to standardise the process for approving crossovers for residential properties and residential developments on local roads.</li> <li>A Crossover Working Group has provided preliminary advice to the Minister and DLGSC to inform this.</li> <li>The DLGSC will work with the sector to develop standardised design and construction standards.</li> </ul>	<p><b><u>Current Local Government Position</u></b></p> <p><b>Comment</b>                      WALGA developed the Template Crossover Guideline and Specification resource in 2017 and have been part of the Minister’s working group on red tape reduction that has been looking at standardisation of crossovers.</p> <p>It is envisaged that the process for crossovers will be standardised, however the design standards would be different dependant on location.</p> <p><b><u>Recommendation – Item 2.2</u></b>  <b>Supported</b></p>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>2.3 Introduce Innovation Provisions</b></p>	
<ul style="list-style-type: none"> <li>• New provisions are proposed to allow exemptions from certain requirements of the <i>Local Government Act 1995</i>, for:                             <ul style="list-style-type: none"> <li>○ Short-term trials and pilot projects</li> <li>○ Urgent responses to emergencies.</li> </ul> </li> </ul>	<p><b>Comment</b> It is arguable communities expect all levels of Government will apply innovative solutions to complex and emerging issues difficult to resolve by traditional means. Exemptions constructed with appropriate checks and balances, particularly where expenditure of public funds are concerned, has potential to facilitate efficient and effective outcomes.</p> <p><b>Recommendation – Item 2.3</b> <b>Supported</b></p>
<p><b>2.4 Streamline Local Laws</b></p>	
<ul style="list-style-type: none"> <li>• It is proposed that local laws would only need to be reviewed by the local government every 15 years.</li> <li>• Local laws not reviewed in the timeframe would lapse, meaning that old laws will be automatically removed and no longer applicable.</li> <li>• Local governments adopting Model Local Laws will have reduced advertising requirements.</li> </ul>	<p><b>Current Local Government Position</b> Items 2.4, 2.5 and 2.6 <u>expand upon</u> Advocacy Position 2.6.35 - ‘Local law-making process should be simplified’.</p> <p><i>The Local Law making process should be simplified as follows:</i></p> <ul style="list-style-type: none"> <li>• <i>The requirement to give state-wide notice should be reviewed, with consideration given to Local Governments only being required to provide local public notice;</i></li> <li>• <i>Eliminate the requirement to consult on local laws when a model is used;</i></li> <li>• <i>Consider deleting the requirement to review local laws periodically. Local Governments, by administering local laws, will determine when it is necessary to amend or revoke a local law; and</i></li> <li>• <i>Introduce certification of local laws by a legal practitioner in place of scrutiny by Parliament’s Delegated Legislation Committee.</i></li> </ul> <p><b>Comment</b> Proposed reforms meet the Sector’s preference for simplified local law-making processes. Model local laws are supported, whilst recognising the models themselves will require review by State Government departments with the relevant administrative responsibility. For example, the Model Local Law (Standing Orders) 1998 formed the basis of many Local Government meeting procedures local law but no review was completed. This model was</p>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p>superseded by individual local laws with added contemporary provisions. This pattern will repeat itself if model local laws are not reviewed to remain contemporary to the Sector's requirements.</p> <p><b><u>Recommendation – Items 2.4 to 2.6</u></b>  <b>Supported</b></p>
<p><b>2.5 Simplifying Approvals for Small Business and Community Events</b></p>	
<ul style="list-style-type: none"> <li>• Proposed reforms would introduce greater consistency for approvals for:                             <ul style="list-style-type: none"> <li>○ alfresco and outdoor dining</li> <li>○ minor small business signage rules</li> <li>○ running community events.</li> </ul> </li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 2.4 to 2.6</u></b>  <b>Supported</b></p>
<p><b>2.6 Standardised Meeting Procedures, Including Public Question Time</b></p>	
<ul style="list-style-type: none"> <li>• To provide greater clarity for ratepayers and applicants for decisions made by council, it is proposed that the meeting procedures and standing orders for all local government meetings, including for public question time, are standardised across the State.</li> <li>• Regulations would introduce standard requirements for public question time, and the procedures for meetings generally.</li> <li>• Members of the public across all local governments would have the same opportunities to address council and ask questions.</li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 2.4 to 2.6</u></b>  <b>Supported</b></p>
<p><b>2.7 Regional Subsidiaries</b></p>	
<ul style="list-style-type: none"> <li>• Work is continuing to consider how Regional Subsidiaries can be best established to:                             <ul style="list-style-type: none"> <li>○ Enable Regional Subsidiaries to provide a clear and defined public benefit for people within member local governments</li> <li>○ Provide for flexibility and innovation while ensuring appropriate transparency and accountability of ratepayer funds</li> <li>○ Where appropriate, facilitate financing of initiatives by Regional Subsidiaries within a reasonable and defined limit of risk</li> </ul> </li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 2.7 <b>aligns</b> with Advocacy Position 2.3.1 - 'Regional Collaboration': <i>Local Governments should be empowered to form single and joint subsidiaries, and beneficial enterprises. In addition, compliance requirements of Regional Councils should be reviewed and reduced.</i></p> <p><b>Comment</b>                      Under the Regional Subsidiary model, two or more Local Governments can</p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<ul style="list-style-type: none"> <li>○ Ensure all employees of a Regional Subsidiary have the same employment conditions as those directly employed by member local governments.</li> </ul>	<p>establish a regional subsidiary to undertake a shared service function on behalf of its member Local Governments. The model provides increased flexibility when compared to the Regional Local Government model because regional subsidiaries are primarily governed and regulated by a charter rather than legislation. While the regional subsidiary model's governance structure is primarily representative, it allows independent and commercially focussed directors to be appointed to the board of management.</p> <p>A key advantage of the regional subsidiary model is the use of a charter, as opposed to legislation, as the primary governance and regulatory instrument. Accordingly, the legislative provisions governing the establishment of regional subsidiaries should be light, leaving most of the regulation to the regional subsidiary charter, which can be adapted to suit the specific circumstances of each regional subsidiary.</p> <p><b><u>Recommendation – Item 2.7</u></b>  <b>Supported subject to the use of a charter as the primary governance and regulatory instrument.</b></p>

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**Theme 3: Greater Transparency & Accountability**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>3.1 Recordings and Live-Streaming of All Council Meetings</b></p>	
<ul style="list-style-type: none"> <li>• It is proposed that all local governments will be required to record meetings.</li> <li>• Band 1 and 2 local governments would be required to livestream meetings, and make video recordings available as public archives.</li> <li>• Band 1 and 2 are larger local governments are generally located in larger urban areas, with generally very good telecommunications infrastructure, and many already have audio-visual equipment.</li> <li>• Band 1 and 2 local governments would be required to livestream meetings, and make video recordings available as public archives.</li> <li>• Several local governments already use platforms such as YouTube, Microsoft Teams, and Vimeo to stream and publish meeting recordings.</li> <li>• Limited exceptions would be made for meetings held outside the ordinary council chambers, where audio recordings may be used.</li> <li>• Recognising their generally smaller scale, typically smaller operating budget, and potential to be in more remote locations, band 3 and 4 local governments would be required to record and publish audio recordings, at a minimum. These local governments would still be encouraged to livestream or video record meetings.</li> <li>• All council meeting recordings would need to be published at the same time as the meeting minutes. Recordings of all confidential items would also need to be submitted to the DLGSC for archiving.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 3.1 <b>expands upon</b> Advocacy Position 2.6 – ‘Promote a size and scale compliance regime’ and Advocacy Position 2.6.31 - ‘Attendance at Council Meetings by Technology’</p> <p><i>A review of the ability of Elected Members to log into Council meetings should be undertaken.</i></p> <p><b>Comment</b>                      Local Governments introducing electronic meeting procedures and the means for remote public attendance in response to the COVID-19 pandemic led to a swift uptake of streaming Council meetings. The proposed reform that Band 1 and 2 Local Governments will be required to livestream meetings may be problematic where technical capability such as reliable bandwidth impacts the district.</p> <p>The sector does not support the requirement to submit recordings of confidential items to the Department. Confidential items may include legal advice which is subject to legal privilege. Such privilege is at risk of being lost by the dissemination of the advice.</p> <p><b>Recommendation – Item 3.1</b></p> <ol style="list-style-type: none"> <li><b>1. Support live streaming the ordinary and special council meetings of Band 1 and 2 Local Governments and audio recording the ordinary and special council meetings of Band 3 and 4 Local Governments.</b></li> <li><b>2. Do not support archiving the recordings of confidential matters by the Department of Local Government, Sport and Cultural Industries.</b></li> </ol>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>3.2 Recording All Votes in Council Minutes</b></p>	
<ul style="list-style-type: none"> <li>To support the transparency of decision-making by councillors, it is proposed that the individual votes cast by all councillors for all council resolutions would be required to be published in the council minutes, and identify those for, against, on leave, absent or who left the chamber.</li> <li>Regulations would prescribe how votes are to be consistently minuted.</li> </ul>	<p><b>Comment</b> There is an evolving common practice that Council Minutes record the vote of each Council Member present at a meeting.</p> <p><b>Recommendation – Item 3.2</b> <b>Supported</b></p>
<p><b>3.3 Clearer Guidance for Meeting Items that may be Confidential</b></p>	
<ul style="list-style-type: none"> <li>Recognising the importance of open and transparent decision-making, it is considered that confidential meetings and confidential meeting items should only be used in limited, specific circumstances.</li> <li>It is proposed to make the Act more specific in prescribing items that may be confidential, and items that should remain open to the public.</li> <li>Items not prescribed as being confidential could still be held as confidential items only with the prior written consent of the Inspector.</li> <li>All confidential items would be required to be audio recorded, with those recordings submitted to the DLGSC (see Item 3.1).</li> </ul>	<p><b>Comment</b> Clarifying the provisions of the Act has broad support within the sector. New reforms requiring Local Governments to video or audio record Council meetings (Item 3.1) will add to the formal record of proceedings that includes written Minutes. While being supported, the requirement to provide audio recordings of confidential matters to the DLGSC is queried on the basis that written and audio records can be readily accessed from a Local Government if required.</p> <p>The sector has concerns with submitting confidential items to the DLGSC is supported.</p> <p><b>Recommendation – Item 3.3</b> <b>Supported, subject to deleting the requirement to provide confidential items to the DLGSC.</b></p>
<p><b>3.4 Additional Online Registers</b></p>	
<ul style="list-style-type: none"> <li>It is proposed to require local governments to report specific information in online registers on the local government’s website. Regulations would prescribe the information to be included.</li> <li>The following new registers, each updated quarterly, are proposed:                         <ul style="list-style-type: none"> <li><b>Lease Register</b> to capture information about the leases the local government is party to (either as lessor or lessee)</li> <li><b>Community Grants Register</b> to outline all grants and funding</li> </ul> </li> </ul>	<p><b>Comment</b> This proposal follows recent Act amendments that ensure a range of information is published on Local Government websites. WALGA has sought clarity that the contracts register excludes contracts of employment.</p> <p><b>Recommendation – Item 3.4</b> <b>Supported</b></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p>provided by the local government</p> <ul style="list-style-type: none"> <li>○ <b>Interests Disclosure Register</b> which collates all disclosures made by elected members about their interests related to matters considered by council</li> <li>○ <b>Applicant Contribution Register</b> accounting for funds collected from applicant contributions, such as cash-in-lieu for public open space and car parking</li> <li>○ <b>Contracts Register</b> that discloses all contracts above \$100,000.</li> </ul>	
<p><b>3.5 Chief Executive Officer Key Performance Indicators (KPIs) be Published</b></p>	
<ul style="list-style-type: none"> <li>• To provide for minimum transparency, it is proposed to mandate that the KPIs agreed as performance metrics for CEOs:             <ul style="list-style-type: none"> <li>○ Be published in council meeting minutes as soon as they are agreed prior to (before the start of the annual period)</li> <li>○ The KPIs and the results be published in the minutes of the performance review meeting (at the end of the period)</li> <li>○ The CEO has a right to provide written comments to be published alongside the KPIs and results to provide context as may be appropriate (for instance, the impact of events in that year that may have influenced the results against KPIs).</li> </ul> </li> </ul>	<p><b>Comment</b></p> <p>In principle, this proposal has some merit and would be particularly effective if all CEO KPIs consistently reflect Strategic Community Plans and Corporate Business Plans of Local Governments, together with KPIs reflective of the CEO’s statutory functions under Section 5.41 of the Act. This approach would inform the community of the CEO’s performance related to the strategic direction and operational function of the Local Government.</p> <p>In practice, the drafting of statutory provisions will require sensitive consideration of certain KPIs i.e. those relating to issues affecting the workplace or identified risk-based concerns, to reflect the way Audit Committees currently deal with some internal control, risk and legislative compliance issues confidentially. This approach will protect the interests of Local Governments and other parties associated with such KPIs. It would be prudent for exemptions to be provided, based on matters of confidentiality. The proposed reforms and recent Act amendments signal a clear intent to permit closer community involvement and scrutiny of Local Government. However, negative consequences are likely if Local Government Council’s responsibility as the employing authority of the CEO became blurred due to perceived community entitlement to comment, question and influence KPIs and the performance review process. Additionally, the publication of CEO KPI’s will elevate this employment position to a high degree of public scrutiny seldom evident in the public or private sector, if at all. It is worth investigating whether the proposed reforms considered whether this factor could impact on the recruitment of</p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p>CEO's, particularly from outside the Local Government sector. The results of performance reviews should be confidential information between the employer and employee and should not be published and should remain within the confidential human resource records of the organisation.</p> <p><b><u>Recommendation – Item 3.5</u></b></p> <ol style="list-style-type: none"> <li><b>1. Conditionally support the reporting of CEO KPIs that are consistent with the strategic direction and operational function of the Local Government, subject to exemptions for publishing KPI's of a confidential nature;</b></li> <li><b>2. Do not support the results of performance reviews being published.</b></li> </ol>

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**Theme 4: Stronger Local Democracy and Community Engagement**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<b>4.1 Community and Stakeholder Engagement Charters</b>	
<ul style="list-style-type: none"> <li>It is proposed to introduce a requirement for local governments to prepare a community and stakeholder engagement charter which sets out how local government will communicate processes and decisions with their community.</li> <li>A model Charter would be published to assist local governments who wish to adopt a standard form.</li> </ul>	<p><b>Current Local Government Position</b>                      Items 4.1 and 4.2 <b>generally align</b> with Advocacy Position 2.6.34 - 'Support responsive, aspirational and innovative community engagement principles'</p> <p><i>The Local Government sector supports:</i></p> <ol style="list-style-type: none"> <li>Responsive, aspirational and innovative community engagement principles</li> <li>Encapsulation of aims and principles in a community engagement policy, and</li> <li>The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.</li> </ol> <p><b>Comment</b>                      As indicated in Item 4.1 commentary, many Local Governments have already developed stakeholder engagement charters, or similar engagement strategies, that reflect their unique communities of interest. The development of guidance by the DLGSC, based on standards such as the International Standard for Public Participation practice, is supported in favour of taking a prescriptive approach or conducting a survey for the sake of a survey. Item 4.2 has potential to provide benchmarking of community satisfaction levels across Band 1 and 2 Local Governments.</p> <p><b>Recommendation – Item 4.1</b>  <b>Supported</b></p>
<b>4.2 Ratepayer Satisfaction Surveys (Band 1 and 2 local governments only)</b>	
<ul style="list-style-type: none"> <li>It is proposed to introduce a requirement that every four years, all local governments in bands 1 and 2 hold an independently-managed ratepayer satisfaction survey.</li> <li>Results would be required to be reported publicly at a council meeting</li> </ul>	<p><b>Recommendation – Item 4.2</b>  <b>Support the conduct of community, rather than ratepayer, satisfaction surveys.</b></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p>and published on the local government’s website.</p> <ul style="list-style-type: none"> <li>All local governments would be required to publish a response to the results.</li> </ul>	
<p><b>4.3 Introduction of Preferential Voting</b></p>	
<ul style="list-style-type: none"> <li>Preferential voting is proposed be adopted as the method to replace the current first past the post system in local government elections.</li> <li>In preferential voting, voters number candidates in order of their preferences.</li> <li>Preferential voting is used in State and Federal elections in Western Australia (and in other states). This provides voters with more choice and control over who they elect.</li> <li>All other states use a form of preferential voting for local government.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 4.3 <u>does not align</u> with Advocacy Position 2.5.1 – ‘First Past the Post voting system’</p> <p><i>The Local Government sector supports:</i></p> <ol style="list-style-type: none"> <li>Four year terms with a two year spill</li> <li>Greater participation in Local Government elections</li> <li>The option to hold elections through:                             <ul style="list-style-type: none"> <li>Online voting</li> <li>Postal voting, and</li> <li>In-person voting</li> </ul> </li> <li>Voting at Local Government elections to be voluntary</li> <li>The first past the post method of counting votes</li> </ol> <p><b>Comment</b>                      It should be noted that the sector’s advocacy against compulsory voting and ‘All in, All out’ 4 year terms has been successful and these items are not included in the reform proposals.</p> <p>The introduction of preferential voting will be a return to the system of voting prior to the <i>Local Government Act 1995</i>. The Local Government Advisory Board reported on voting systems in 2006 (<i>Local Government Structural Reform in Western Australia: Ensuring the Future Sustainability of Communities</i>) and provided the following comments in support of both first past the post voting and preferential voting:                      ‘Comments in support of retaining first past the post include:</p> <ul style="list-style-type: none"> <li>Quick to count. Preferential voting is time consuming to count.</li> <li>Easily understood.</li> <li>Removes politics out of campaigning. Preferential will encourage</li> </ul>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p><i>alliances formed for the distribution of preferences and party politics into local government.</i></p> <ul style="list-style-type: none"> <li>• <i>Preferential voting allows election rigging through alliances or ‘dummy’ candidates.</i></li> <li>• <i>In a preferential system, the person that receives the highest number of first preference votes does not necessarily get elected.’</i></li> </ul> <p><i>‘Comments in support of replacing first past the post include:</i></p> <ul style="list-style-type: none"> <li>• <i>Preferential voting is more democratic and removes an area of confusion.</i></li> <li>• <i>Preferential voting ensures that the most popular candidates are elected who best reflect the will of the voters.</i></li> <li>• <i>Preferential system should be introduced. In FPP elections, candidates work together to get votes for each other. Preferential would make it more difficult for this practice to take place.</i></li> <li>• <i>FPP does not adequately reflect the wishes of electors when there are three candidates or more.</i></li> <li>• <i>FPP is unsuitable when there is more than one vacancy.</i></li> <li>• <i>Allows for a greater representation from a range of interest groups and prevents domination of elections by mainstream party politics.’</i></li> </ul> <p>The Sector supports first past the post voting for its simplicity and fundamental apolitical nature, therefore the proposed reforms are not supported.</p> <p>A number of Local Governments raised the need for a fall back position if this proposal is progressed by the State Government. Optional Preferential voting was considered as the better preferential voting system according to the feedback.</p> <p><b><u>Recommendation – Item 4.3</u></b></p> <ol style="list-style-type: none"> <li><b>1. Oppose the proposal for preferential voting and support first past the post method of counting votes.</b></li> <li><b>2. However, if ‘first past the post’ is not retained then optional preferential voting is preferred.</b></li> </ol>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>4.4 Public Vote to Elect the Mayor and President</b></p>	
<ul style="list-style-type: none"> <li>• Mayors and Presidents of all local governments perform an important public leadership role within their local communities.</li> <li>• Band 1 and 2 local governments generally have larger councils than those in bands 3 and 4.</li> <li>• Accordingly, it is proposed that the Mayor or President for all band 1 and 2 councils is to be elected through a vote of the electors of the district. Councils in bands 3 and 4 would retain the current system.</li> <li>• A number of Band 1 and Band 2 councils have already moved towards Public Vote to Elect the Mayor and President in recent years, including City of Stirling and City of Rockingham.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 4.4 <b>does not align</b> with Advocacy Position 2.5.2 - 'Election of Mayors and Presidents be at the discretion of Local Government.' <i>Local Governments should determine whether their Mayor or President will be elected by the Council or elected by the community.</i></p> <p><b>Comment</b>                      There are 43 Band 1 and 2 Local Governments with 22 popularly electing the Mayor or President:                          Band 1 - 15                          Band 2 - 7</p> <p>The remaining 21 Local Governments have a Council-elected Mayor or President. The sector does not support a requirement for the role of Mayor or President to be determined by electors. The sector considers that its current system of having the Mayor elected directly by Council assists in ensuring the Mayor/President has the support of the majority of Council. Further, it assists in avoiding party politics.</p> <p><b>Recommendation – Item 4.4</b>  <b>Oppose this proposal and support retaining the current provision, that the election of Mayors and Presidents be at the discretion of each Local Government.</b></p>
<p><b>4.5 Tiered Limits on the Number of Councillors</b></p>	
<ul style="list-style-type: none"> <li>• It is proposed to limit the number of councillors based on the population of the entire local government.</li> <li>• Some smaller local governments have already been moving to having smaller councils to reduce costs for ratepayers.</li> <li>• The <a href="#">Local Government Panel Report</a> proposed:                         <ul style="list-style-type: none"> <li>○ For a population of up to 5,000 – five councillors (including the President)</li> </ul> </li> </ul>	<p><b>Current Local Government Position</b>                      Item 4.5 <b>does not align</b> with Advocacy Position 2.5.1 – ‘Councils consist of between six and 15 (including the Mayor/President)’  <i>Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)</i></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<ul style="list-style-type: none"> <li>○ population of between 5,000 and 75,000 – five to nine councillors (including the Mayor/President)</li> <li>○ population of above 75,000 – nine to fifteen councillors (including Mayor).</li> </ul>	<p><b>Comment</b>                      The proposed reform to restrict Local Governments with populations under 5,000 to 5 Council Members does not reflect the varied communities of interest within this grouping. Some Local Governments are essentially regional centres such as the Shires of Katanning (9), Dandaragan (9), Merredin (9), Moora (9) and Northampton (9) (current Councillor numbers bracketed). Local Governments such as the Shire of Ngaanyatjarraku (9) manage substantial land areas, manage isolated communities such as the Shire of Meekatharra (7) and culturally diverse communities such as the Shire of Christmas Island (9). Some Local Governments with populations up to 5,000 warrant a greater number of Councillors to effectively share the representative role that Council Members play within their communities.                      The additional proposed reforms in population categories over 5,000 generally reflect the current Councillor numbers.</p> <p><b><u>Recommendation – Item 4.5</u></b>  <b>Recommend 5 to 7 Council Members for populations up to 5,000 and support the remaining proposed reforms.</b></p>
<p><b>4.6 No Wards for Small Councils (Band 3 and 4 Councils only)</b></p>	
<ul style="list-style-type: none"> <li>● It is proposed that the use of wards for councils in bands 3 and 4 is abolished.</li> <li>● Wards increase the complexity of elections, as this requires multiple versions of ballot papers to be prepared for a local government’s election.</li> <li>● In smaller local governments, the population of wards can be very small.</li> <li>● These wards often have councillors elected unopposed, or elect a councillor with a very small number of votes. Some local governments have ward councillors elected with less than 50 votes.</li> <li>● There has been a trend in smaller local governments looking to reduce the use of wards, with only 10 councils in bands 3 and 4 still having wards.</li> </ul>	<p><b>Comment</b>                      The proposed reform to discontinue wards in Band 3 and 4 Local Governments brings alignment with the majority and provides that affected Local Governments will no longer have to conduct 8 year ward reviews or make representation to the Local Government Advisory Board to revert to a no wards system.                      Remaining proposed reforms will improve and clarify election processes.</p> <p><b><u>Recommendation – Items 4.6 to 4.9</u></b>  <b>Supported</b></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>4.7 Electoral Reform – Clear Lease Requirements for Candidate and Voter Eligibility</b></p>	
<ul style="list-style-type: none"> <li>• Reforms are proposed to prevent the use of “sham leases” in council elections. Sham leases are where a person creates a lease only to be able to vote or run as a candidate for council.</li> <li>• The City of Perth Inquiry Report identified sham leases as an issue.</li> <li>• Electoral rules are proposed to be strengthened:                         <ul style="list-style-type: none"> <li>○ A minimum lease period of 12 months will be required for anyone to register a person to vote or run for council.</li> <li>○ Home based businesses will not be eligible to register a person to vote or run for council, because any residents are already the eligible voter(s) for that address.</li> <li>○ Clarifying the minimum criteria for leases eligible to register a person to vote or run for council.</li> </ul> </li> <li>• The reforms would include minimum lease periods to qualify as a registered business (minimum of 12 months), and the exclusion of home based businesses (where the resident is already eligible) and very small sub-leases.</li> <li>• The basis of eligibility for each candidate (e.g. type of property and suburb of property) is proposed to be published, including in the candidate pack for electors.</li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 4.6 to 4.9 Supported</u></b></p>
<p><b>4.8 Reform of Candidate Profiles</b></p>	
<ul style="list-style-type: none"> <li>• Further work will be undertaken to evaluate how longer candidate profiles could be accommodated.</li> <li>• Longer candidate profiles would provide more information to electors, potentially through publishing profiles online.</li> <li>• It is important to have sufficient information available to assist electors make informed decisions when casting their vote.</li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 4.6 to 4.9 Supported</u></b></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<b>4.9 Minor Other Electoral Reforms</b>	
<ul style="list-style-type: none"> <li>• Minor other electoral reforms are proposed to include:                             <ul style="list-style-type: none"> <li>○ The introduction of standard processes for vote re-counts if there is a very small margin between candidates (e.g. where there is a margin of less than 10 votes a recount will always be required)</li> <li>○ The introduction of more specific rules concerning local government council candidates' use of electoral rolls.</li> </ul> </li> </ul>	<p>As above</p> <p><b><u>Recommendation – Items 4.6 to 4.9 Supported</u></b></p>

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**Theme 5: Clear Roles and Responsibilities**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<b>5.1 Introduce Principles in the Act</b>	
<ul style="list-style-type: none"> <li>• It is proposed to include new principles in the Act, including:                             <ul style="list-style-type: none"> <li>○ The recognition of Aboriginal Western Australians</li> <li>○ Tiering of local governments (with bands being as assigned by the Salaries and Allowances Tribunal)</li> <li>○ Community Engagement</li> <li>○ Financial Management.</li> </ul> </li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 5.1 <b>generally aligns</b> with Advocacy Position 2.6 - Legislative Intent  <i>Provide flexible, principles-based legislative framework.</i></p> <p><b><u>Recommendation – Item 5.1</u></b>  <b>Supported</b></p>
<b>5.2 Greater Role Clarity</b>	
<ul style="list-style-type: none"> <li>• The <a href="#">Local Government Act Review Panel</a> recommended that roles and responsibilities of elected members and senior staff be better defined in law.</li> <li>• It is proposed that these roles and responsibilities are further defined in the legislation.</li> <li>• These proposed roles will be open to further consultation and input. These roles would be further strengthened through <b>Council Communications Agreements</b> (see item 5.3).</li> </ul> <p><b>5.2.1 - Mayor or President Role</b></p> <ul style="list-style-type: none"> <li>• It is proposed to amend the Act to specify the roles and responsibilities of the Mayor or President.</li> <li>• While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the Mayor or President is responsible for:                             <ul style="list-style-type: none"> <li>○ Representing and speaking on behalf of the whole council and the local government, at all times being consistent with the resolutions of council</li> <li>○ Facilitating the democratic decision-making of council by presiding at council meetings in accordance with the Act</li> <li>○ Developing and maintaining professional working relationships between councillors and the CEO</li> <li>○ Performing civic and ceremonial duties on behalf of the local</li> </ul> </li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 5.2 <b>aligns</b> with Advocacy Position 2.6.36 - ‘Roles and Responsibilities’</p> <p><i>That clarification of roles and responsibilities for Mayors/ Presidents, Councillors and CEOs be reviewed to ensure that there is no ambiguity.</i></p> <p><b><u>Recommendation – Item 5.2</u></b>  <b>Supported</b></p> <p><b><u>Recommendation – Item 5.2.1</u></b>  <b>Supported</b></p>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<ul style="list-style-type: none"> <li>o Communicating the decisions and resolutions of council to stakeholders and the public</li> <li>o Developing and maintaining professional working relationships with all other councillors and the CEO</li> <li>o Maintaining and developing their knowledge and skills relevant to local government</li> <li>o Facilitating public engagement with local government.</li> </ul> <p>It is proposed that elected members should not be able to use their title (e.g. “Councillor”, “Mayor”, or “President”) and associated resources of their office (such as email address) unless they are performing their role in their official capacity.</p> <p><b>5.2.4 - CEO Role</b></p> <ul style="list-style-type: none"> <li>• The <i>Local Government Act 1995</i> requires local governments to employ a CEO to run the local government administration and implement the decisions of council.</li> <li>• To provide greater clarity, it is proposed to amend the Act to specify the roles and responsibilities of all local government CEOs.</li> <li>• While input and consultation will inform precise wording, it is proposed that the Act is amended to generally outline that the CEO of a local government is responsible for:             <ul style="list-style-type: none"> <li>o Coordinating the professional advice and assistance necessary for all elected members to enable the council to perform its decision-making functions</li> <li>o Facilitating the implementation of council decisions</li> <li>o Ensuring functions and decisions lawfully delegated by council are managed prudently on behalf of the council</li> <li>o Managing the effective delivery of the services, operations, initiatives and functions of the local government determined by the council</li> <li>o Providing timely and accurate information and advice to all councillors in line with the Council Communications Agreement (see item 5.3)</li> <li>o Overseeing the compliance of the operations of the local government with State and Federal legislation on behalf of the council</li> <li>o Implementing and maintaining systems to enable effective planning, management, and reporting on behalf of the council.</li> </ul> </li> </ul>	<p>5.2.4 There is the requirement for more detail for this item. The general direction of the proposal is supported, subject to including reference that the CEO is responsible for the recruitment and performance management of all staff as indicated in the current Act/Regulations.</p> <p><b><u>Recommendation – Items 5.2.4</u></b>  <b>Supported, subject to including reference that the CEO is responsible for the recruitment and performance management of all staff as indicated in the current Act/Regulations.</b></p>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>5.3 Council Communication Agreements</b></p>	
<ul style="list-style-type: none"> <li>• In State Government, there are written Communication Agreements between Ministers and agencies that set standards for how information and advice will be provided.</li> <li>• It is proposed that local governments will need to have Council Communications Agreements between the council and the CEO.</li> <li>• These Council Communication Agreements would clearly specify the information that is to be provided to councillors, how it will be provided, and the timeframes for when it will be provided.</li> <li>• A template would be published by DLGSC. This default template will come into force if a council and CEO do not make a specific other agreement within a certain timeframe following any election.</li> </ul>	<p><b>Comment</b>                      The availability of information not already in the public domain to Councillors under Section 5.92 of the Act can become contentious in the absence of a clear statement in support of the function the Council Member is performing. This can place CEO's in the invidious position of ruling on the availability of a record of the Local Government, when it is also their function under Section 5.41(h) of the Act to <i>'ensure that records and documents of the local government are properly kept for the purposes of this Act and any other written law'</i>.                      Consistent availability of information motivates this proposed reform and it does not appear that individual Council Communication Agreements will be a means to that end. There is a better case for a uniform approach in the form of a regulated Agreement, in much the same way that the Communication Agreements between Ministers and agencies are based on provisions of the <i>Public Sector Management Act 1994</i>.</p> <p><b><u>Recommendation – Item 5.3</u></b>  <b>Support a consistent, regulated Communications Agreement.</b></p>
<p><b>5.4 Local Governments May Pay Superannuation Contributions for Elected Members</b></p>	
<ul style="list-style-type: none"> <li>• It is proposed that local governments should be able to decide, through a vote of council, to pay superannuation contributions for elected members. These contributions would be additional to existing allowances.</li> <li>• Superannuation is widely recognised as an important entitlement to provide long term financial security.</li> <li>• Other states have already moved to allow councils to make superannuation contributions for councillors.</li> <li>• Allowing council to provide superannuation is important part of encouraging equality for people represented on council – particularly for women and younger people.</li> <li>• Providing superannuation to councillors recognises that the commitment to elected office can reduce a person's opportunity to undertake employment and earn superannuation contributions.</li> </ul>	<p><b>Comment</b>                      WALGA was in the process of consulting with the sector when this reform was announced. The feedback to date from Local Governments has majority support. The proposed discretionary approach will permit Local Governments to exercise general competence powers to make their own determination on paying superannuation to Council Members.</p> <p><b><u>Recommendation – Item 5.4</u></b>  <b>Supported</b></p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>5.5 Local Governments May Establish Education Allowances</b></p>	
<ul style="list-style-type: none"> <li>Local governments will have the option of contributing to the education expenses for councillors, up to a defined maximum value, for tuition costs for further education that is directly related to their role on council.</li> <li>Councils will be able to decide on a policy for education expenses, up to a maximum yearly value for each councillor. Councils may also decide not to make this entitlement available to elected members.</li> <li>Any allowance would only be able to be used for tuition fees for courses, such as training programs, diplomas, and university studies, which relate to local government.</li> <li>Where it is made available, this allowance will help councillors further develop skills to assist with making informed decisions on important questions before council, and also provide professional development opportunities for councillors.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 5.5 <u>generally aligns</u> with Advocacy Position 2.8 - Elected Member Training  <i>Support Local Governments being required to establish an Elected Member Training Policy to encourage training and include budgetary provision of funding for Elected Members;</i></p> <p><b>Comment</b>                      The proposal augments recent Act amendments that require Local Governments to adopt a professional development policy for Council Members. Many Local Governments now budget for training requirements that align with the policy statement.</p> <p><b>Recommendation – Item 5.5</b>  <b>Supported</b></p>
<p><b>5.6 Standardised Election Caretaker period</b></p>	
<ul style="list-style-type: none"> <li>A statewide caretaker period for local governments is proposed.</li> <li>All local governments across the State would have the same clearly defined election period, during which:                             <ul style="list-style-type: none"> <li>Councils do not make major decisions with criteria to be developed defining ‘major’</li> <li>Incumbent councillors who nominate for re-election are not to represent the local government, act on behalf of the council, or use local government resources to support campaigning activities.</li> </ul> </li> </ul> <p>There are consistent election conduct rules for all candidates.</p>	<p><b>Comment</b>                      WALGA developed a template Caretaker Policy in 2017 on request for a consistent approach. There are no know instances where Caretaker Policy have led to unforeseen or unmanageable consequences impacting on decision-making functions.</p> <p><b>Recommendation – Item 5.6</b>  <b>Supported</b></p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>5.7 Remove WALGA from the Act</b></p>	
<ul style="list-style-type: none"> <li>The <a href="#">Local Government Panel Report</a> recommended that WALGA not be constituted under the <i>Local Government Act 1995</i>.</li> <li>Separating WALGA out of the Act will provide clarity that WALGA is not a State Government entity.</li> </ul>	<p><b>Comment</b>                      WALGA is conducting its own due diligence on this proposal, previously identified in the Local Government Review Panel Report. The outcome of this reform would require a transition of WALGA from a body constituted under the Act to an incorporated association. It is important to the Local Government sector that the provisions relating to the mutual self-insurance scheme and tender exempt prequalified supply panels remain in the Act and are not affected by this proposal. Further work is being carried out by WALGA to fully understand the effect this proposal will have on WALGA and the sector.</p> <p><b>Recommendation – Item 5.7</b></p> <ol style="list-style-type: none"> <li><b>Support for this proposal is subject to WALGA undertaking further due diligence on the broader implications of the proposal and subsequent consultation with the sector.</b></li> <li><b>Any proposed reforms ensure that:</b> <ol style="list-style-type: none"> <li><b>The Local Government Act retain statutory provisions permitting WALGA to provide the sector with the mutual self-insurance scheme and preferred supplier program tender exemptions; and</b></li> <li><b>There be no disadvantages to WALGA’s capacity to provide services and represent the interests of the sector.</b></li> </ol> </li> </ol>
<p><b>5.8 CEO Recruitment</b></p>	
<ul style="list-style-type: none"> <li>It is proposed that DLGSC establishes a panel of approved panel members to perform the role of the independent person on CEO recruitment panels.</li> <li>Councils will be able to select an independent person from the approved list.</li> </ul> <p>Councils will still be able to appoint people outside of the panel with the approval of the Inspector.</p>	<p><b>Comment</b>                      The proposed reform augments the CEO Standards in relation to recruitment introduced in February 2021.</p> <p><b>Recommendation – Item 5.8</b>  <b>Supported on the proviso that no cost is associated with the use of the approved panel.</b></p>

Local Government Reform Proposal Submission

**Theme 6: Improved Financial Management and Reporting**

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>6.1 Model Financial Statements and Tiered Financial Reporting</b></p>	
<ul style="list-style-type: none"> <li>• The Minister strongly believes in transparency and accountability in local government. The public rightly expects the highest standards of integrity, good governance, and prudent financial management in local government.</li> <li>• It is critically important that clear information about the financial position of local governments is openly available to ratepayers. Financial information also supports community decision-making about local government services and projects.</li> <li>• Local governments differ significantly in the complexity of their operations. Smaller local governments generally have much less operating complexity than larger local governments.</li> <li>• The Office of the Auditor General has identified opportunities to improve financial reporting, to make statements clearer, and reduce unnecessary complexity.</li> <li>• Recognising the difference in the complexity of smaller and larger local governments, it is proposed that financial reporting requirements should be tiered – meaning that larger local governments will have greater financial reporting requirements than smaller local governments.</li> <li>• It is proposed to establish standard templates for <b>Annual Financial Statements</b> for band 1 and 2 councils, and simpler, clearer financial statements for band 3 and 4.</li> <li>• <b>Online Registers</b>, updated quarterly (see item 3.4), would provide faster and greater transparency than current annual reports. Standard templates will be published for use by local governments.</li> <li>• <b>Simpler Strategic and Financial Planning</b> (item 6.2) would also improve the budgeting process.</li> </ul>	<p><b>Current Local Government Position</b>                      Items 6.1 and 6.2 <b>generally align</b> with Advocacy Position 2.6 – Support a size and scale compliance regime and Advocacy Position 2.6.24 – Financial Management and Procurement.</p> <p><i>The Local Government sector:</i></p> <ol style="list-style-type: none"> <li>1. <i>Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General.</i></li> <li>2. <i>Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General.</i></li> </ol> <p><b>Comment</b>                      The Sector has a long-standing position for a broad review of the financial management and reporting provisions of the Act, which remain largely unchanged since commencing in 1996.</p> <p><b>Recommendation – Item 6.1 Supported</b></p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>6.2 Simplify Strategic and Financial Planning</b></p>	
<ul style="list-style-type: none"> <li>• Having clear information about the finances of local government is an important part of enabling informed public and ratepayer engagement and input to decision-making.</li> <li>• The framework for financial planning should be based around information being clear, transparent, and easy to understand for all ratepayers and members of the public.</li> <li>• In order to provide more consistency and clarity across the State, it is proposed that greater use of templates is introduced to make planning and reporting clearer and simpler, providing greater transparency for ratepayers.</li> <li>• Local governments would be required to adopt a standard set of plans, and there will be templates published by the DLGSC for use or adaption by local governments.</li> <li>• It is proposed that the plans that are required are:             <ul style="list-style-type: none"> <li>○ Simplified <b>Council Plans</b> that replace existing Strategic Community Plans and set high-level objectives, with a new plan required at least every eight years. These will be short-form plans, with a template available from the DLGSC</li> <li>○ Simplified <b>Asset Management Plans</b> to consistently forecast costs of maintaining the local government’s assets. A new plan will be required at least every ten years, though local governments should update the plan regularly if the local government gains or disposes of major assets (e.g. land, buildings, or roads). A template will be provided, and methods of valuations will be simplified to reduce red tape</li> <li>○ Simplified <b>Long Term Financial Plans</b> will outline any long term financial management and sustainability issues, and any investments and debts. A template will be provided, and these plans will be required to be reviewed in detail at least every four years</li> <li>○ A new <b>Rates and Revenue Policy</b> (see item 6.3) that identifies the approximate value of rates that will need to be collected in future years (referencing the Asset Management Plan and Long Term Financial Plan) – providing a forecast to ratepayers (updated at least every four years)</li> </ul> </li> </ul>	<p>As above</p> <p><b><u>Recommendation – Item 6.2</u></b> <b>Supported</b></p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<ul style="list-style-type: none"> <li>o The use of simple, one-page <b>Service Proposals</b> and <b>Project Proposals</b> that outline what proposed services or initiatives will cost, to be made available through council meetings. These will become <b>Service Plans</b> and <b>Project Plans</b> added to the yearly budget if approved by council. This provides clear transparency for what the functions and initiatives of the local government cost to deliver. Templates will be available for use by local governments</li> </ul>	
<p><b>6.3 Rates and Revenue Policy</b></p>	
<ul style="list-style-type: none"> <li>• The Rates and Revenue Policy is proposed to increase transparency for ratepayers by linking rates to basic operating costs and the minimum costs for maintaining essential infrastructure.</li> <li>• A Rates and Revenue Policy would be required to provide ratepayers with a forecast of future costs of providing local government services.</li> <li>• The Policy would need to reflect the Asset Management Plan and the Long Term Financial Plan (see item 6.2), providing a forecast of what rates would need to be, to cover unavoidable costs.</li> <li>• A template would be published for use or adaption by all local governments.</li> <li>• The <a href="#">Local Government Panel Report</a> included this recommendation.</li> </ul>	<p><b><u>Current Local Government Position</u></b>                      Item 6.3 <b>generally aligns</b> with Advocacy Position 2.1.6 - Rate Setting and WALGA's <a href="#">Rate Setting Policy Statement</a>.  <i>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.</i></p> <p><b><u>Recommendation – Item 6.3</u></b>  <b>Supported</b></p>
<p><b>6.4 Monthly Reporting of Credit Card Statements</b></p>	
<ul style="list-style-type: none"> <li>• The statements of a local government's credit cards used by local government employees will be required to be tabled at council at meetings on a monthly basis.</li> <li>• This provides oversight of incidental local government spending.</li> </ul>	<p><b><u>Comment</u></b>                      This proposed reform reflects widespread common practice for credit card transactions to be included in monthly financial reports and lists of accounts paid.</p> <p><b><u>Recommendation – Item 6.4</u></b>  <b>Supported</b></p>

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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<p><b>6.5 Amended Financial Ratios</b></p>	
<ul style="list-style-type: none"> <li>Financial ratios will be reviewed in detail, building on work already underway by the DLGSC.</li> <li>The methods of calculating ratios and indicators will be reviewed to ensure that the results are accurate and useful.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 6.5 <u>aligns</u> with Advocacy Position 2.6.25 - Review and reduce financial ratios.  <i>Advocate to the Minister for Local Government to amend the Local Government (Financial Management) Regulations 1996 to prescribe the following ratios:</i></p> <ul style="list-style-type: none"> <li>a. Operating Surplus Ratio,</li> <li>b. Net Financial Liabilities Ratio,</li> <li>c. Debt Service Coverage Ratio, and</li> <li>d. Current Ratio.</li> </ul> <p><b>Recommendation – Item 6.5 Supported</b></p>
<p><b>6.6 Audit Committees</b></p>	
<ul style="list-style-type: none"> <li>To ensure independent oversight, it is proposed the Chair of any Audit Committee be required to be an independent person who is not on council or an employee of the local government.</li> <li>Audit Committees would also need to consider proactive risk management.</li> <li>To reduce costs, it is proposed that local governments should be able to establish shared Regional Audit Committees.</li> <li>The Committees would be able to include council members but would be required to include a majority of independent members and an independent chairperson.</li> </ul>	<p><b>Current Local Government Position</b>                      Item 6.6 <u>does not align</u> with Advocacy Position 2.2.4 – Accountability and Audit</p> <p><i>That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority and chair.</i></p> <p><b>Comment</b>                      The Sector’s view is well established, that the Council must maintain, and be seen by the community to have, majority involvement and investment in the purpose of an Audit Committee. There is sector support for some independent members on the Audit Committee, however not a majority.</p> <p>The dual effect of the proposed reform is to guarantee a place for a majority of independent persons on Audit Committees, with the additional requirement that an independent person Chair this Committee. Presently, not all Local Government Audit Committees are able to include an independent person. This may be for a variety of reasons not least of which</p>

Local Government Reform Proposal Submission

PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
	<p>is a lack of suitable, available candidates with the required qualification, skill and experience.</p> <p>It would be counter-productive if the proposed reforms led to the appointment of unsuitable independent persons to a skills-based role. The concept of Regional Audit Committees has apparent merit in this case but there is no detail regarding practicalities; for example, is the Regional Audit Committee intended to include the same independent persons who will meet separately with each Local Government within the region?</p> <p>There is too little certainty that the imperative question of appropriate representation will be managed as a consequence of the proposed reforms for it to be supported.</p> <p>The proposal for the Audit Committees to also consider proactive risk management is supported.</p> <p><b><u>Recommendation – Item 6.6</u></b></p> <ol style="list-style-type: none"> <li><b>1. Support the role of the Office of the Auditor General as the responsible entity for independent oversight of Local Government audits.</b></li> <li><b>2. Support Audit Committees of Local Government <u>with an Elected Member majority</u> including independent members, and to consider proactive risk management issues.</b></li> <li><b>3. Support the proposal to establish shared regional Audit Committees</b></li> <li><b>4. Support the appointment of an independent member as chair of the Audit Committee to remain at the discretion of each Local Government.</b></li> <li><b>5. Support the payment of meeting fees or defined reimbursements to independent Audit Committee members.</b></li> </ol>



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PROPOSED REFORMS	WALGA COMMENTS & RECOMMENDATIONS
<b>6.7 Building Upgrade Finance</b>	
<ul style="list-style-type: none"> <li>Reforms would allow local governments to provide loans to third parties for specific building improvements - such as cladding, heritage and green energy fixtures.</li> <li>This would allow local governments to lend funds to improve buildings within their district.</li> <li>Limits and checks and balances would be established to ensure that financial risks are proactively managed.</li> </ul>	<p><b>Current Local Government Position</b> Item 6.7 <u>aligns</u> with Advocacy Position 2.6.26 - Building Upgrade Finance.</p> <p><i>The Local Government Act 1995 should be amended to enable a Building Upgrade Finance mechanism in Western Australia.</i></p> <p><b>Comment</b> Building Upgrade Finance would enable Local Governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, Local Governments 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, BUF is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market and achieve economic growth.</p> <p><b>Recommendation – Item 6.7</b> <b>Supported</b></p>
<b>6.8 Cost of Waste Service to be Specified on Rates Notices</b>	
<ul style="list-style-type: none"> <li>It is proposed that waste charges are required to be separately shown on rate notices (for all properties which receive a waste service).</li> <li>This would provide transparency and awareness of costs for ratepayers.</li> </ul>	<p><b>Comment</b> This proposed reform will require a relatively simple calculation.</p> <p><b>Recommendation – Item 6.8</b> <b>Supported</b></p>

Local Government Reform Proposal Submission

## **Additional Reform Proposals**

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In December 2020, WALGA State Council considered the sector's feedback on the discussion paper 'Advocacy Positions for a New Local Government Act: Key Issues from Recent Inquiries into Local Government' (Rec: 142.6/2020).

It is **recommended** that the Local Government Reform Proposals process be conducted in alignment with the following WALGA advocacy position.

### **Legislative Intent**

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
  - a. Economic development;
  - b. Environmental protection; and
  - c. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

It is **recommended** that the following additional advocacy positions be included in the sector's response:

### **Rating Exemptions**

That an independent review of all rate exemptions be undertaken.

### **Fees and Charges**

That:

1. An independent review be undertaken to remove fees and charges from legislation and regulation; and
2. Local Government be empowered to set fees and charges for Local Government services.

### **Financial Management and Procurement**

That the Local Government sector:

- Supports Local Governments being able to use freehold land to secure debt; and
- Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.

Local Government Reform Proposal Submission

**Disposal of Property Exemption**

Regulation 30 (3) of the *Local Government (Functions and General) Regulations 1996* should not include any financial threshold limitation on a disposition where it is used exclusively to purchase other property. The current limit is \$75,000 and this type of activity commonly applies to a trade-in situation.

**Tender Exemption General Practitioner Services**

That the reform proposals provide for inclusion of a tender exemption for General Practitioner (GP) services under Part 4, Division 2 of the *Local Government (Functions and General) Regulations 1996*, to support Local Governments to secure and retain necessary primary health care services for their communities.

**Elector’s Meetings**

That WALGA advocate to the Minister for Local Government to amend the *Local Government Act 1995* to provide protections against the misuse of special electors meetings by:

1. prohibiting a matter previously considered being resubmitted; and
2. ensuring that motions to be considered are relevant to Local Government.

**Technical Amendment Proposals**

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WALGA’s Governance and Organisational Service team monitors the Local Government Act and associated regulations for inconsistencies and potential error. The following matters are proposed for inclusion in the reform process.

**Part 4 – Elections and other Polls**

<p>s.4.9 <i>Election day for extraordinary elections</i></p>	<p>Section 4.9(1)(a) provides that the President/Mayor <b>may</b> exercise authority to determine the extraordinary election day, if not already fixed under paragraph (b), with s.4.9(1)(b) stating ‘if a day has not already been fixed under paragraph (a)’</p> <p>Additionally, s.4.17 provides for Council to determine, with approval of the Electoral Commissioner, to allow a vacancy to remain unfilled. This has potential to lead to a further anomaly in the exercise of power under s.4.9(1)(a) and (b).</p> <p><b><u>Recommend legislative amendment that brings chronological order to the decision-making powers for considering vacancies and determination of extraordinary election day.</u></b></p>
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**Part 5 – Administration**

<p>s.5.36(4) &amp; (5A)  Admin. r.18A(2)  <i>Local government employees</i></p>	<p>Administration Regulations, Schedule.2, clause 6 requires a Local Government to advertise the position of CEO <u>if the position is vacant</u>. Regulations do not, however, prescribe classes of persons under s.5.36(5A). Compliance with Admin.r.18A(2) advertising is unrealistic when a CEO leaves the Local Governments employment with little or no notice period.</p> <p>The WALGA Template Policy for Temporary Employment or Appointment of CEO (s.5.39C), includes protocols for Temporary CEO appointments.</p> <p><b><u>Recommend regulations be made under s.5.36(5A) prescribing classes of persons as a ‘temporary CEO appointed under short term contract, where the person appointed is NOT an existing employee of the Local Government’.</u></b></p>
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<p>s.5.94</p> <p><i>Public can inspect certain local government information</i></p>	<p>The Act requires public access or inspection rights for documents that contain personal information, i.e. electoral roll, owner / occupier, rate record [s.5.94(m) and (s)]. The Act only limits the right to access this information where the CEO is unable to be satisfied that the information will not be used for a commercial purpose [Admin.r.29B ].</p> <p>WALGA members have expressed concern of the risks that may extend to information when combined with other personal information, for example, cyber security / identity theft risks or personal safety risks.</p> <p><b><i>Recommend there be an analysis of the public benefit versus public risk arising from statutory provisions that requires public disclosure of documents containing personal details (i.e. electoral rolls, rate record) in the context of the potential for this information to be manipulated or misused for improper purposes.</i></b></p>
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Local Government (Administration) Regulations 1996

<p>Admin.r. 29D</p> <p><i>Period for which information to be kept on official website</i></p>	<p>Requires list of council members and staff positions that provide primary and annual returns to be kept on the website for 5 years. S.5.88(3) requires returns to be removed from the register when a person is no longer relevant. Admin.r.29D is inconsistent with s.5.88(3), meaning that the names and positions will remain on the website despite the returns being removed from the Financial Interests Register.</p> <p><b><i>Recommend amending Admin.r.29D so that it is consistent with s.5.88(3).</i></b></p>
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# Advocacy Positions for a New Local Government Act

## Key issues from recent inquiries into Local Government

**December 2020**



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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 139 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 1,220 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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## Recommendations

### **New Local Government Act**

That the State Government prepare a new Local Government Act as a priority.

### **Legislative Intent**

That the following key principles be embodied in the Local Government Act:

1. Uphold the general competence principle currently embodied in the Local Government Act
2. Provide for a flexible, principles-based legislative framework
3. Promote a size and scale compliance regime
4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:
  - i. Economic development
  - ii. Environmental protection, and
  - iii. Social advancement
5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and
6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.

### **Intergovernmental Cooperation**

That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government, Western Australian Local Government Association and Local Government Professionals WA at the commencement of each term of the State Government.

### **Elections**

The Local Government sector supports:

1. Four year terms with a two year spill
2. Greater participation in Local Government elections
3. The option to hold elections through:
  - Online voting
  - Postal voting, and
  - In-person voting
4. Voting at Local Government elections to be voluntary
5. The first past the post method of counting votes





6. Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)
7. Local Governments to determine if the Mayor or President is elected by the Council or the community at large.
8. Continuation of the property franchise.

### **Rating Exemptions**

That an independent review of all rate exemptions be undertaken.

### **Fees and Charges**

That:

1. An independent review be undertaken to remove fees and charges from legislation and regulation and,
2. Local Government be empowered to set fees and charges for Local Government services.

### **Road Funding**

That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.

### **Regional Collaboration**

That:

1. Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and
2. Compliance requirements of Regional Councils be reviewed and reduced.

### **Community Engagement**

The Local Government sector supports:

1. Responsive, aspirational and innovative community engagement principles
2. Encapsulation of aims and principles in a community engagement policy, and
3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.

### **Roles and Responsibilities**

That clarification of roles and responsibilities for mayors / presidents, councillors and CEO's be considered to ensure that there is no ambiguity.



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### **External Oversight**

The Local Government sector supports:

1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.
2. Remove the CEO from being involved in processing complaints
3. That an early intervention framework of monitoring to support local governments be provided with any associated costs to be the responsibility of the State Government.

### **Financial Management and Procurement**

That the Local Government sector:

1. Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General;
2. Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;
3. Supports Local Governments being able to use freehold land to secure debt;
4. Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;
5. Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.

### **Accountability and Audit**

That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority and chair.



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## Background

Three significant inquiries relating to Local Government in Western Australia have released their final reports in August and September 2020.

This paper, which was endorsed by State Council on 2 December 2020 (Resolution 142.6/2020), aims to distil key issues raised by these reports and identify strategic advocacy positions of the Local Government sector to inform the strategic direction of legislative reform.

## Local Government Review Panel

As part of the Review of the Local Government Act, the Local Government Review Panel was formed to guide the strategic direction of the review and to recommend high level guiding principles for a new act.

The [Local Government Review Panel Final Report](#) was released on 5 August 2020.

## City of Perth Inquiry

The Authorised Inquiry into the City of Perth was announced on 24 April 2018 by the Minister for Local Government.

The report contains 341 recommendations, of which 132 have implications for the Local Government sector.

The [Report of the Inquiry into the City of Perth](#) was tabled in Parliament on 11 August 2020.

## Select Committee into Local Government

The Legislative Council Select Committee into Local Government commenced on 26 June 2019.

The Committee had broad terms of reference to inquire into Local Government in Western Australia and made a number of recommendations relating to key Local Government sector issues.

The [Select Committee into Local Government Final Report – Inquiry into Local Government](#) was tabled in Parliament on 22 September 2020.



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## Key Issues

### New Local Government Act

The Local Government Review Panel Final Report states:

*When the Western Australia Government launched the Local Government Act Review its objectives were to produce 'a new, modern Act that empowers local governments to better deliver for the community', and that local government should be 'Agile, Smart and Inclusive'. Those objectives remain valid.*

#### Discussion

The current *Local Government Act 1995* was proclaimed in 1996 and has been effective at enshrining the general competence principle which has enabled Local Governments to govern in the best interests of their communities. However, over the last 25 years there has been significant regulation and compliance obligations added to the legislation.

The current Local Government Act contains ten parts and totals 490 pages. In addition, there are 13 sets of regulations comprising a further 460 pages. This is a legislative burden on the Local Government sector and requires a significant reduction and a move to a principle over prescription approach to a new Act.

The Local Government Act should facilitate Local Governments utilising their general competence powers within a legislative framework that provides for good governance and accountability to the community for decision-making. The Local Government sector seeks a reduced regulatory approach accompanied by best practice guidance, support and assistance.

With a State Election due in March 2021 it is appropriate for the sector to seek a commitment for the progression of a new Local Government Act.

#### Local Government Position:

**That the State Government prepare a new Local Government Act as a priority.**



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## Legislative Intent

The Local Government Review Panel Final Report recommends:

2. *The Panel recommends the following statement of intent (vision) for a new Act:  
  
An Act to provide for a system of local government relevant to Western Australia that develops and supports sustainable, accountable, collaborative and capable local governments through democratic representation, the provision of services, opportunities and enhanced well-being for each and every community.*
3. *The Panel recommends the adoption of the following objectives for a new Act:*
  - a. *Democratic and accountable local government that recognises the diversity of and within Western Australia's communities.*
  - b. *Recognition of the specific needs and culture of Western Australia's Aboriginal people.*
  - c. *Promotion and improvement of the community's economic, social and environmental well-being.*
  - d. *An adaptive and forward-looking legislative framework, which supports and enables councils to provide local leadership for the whole community, and to collaborate with each other and with other key stakeholders at a regional level.*
  - e. *Open and transparent community participation in the decisions and affairs of local governments.*
  - f. *Enhanced capability of the local government sector, with a focus on continuous improvement and sustainability.*
  - g. *Efficient and effective service delivery and regulation that is responsive to current and future community needs.*
  - h. *Informed decision-making by local governments which is in the interest of their communities, within a legislative framework that supports balance and certainty in relation to the different interests of their communities.*
  - i. *Accountability of local governments to their communities through processes that demonstrate good governance.*
  - j. *Support for approaches and opportunities which foster collaboration and cooperation both within the local government sector and across all levels of Government.*
4. *The Panel recommends an Act that is considerably shorter, less prescriptive and minimises the use of regulations by establishing clear principles, robust processes, model charters, guidelines and templates.*
5. *The Panel recognises the diversity of local governments in Western Australia and supports a new Act which is responsive to this but does not recommend the adoption of a multi-tiered legislative framework.*
6. *The Panel recommends the inclusion of a statement of the role and principal functions of local governments that makes it clear their basic statutory responsibilities, retaining the overall power of general competency in the current Local Government Act.*



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The Select Committee into Local Government recommends:

1. *The Government consider implementing a compliance regime that differentiates between local governments based on their size and scale where appropriate.*

### **Discussion**

Throughout WALGA's consultation with the sector on the Local Government Act review, there has been overwhelming support for *principles over prescription*, an approach that avoids red tape and declutters the extensive regulatory regime. The following key principles are fundamental drivers of future Local Government legislation.

#### ***General competence***

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.

The general competence principle recognises the democratic mandate of Local Government to represent, plan, and provides services for its community.

#### ***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 Act should focus on principles and objectives, not on process. Best practice, guidance material and 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.

#### ***Size and scale compliance regime***

There is a marked appetite to differentiate between Local Governments based on size and scale. There is a significant difference in the compliance requirements of the City of Stirling compared to the Shire of Murchison. Areas such as the integrated planning and reporting framework, internal audits and model procurement policies are example areas that could be considered on a size and scale approach.



### ***Promote enabling legislation***

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:

- Economic development
- Environmental protection, and
- Social advancement.

There is a need to provide enabling legislation with a 'menu of opportunities' for the sector. Legislation should enable Local Governments to carry out a range of activities, even though all Local Governments may not want to undertake the activity.

### ***Reduce red tape***

WALGA has called for the de-cluttering of the extensive regulatory regime that underpins the Local Government Act. The legislative and regulatory regime represents a considerable challenge to the delivery of effective and efficient governance.

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 Charter and is supported by the Local Government sector.

### **Local Government Position:**

**That the following key principles be embodied in the Local Government Act:**

- 1. Uphold the general competence principle currently embodied in the Local Government Act**
- 2. Provide for a flexible, principles-based legislative framework**
- 3. Promote a size and scale compliance regime**
- 4. Promote enabling legislation that empowers Local Government to carry out activities beneficial to its community taking into consideration Local Governments' role in creating a sustainable and resilient community through:**
  - i. Economic development**
  - ii. Environmental protection, and**
  - iii. Social advancement**
- 5. Avoid red tape and 'de-clutter' the extensive regulatory regime that underpins the Local Government Act, and**
- 6. The State Government must not assign legislative responsibilities to Local Governments unless there is provision for resources required to fulfil the responsibilities.**



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## Intergovernmental Cooperation

The Local Government Review Panel Final Report recommends:

- 15 *The Panel recommends that the new Act include a set of principles for intergovernmental relations that make clear local government's role and obligations as part of the broader system of government, and that underpin a range of ongoing arrangements such as the State Local Government Partnership.*

### Discussion

Local Government strongly supports the enhanced collaboration between State and Local Government, as two spheres of government responsible for delivering public infrastructure and services for the benefit of the Western Australian community.

A Partners in Government Agreement, to be signed by the Premier, Minister for Local Government and Local Government leaders should contain:

- A preamble highlighting the importance of collaboration and partnership
- Objectives and principles
- Meetings of the Partners in Government Group comprising senior State and Local Government decision makers
- Collaboration aims and ideals, and
- Key focus areas.

Collaboration and partnership between the State and Local Government sectors aims to leverage the strengths of both spheres of Government for the benefit of Western Australia: the State's leadership and policy direction, and Local Government's on-the-ground presence in every community in our large and diverse state.

### Local Government Position:

**That a Partners in Government Agreement promoting a collaborative partnership approach be signed by the Premier, Minister for Local Government, Western Australian Local Government Association and Local Government Professionals WA at the commencement of each term of the State Government.**





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## Elections

The Local Government Review Panel Final Report recommends:

19. *Optional preferential voting be adopted in place of the current first past the post system.*
20. *The principle of one vote per person be included in the legislation, subject to Recommendation 21 below.*
21. *Property franchise voting should be replaced with the requirement for local governments to introduce mechanisms for regular and effective consultation with the business community.*
22. *Local government elections are held once every four years, two years after but to otherwise accord with the timing of the State election.*
23. *All local government elections should be overseen by the Western Australian Electoral Commissioner.*
24. *Provision in the new Act for electronic/online voting to be introduced in the future once the integrity of the process can be assured (including allowing for a pilot).*
25. *The Panel makes the following further recommendations in relation to elections:*
  - a. *Postal voting be required, with lodgement of these votes to be allowed in person on and before election day.*
  - b. *The election process extended to provide more time for the issuing and receipt of postal votes.*
  - c. *The information local government candidates must provide at nomination should be expanded to ensure that adequate information is given for voters to make an informed decision. Candidate nomination forms should also include declaration of membership of a political party and these forms should be published and available during the election period.*
  - d. *A caretaker policy should be introduced barring elected members up for re-election from representing the council at events, handing out council grants or donations and moving substantive notices of motion in the period before the election, and a requirement to comply with this policy should be included in the Code of Conduct.*
  - e. *The donor and the candidate should co-sign each declaration of a gift made.*
  - f. *Donations via crowd funding platforms should be regulated so far as possible.*
26. *In respect to elected member representation, the Panel recommends:*
  - a. *Population should be used to determine the number of elected member positions:*



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- (i) *Population of up to 5,000 – 5 councillors (including President).*
  - (ii) *Population of between 5,000 and 75,000 – 5 to 9 councillors (including Mayor/President).*
  - (iii) *Population of above 75,000 – 9 to 15 councillors (including Mayor).*
- b. *Ward boundary reviews, to ensure equitable representation is maintained, should be conducted every four years by the Office of the Electoral Distribution Commissioners, with the support of the WAEC and should be conducted using similar processes and principles that are in place for state electoral boundaries as contained in the Electoral Act 1907.*
  - c. *Current classification bands 3 and 4 should not have multiple wards unless the Local Government Commission permits it in the interests of ensuring local democracy is enabled in certain communities.*
  - d. *The changes to wards and elected member numbers due to the above recommendations should be phased in.*

## Discussion

The overwhelming majority of Local Governments support retaining four year terms with a half spill every two years. A principle of the current two year election cycle is to support the continuity of knowledge and experience of the Local Government. A key risk of a proposal for an all in/all out term is the loss of knowledge and the influence of a Council.

Promoting voting participation in Local Government elections is a priority and can be achieved through a range of voting options, such as:

- On-line voting
- Postal voting, and
- In-person voting.

In respect to voting methods, Local Governments over the past 40 years have experienced preferential voting, proportionate preferential voting and the current first past the post method. Due to its simplicity, and ease of understanding, the Local Government sector supports first past the post voting.

The Local Government sector opposes compulsory voting in Local Government elections.

In respect to Elected Member representation, the general competence principle should apply, enabling a Local Government to determine the appropriate number, between six and 15 elected members (including the Mayor/President), depending on local requirements. This philosophy also extends to the decision to have a Mayor or President elected by the Council or elected at large by the community.

The Local Government sector supports continuation of the status quo with regards to the property franchise.



**Local Government Position:**

**The Local Government sector supports:**

1. **Four year terms with a two year spill**
2. **Greater participation in Local Government elections**
3. **The option to hold elections through**
  - **Online voting**
  - **Postal voting, and**
  - **In-person voting**
4. **Voting at Local Government elections to be voluntary**
5. **The first past the post method of counting votes**
6. **Local Governments being enabled to determine the number of Elected Members required on the Council between six and 15 (including the Mayor/President)**
7. **Local Governments to determine if the Mayor or President is elected by the Council or the community at large**
8. **Continuation of the property franchise.**



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## Rating Exemptions

The Local Government Review Panel Final Report recommends:

50(c) *The Economic Regulatory Authority (ERA) should be asked to undertake a review of the rating system, including a thorough examination of the case for the current wide range of exemptions.*

The Select Committee into Local Government recommends:

8 *Recognising that the current charitable purposes rate exemption produces perverse outcomes and may inappropriately shield commercial operations from paying rates, the Government clarify the charitable purposes rate exemption in any new local government Act.*

9 *The Government conduct a broad review of the rate exemptions to be included in any new local government Act.*

## Discussion

Exemptions from rates represent significant revenue leakage for Local Government. Recent data indicates that revenue foregone represents approximately two percent of rate revenue. This shortfall in lost revenue must then be made up from other ratepayers.

Rating exemptions relating to charitable purposes are particularly concerning as this exemption has extended in scope beyond its original intent to provide rating exemptions for the commercial undertakings of not-for-profit organisations. For instance, Independent Living Units, which often cost far more than the median house, are often exempt from rates. The net result of this is that millions of dollars of revenue is lost to Local Government which then has to be recouped from other ratepayers, many of whom would not be in a position to afford an Independent Living Unit themselves.

The rating exemptions that are of concern for the sector relate to the following:

- Rating of Charitable Purpose properties
- Department of Housing: Leasing to Charitable Organisations
- Government Trading Entities
- State Agreement Act projects
- State Owned Unallocated Crown Land

On this basis, the Local Government sector supports an independent review of all rating exemptions to enhance equity among ratepayers in the community.

### Local Government Position:

**That an independent review of all rate exemptions be undertaken.**



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## Fees and Charges

The Local Government Review Panel Final Report recommends:

- 51 *The Panel recommends that local governments should be able to set reasonable fees and charges according to a rating and revenue strategy, with the oversight of the Audit, Risk and Improvement Committee.*
- 52 *The Panel recommends that local governments and State Government apply cost recovery principles when setting fees and charges.*

### Discussion

Fees and charges represent a significant source of discretionary revenue for Local Governments. Examples include dog registration fees, fees for building approvals and swimming pool entrance fees.

Currently fees and charges are determined by legislation or regulation, with an upper limit set by legislation, or by the Local Government. Fees mandated by legislation often do not keep pace with the cost of delivery meaning that ratepayers will subsidise particular activities without any ability to have input into the setting of the fee.

While cost recovery should be a consideration for the setting of fees and charges, there are some services that Local Governments may choose to subsidise to encourage activities with overall community benefit.

Setting fees and charges is a core government function and should be a deliberative decision of the Council.

### Local Government Position:

#### That:

- 1. An independent review be undertaken to remove fees and charges from legislation and regulation and,**
- 2. Local Government be empowered to set fees and charges for Local Government services.**



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## Road Funding

The Select Committee into Local Government recommends:

7. *The Government consider returning to local governments at least 27 percent of motor vehicle licence fee collections.*

### Discussion

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

With a replacement value close to \$30 billion, the Local Government road network is a significant state asset that connects people and places and facilitates economic activity across all of Western Australia.

In their final report, the Select Committee into Local Government found that the shortfall between local government expenditure on road preservation and the amount required to maintain roads at their current condition has continued to increase over the past five years to \$155.74 million in 2018-19.

To that end, the Local Government sector advocates for road funding from the State Government to return to 27 percent of vehicle licence fees.

### Local Government Position:

**That the Government returns to Local Government at least 27 percent of motor vehicle licence fee collections.**



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## Regional Collaboration

The Local Government Review Panel recommends:

12. *The Panel recommends that the new Act should promote and mandate expanded regional cooperation between local governments by:*
  - a. *Making increased collaboration a specific objective and principle.*
  - b. *Providing an improved model of joint (regional) subsidiaries that can be used for strategic planning, resource sharing, shared services delivery and commercial enterprises (see also Recommendations 14 and 39).*
  - c. *Requiring regional cooperation as part of IPR (see also Recommendation 35).*
  
13. *The Panel recommends that consideration also be given to the potential need for a new form of 'regional authority' to enable collaboration on specific issues between governments and with other key stakeholders.*
  
14. *The Panel recommends:*
  - a. *The regional council model is discontinued.*
  - b. *A flexible model of joint (regional) and single (local) subsidiaries be introduced in order to enable:*
    - (i) *collaboration between local governments; and/or*
    - (ii) *involvement of local government in economic development including commercial activities.*
  
40. *The Panel recommends that the new Act should provide the freedom for local governments to be involved in commercial activities where it is in the public interest and subject to competitive neutrality principles.*
  
41. *The Panel recommends that 'beneficial enterprises' not be introduced as a new mechanism for local government commercial activities, but that instead an updated and more flexible subsidiary model should provide for the following:*
  - a. *Local government autonomy to establish a single or joint subsidiary to:*
    - (i) *Carry out any scheme, work or undertaking on behalf of the council;*
    - (ii) *Manage or administer any property or facilities on behalf of the council;*
    - (iii) *Provide facilities or services on behalf of the council; and/or*
    - (iv) *Carry out any other functions on behalf of the council.*
  - b. *The subsidiary to be established through a charter.*
  - c. *The charter to be certified by an independent and suitably experienced legal practitioner as within power and National Competition Policy.*
  - d. *Public notice of the proposal to establish the subsidiary to ensure that there are no private operators that would be significantly disadvantaged.*
  - e. *The subsidiary to be able to undertake commercial activities (within the limits of competitive neutrality and a thorough risk assessment).*



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- f. *The subsidiary to have the ability to acquire, hold, dispose of or otherwise deal with property.*
- g. *Dividends able to be paid to member local governments.*
- h. *The requirement for employees of the subsidiary to be employed under the same award or agreement conditions as the relevant local government/s and within the jurisdiction of the Western Australian Industrial Relations Commission.*
- i. *No requirement for ministerial approval at the outset, but reserve powers for the Minister for Local Government to intervene if issues arise should be included.*
42. *The Panel recommends local governments should utilise the subsidiary models and, as a general rule, should not form entities outside this, such as under the Associations Incorporation Act, except as a means of establishing or maintaining partnerships with other local or regional organisations in those instances where the local government is not the dominant party.*

### Discussion

The Local Government sector supports streamlined and effective regional collaboration to leverage economies of scale, combined resources and enhanced accountability.

Regional collaboration provides many benefits for the community, including:

- Efficient service delivery leveraging economies of scale
- Enhanced accountability for specific functions, and
- Reduced risk by quarantining ratepayer funds in a separate legal entity

Flexibility for local governments to select and adapt the most suitable collaborative model to local circumstances is crucial for the benefits of regional collaboration to be realised. While competitive neutrality is important, and should be respected, the ability to undertake commercial activities is important, particularly to address instances of market failure.

The subsidiary model, governed by a charter, provides simplicity and can be customised to meet local and service delivery needs.

The beneficial enterprises model provides for a commercial focus while increasing accountability and reducing risk by quarantining ratepayer funds.

To that end, the local government sector supports the ability to utilise a range of fit-for-purpose regional collaborative models.





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**Local Government position**

**That:**

- 1. Local Governments be empowered to form single and joint subsidiaries, and beneficial enterprises, and**
- 2. Compliance requirements of Regional Councils be reviewed and reduced.**



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## Community Engagement

The Local Government Review Panel Final Report recommends:

33. *The Panel recommends that the following community engagement principles should be included in the new Act:*
  - a. *Councils actively engage with their local communities;*
  - b. *Councils are responsive to the needs, interests and aspirations of individuals and groups within its community;*
  - c. *Community engagement processes have clearly defined objectives and scope;*
  - d. *Participants in community engagement have access to objective, relevant and timely information to inform their participation;*
  - e. *Participants in community engagement are representative of the persons and groups affected by the matter that is the subject of the community engagement;*
  - f. *Participants in community engagement are entitled to reasonable support to enable meaningful and informed engagement; and,*
  - g. *Participants in community engagement are informed of the ways in which the community engagement process will influence council decision-making.*
  
34. *The Panel recommends a Community Engagement Charter be required as a mechanism for guiding and enhancing community participation in local decision-making, and that a model charter be prepared to set parameters and provide guidance on mechanisms to be used.*
  
35. *The Panel recommends the Annual Electors' Meeting is replaced by an Annual Community Meeting whereby:*
  - a. *As a minimum, councils provide information on their achievements and future prospects;*
  - b. *Councils report on the local government's financial performance and performance against relevant Council Plans;*
  - c. *Both the mayor/president and the Chair of the Audit Committee address the meeting;*
  - d. *There is ample time for questions; and,*
  - e. *Wider community participation is encouraged through different delivery mechanisms.*

### Discussion

With a local presence in every community in Western Australia, community engagement is core business for Local Government.



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Principles and methods supporting responsive, aspirational and innovative community engagement are supported. Local Governments are often on the frontier of innovative community engagement methods, such as participatory budgeting and deliberative democracy.

To that end, the Local Government sector supports community engagement aims and principles to be encapsulated in a policy. However, the content of such a policy should not be prescribed; Local Governments, with knowledge and regular touchpoints with their communities, are best placed to determine the content of a community engagement policy.

An optional Annual Community Meeting is supported, at which Local Governments could present their annual report, financial performance and recent achievements, and outline their future prospects and plans.

**Local Government Position:**

**The Local Government sector supports:**

- 1. Responsive, aspirational and innovative community engagement principles**
- 2. Encapsulation of aims and principles in a community engagement policy, and**
- 3. The option of hosting an Annual Community Meeting to present on past performance and outline future prospects and plans.**



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## Roles and Responsibilities

The Local Government Review Panel Final Report recommends:

28. *The Panel recommends significant changes in the Act to the current statements of roles and responsibilities for mayors/presidents, councillors and CEOs and that the Act should include a new statement of responsibilities for the 'council' which captures the roles and responsibilities of all councillors acting collectively as the council.*
- 29-32. *Revised statements of roles and responsibilities that are specific to address the following issues:*
- *Community leadership*
  - *Strategic planning*
  - *Continuous improvement*
  - *Executive function (for mayors/presidents)*
  - *Guiding the CEO (for mayors/presidents)*
  - *Training*

The Select Committee into Local Government Report recommends:

26. *The Government clarify the roles of council and the chief executive officer, and the distinction between governance and operational matters, in any new local government Act.*

## Discussion

The *Local Government Act 1995* is predicated on separate roles and responsibilities for Elected Members and the administration, as summarised in the Second Reading Speech:

*'The new Act will provide a clear distinction between the representative and policy making role of the elected Councillors and the administrative and advisory role of the chief executive officer and other staff.'*<sup>1</sup>

The Inquiry Report's recommendations for training and induction are reflective of the mandatory training and continuing professional development requirements introduced in the *Local Government Legislation Amendment Act 2019*.

WALGA has long advocated for absolute certainty in responsibilities and separation of powers associated with employees. Appointing and dismissing senior designated employees falls within the function of the CEO.

From this perspective, clarification of roles and responsibilities requires similar consideration of a clearly defined separation of powers between the governing body and the administration.

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<sup>1</sup> Government of Western Australia, Local Government Bill Second Reading, 31 Aug. 1995 pp. 7547-7551



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**Local Government Position:**

**That clarification of roles and responsibilities for mayors / presidents, councillors and CEO's be considered to ensure that there is no ambiguity.**



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## External Oversight

The Local Government Review Panel Final Report recommends:

57. *The Panel recommends that there should be an early intervention framework of monitoring to support local governments. The department should have additional powers to appoint and support the monitor with councils responsible for the direct costs of the monitor.*
58. *The Panel recommends the Minister should have the power to direct local governments and make declarations in respect to the Local Government Act during a declared state of emergency.*
59. *The Panel recommends establishing an Office of the Independent Assessor that should:*
  - a. *Be an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints.*
  - b. *Be a statutory appointment by the Governor.*
  - c. *Upon assessment, refer the complaint back to the council (behaviour-related), the State Administrative Tribunal (SAT) (serious breaches), or to another appropriate body (such as, Corruption and Crime Commission, Public Sector Commission, Ombudsman) according to the subject of the complaint.*
  - d. *Replace the Standards Panel by investigating and making determinations on Rules of Conduct breaches. SAT will determine the penalties.*
  - e. *Amongst other powers, have the power to investigate, to order compulsory mediation and to deal with abuses of process.*
  - f. *Be required to notify the CEO and council of any matters on a confidential basis.*

The City of Perth Inquiry Report recommends:

- 323-332. *An Office of Inspector of Local Government (Inspector) be established as an independent statutory office, responsible to the Minister for Local Government.*

The Select Committee into Local Government Report recommends:

25. *The Government give active consideration, as part of the review of the Local Government Act 1995, to establishing a new independent statutory body to regulate and support the local government sector.*



---

## Discussion

The recommendation from the Local Government Act Review Panel to replace the Standards Panel with an Office of the Independent Assessor is worth supporting. The proposal is to set-up an independent body to receive, investigate and assess complaints against elected members and undertake inquiries. This removes the CEO from being involved in processing and determining complaints, which has previously put the CEO in an invidious position.

An early intervention framework of monitoring to support Local Governments should also be provided, with costs to be the responsibility of the State Government.

### Local Government Position:

#### The Local Government sector supports:

- 1. Establishing an Office of the Independent Assessor to replace the Standards Panel to provide an independent body to receive, investigate and assess complaints against elected members and undertake inquiries.**
- 2. Remove the CEO from being involved in processing complaints**
- 3. That an early intervention framework of monitoring to support local governments be provided with any associated costs to be the responsibility of the State Government.**



---

## Financial Management and Procurement

The Local Government Review Panel Final Report recommends:

43. *The Panel recommends the following financial management principles be included in the new Act:*
  - a. *Councils should have regard to achieving intergenerational equity, including ensuring the following:*
    - (i) *Policy decisions are made after considering their financial effects on future generations*
    - (ii) *The current generation funds the cost of its services, and*
    - (iii) *Long life infrastructure may appropriately be funded by borrowings*
  - b. *Revenue, expenses, assets, liabilities, investments and financial transactions are managed in accordance with the council's financial policies and strategic plans*
  - c. *Financial risks are monitored and managed prudently having regard to economic circumstances*
  - d. *Financial policies and strategic plans, including the Revenue and Rating Strategy and Investment policy, seek to provide stability and predictability in the financial impact on the community; and*
  - e. *Accounts and records that explain the financial operations and financial position of the council are kept.*
  
44. *Having regard to the need for sound financial decision-making and accountability, the Panel recommends the following:*
  - a. *Local governments should be required to adopt or justify departures from a model investment policy to the Audit, Risk and Improvement Committee and relevant State Government Agency.*
  - b. *Local governments should be able to use freehold land to secure debt.*
  - c. *Debt should not be used for recurrent expenditure except in an emergency situation.*
  - d. *Notice should continue to be required to be given for borrowings not included in the local government's annual budget.*
  - e. *Building upgrade finance is permitted for specific purposes such as cladding, heritage and green improvements.*
  - f. *Local governments should adopt program budgeting to more clearly show the actual cost of delivering a service or undertaking an activity.*
  - g. *Local governments should report on the percentage of their expenditure spent on local businesses in their annual report.*
  
45. *The Panel recommends that local government procurement thresholds, rules and policies are, where applicable, aligned with the State Government, including (but not limited to):*
  - a. *Tender threshold (currently \$250,000);*





- 
- b. *Procurement rules and methods for goods and services under the tender threshold;*
  - c. *Procurement policies, including sustainable procurement, procuring from disability enterprises, buy local (where 'local' refers to Western Australia or a specific region of the state determined by the local government) and Aboriginal businesses; and*
  - d. *Using TendersWA as the primary tender platform.*
46. *The Panel recommends the development of a model procurement policy for all local governments. If a local government chooses to deviate from the policy it should be required to explain its reasoning to the responsible State Government agency.*
  47. *The Panel recommends enhancing legislation to regulate and guide the establishment and management of panel contracts.*
  48. *The Panel recommends a requirement for local governments to have an open register of local businesses with local governments determining what is considered 'local' to their community.*
  49. *The Panel recommends breaches of the local government procurement rules to be referred to the Office of the Independent Assessor to use the appropriate powers under the new Local Government Act.*

The Select Committee into Local Government recommends:

- 12 *The Government give active consideration to providing, through the Department of Local Government, Sport and Cultural Industries, an accounting advice helpdesk service to the local government sector similar to the service provided by the Department of Treasury to the State government sector.*
13. *The Government:*
  - *consider reducing the financial reporting requirements on local governments*
  - *in doing so, take into account the information provided by the Office of the Auditor General, set out at Appendix 3 and Appendix 4 of this report.*
14. *The Department of Local Government, Sport and Cultural Industries and the Government consider the introduction of tiered financial reporting for local governments.*

The City of Perth Inquiry Report recommends:

188. *The State Government consider amendments to the Local Government Act 1995 to provide for better practice financial management through the establishment of Local Government Financial Management Instructions (similar to the Treasurer's Instructions for State Government) that establish a minimum set of standards and*



*requirements for the financial administration of local government (Financial Management Instructions).*

189. *The "WA Accounting Manual" be reviewed, updated and promulgated by the Department within the next 12 months.*
190. *The Minister for Local Government consider prescribing the format of the annual budget and financial report to provide consistency across local government.*

### **Discussion**

The sector has considered a number of the recommendations from the reports and supports reviewing the financial reporting requirements for Local Governments.

### **Model Financial Statements**

WALGA has recently formed a Sector Reference Group to review the current financial ratios and to suggest more appropriate ratios. The Reference Group believes the first action to be taken should be for the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector. This is to enable consistent financial reporting across the sector which would then allow for ratios to be more meaningful for sector analysis.

The following is an excerpt of notes from the group;

*The Working Group discussed the possibility of progressing this resolution as soon as possible, rather than waiting for the work on financial ratios to be completed. It was decided that this should be actioned as a priority. A signal from the Minister for Local Government as to whether this proposal is supported will assist in guiding the group's next steps, noting that the actual development of a model set of accounts would take time and resources. The group also noted that the Office of Auditor General (OAG) have made complementary recommendations relating to financial reporting. For example, in the [Audit Results Report – Annual 2018-19 Financial Audits of Local Government Entities](#), it was recommended that DLGSC re-assess the amount of detail required to be included in annual financial reports.*

*Resolved:*

*That WALGA advocates to the Minister for Local Government that the Department of Local Government to prepare a Model set of Financial Reports for the Local Government sector, in consultation with the Office of the Auditor General.*

The concept on a model set of accounts is not new. Every other State produces one in some form. This document would be produced annually by the Department and be endorsed by the OAG.



The proposal would involve a detailed set of accounts, including notes, would be available to the industry in March of each year. The document would provide a template for Statements and Notes. These items would include references to legislation and Accounting Standards so the user can gain an appreciation as to why the information is required. Accompanying text could provide a greater understanding of the information and the cross referencing to other information. For example, the note on calculating financial ratios would include how those ratios are calculated, hence doing away with the need for Departmental Guidance Notes.

The benefits that would accrue to the Local Government sector and the community would be substantial. One set of model reports that could provide clear outcomes, rather than waiting for the annual audit to see if a Local Government had interpreted the standards and legislation correctly. Small Local Government would benefit as they may not have qualified accountants on staff and this would provide cost savings. Accessing information about each Local Government would be simplified. The audit process would also be simplified. All of these measures have the ability to lower costs incurred by Local Government in producing the annual financial report.

#### ***Use of Debt***

The sector's long held position is that the Act should allow Local Governments to use freehold land, in addition to its general fund, as security when borrowing. Currently a Local Government can only borrow against its cash. In most cases this is sufficient, however there have been examples of Local Governments borrowing for large scale infrastructure projects that would benefit from being able to use their freehold land as security.

#### ***Building Upgrade Finance***

Building Upgrade Finance would enable Local Governments to guarantee finance for building upgrades for non-residential property owners. In addition to building upgrades to achieve environmental outcomes, Local Governments 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, BUF is viewed as means to encourage economic investment to meet the challenges of a soft commercial lease market and achieve economic growth.

#### ***Procurement***

WALGA has consistently supported the alignment of the tender threshold with that of the State Government and broadly supports the principle that suppliers of goods, services and works competing for contracts will benefit where procurement processes across State and Local Government has more similarities than differences.



**Local Government Position:**

**That the Local Government sector:**

- 1. Requests the Minister for Local Government to direct the Department of Local Government to prepare a Model set of Financial Statements and Annual Budget Statements for the Local Government sector, in consultation with the Office of the Auditor General;**
- 2. Requests the Department of Local Government to re-assess the amount of detail required to be included in annual financial reports, in particular for small and medium sized entities as suggested by the Office of Auditor General;**
- 3. Supports Local Governments being able to use freehold land to secure debt;**
- 4. Supports Building Upgrade Finance being permitted for specific purposes such as cladding, heritage and green improvements;**
- 5. Supports the alignment of Local Government procurement thresholds, rules and policies with the State Government.**



---

## Accountability and Audit

The Local Government Review Panel Final Report recommends:

53. *The Panel recommends the role of audit committees be expanded to become Internal Audit, Risk and Improvement Committees and:*
  - a. *The majority of the Committee members, including the Chair, should be independent of the local government and should be drawn from a suitably qualified panel.*
  - b. *To address the impost on small local governments, the committee could be established on a regional basis.*
  
54. *The Panel recommends the main roles of the Audit, Risk and Improvement Committee should include:*
  - a. *Developing an audit plan which focuses on compliance, risk (including procurement), financial management, fraud control, governance and delivery of Council Plans;*
  - b. *Identifying continuous improvement opportunities and monitoring programs and projects in this area;*
  - c. *Conducting the mandatory internal audits as outlined in the audit plan; and*
  - d. *Providing advice to the council in relation to these matters.*

The Select Committee into Local Government recommends:

11. *The Government give active consideration to facilitating, through the Department of Local Government, Sport and Cultural Industries, a shared internal audit service for the Local Government sector, particularly to assist small and medium councils.*

### Discussion

The Local Government sector supports a robust self-regulation audit framework, which includes a role for the audit committee overseen by council, and a role for the Office of the Auditor General in conducting financial and performance audits of Local Government.

In accordance with the principles of self-governance and self-regulation, majority independent membership of audit committees is not supported. Oversight of the affairs of the Local Government is a fundamental role of the Council, and should not be confused by diffusing responsibility among an audit committee comprised of a majority of non-elected members. Notwithstanding, the Local Government sector acknowledges that some independent expertise may be beneficial to the audit committee process.

The Local Government sector supports a clearly defined role for the audit committee, led and overseen by the elected Council.



---

**Local Government Position:**

**That audit committees of Local Government, led and overseen by the Council, have a clearly defined role with an Elected Member majority.**

### 13.1.4 WESTERN CENTRAL LOCAL EMERGENCY MANAGEMENT ARRANGEMENTS

<b>File Number:</b>	EMS/00050
<b>Author:</b>	Bree Websdale (Director Governance and People)
<b>Authoriser:</b>	Liz Ledger (Chief Executive Officer)
<b>Attachments:</b>	1. Western Central Local Emergency Management Arrangements - June 2024 [13.1.4.1 - 25 pages]

---

#### PURPOSE

For Council to consider revised Western Central Local Emergency Management Arrangements.

#### BACKGROUND

The *Emergency Management Act 2005 (the Act)* establishes the roles and responsibility of local government in relation to emergency management. The three main responsibilities under the Act are:

- i. To establish and support a local emergency management committee.
- ii. To ensure that local emergency management arrangements are prepared, reviewed and maintained for its district.
- iii. To manage recovery following an emergency affecting the community in its district.

Eight local governments from the Central Metropolitan Police District have combined to form the Western Central Local Emergency Management Committee (**WC-LEMC**), satisfying the requirement for the local governments to establish a local emergency management committee.

The WC-LEMC consists of representatives from the Towns of Cambridge, Claremont, Cottesloe and Mosman Park, the Cities of Vincent, Nedlands and Subiaco and the Shire of Peppermint Grove. In addition to local government, the WC-LEMC comprises representatives from emergency management agencies such as WA Police, Department of Fire and Emergency Services, Department of Communities, Department of Biodiversity, Conservation and Attractions, State Emergency Service, Red Cross and Department of Health. This regional structure has been approved by the State Emergency Management Committee.

Responsibility for convening, resourcing and hosting meetings of the WC-LEMC rotates between the eight (8) local government members on a two (2) year cycle and is currently with the Town of Cambridge.

The WC-LEMC, on behalf of the eight local governments, and within the framework and guidelines set out in the Act and State Emergency Management policies and procedures, initially created a consolidated set of Arrangements in 2009. The Arrangements were approved by Council on 16 June 2009 and subsequently on 7 May 2013 and 7 August 2018.

The Arrangements have been reviewed by the WC-LEMC and are presented to Council for adoption in accordance with Part 3 Division 2 of the Act.

#### DISCUSSION

Whilst local governments are required to ensure the development of the Arrangements, this responsibility is discharged through the WC-LEMC. Respective local governments do not therefore have a direct role in the development of the Arrangements, although the Act and associated policies require approval by the local government. This is achieved through local government representation on the WC-LEMC and given the regional nature of the Arrangements and that apply to all of the 8-member Local Governments it would be problematic if one Local Government wanted a variation to what has been endorsed by the WC-LEMC.

Direct response to a local emergency is the responsibility of the relevant Hazard Management Agency (**HMA**), the organisation which, because of its legislative responsibility or specialised knowledge, expertise and

resources has the capacity to combat the condition creating the emergency. For example, the HMA for fire is the Department of Fire and Emergency Services.

The Arrangements contemplate local government providing resources to support and assist a HMA, but only if requested, and then subject to availability. The only circumstance in which local government becomes the HMA is for fires outside of Gazetted Fire Districts, which are predominantly in outer metropolitan areas and in rural Western Australia. The current WC-LEMC felt that the 2018 arrangements were unnecessarily lengthy and contained superfluous text that made identification of pertinent information more difficult. Consequently, the review was guided by the following set of principles:

- Brevity is preferred.
- Use of tabulation rather than lengthy text.
- Avoid inclusion of information that is contained in other documents that should be readily accessible by HMA's.
- Key references, being contacts and resource lists, need to be readily accessible but as they are very dynamic in nature and require constant review, they would be better managed by reference than direct inclusion in the Arrangements.

Normal practice would be to include a Recovery Plan within the Arrangements. The inclusion of 8 individual Recovery Plans would make the Arrangements cumbersome and require all local governments to adopt the Recovery Plans of others. Several years ago, the WC-LEMC sought and obtained approval to include a regional Recovery Plan in the Arrangements that acknowledges the roles and responsibilities of local government members in this regard and that each of the 8 participating local governments would maintain Operational Recovery Plans that are not published.

The Arrangements outline the responsibilities of the individual stakeholders, as well as defining potential hazards and hazard management agencies and cover the following elements of emergency management. As required by the State Emergency Management Committee guideline, the Arrangements are structured in the following manner:

- Introduction
- Planning
- Response
- Recovery
- Exercising and Reviewing
- Appendices, including schedules of critical infrastructure, special needs, resources, contacts, special considerations, Local Recovery Plans and detail of nominated Local Recovery Coordinators and their contact numbers.

The revised Local Emergency Management Arrangements 2024 are provided as **Attachment 1**. They have been assessed against the State Emergency Management Committee's compliance checklist and are to be formally approved by each Council prior to submission to the District Emergency Management Committee for noting.

In the event of an emergency within the Town's boundaries, it may be necessary to commit resources, physical, financial and/or human, to support the activity of the HMA. It should also be noted that the member local governments have agreed, enhancing regional cooperation, to assist each other in the event of an emergency that exceeds the capacity of the impacted district. This agreement is reflected in the Partnering Agreement attached as Appendix 8 to the Arrangements. The Manager Community Safety is the Town's emergency contact and would be called out by the Local Emergency Coordinator to attend the Incident Support Group to assist with the provision of support services, and then to make the transition to recovery after the emergency event has been contained or controlled. Initially, that officer's role would be to support



the HMA wherever possible and then coordinate the transition from response or combat, to recovery, with support from other officers that have been assigned responsibility for the various recovery functions.

### **PAST RESOLUTIONS**

Ordinary Council Meeting 7 August 2018, Council Resolution 134/18:

*That Council:*

- 1. In accordance with Part 3, Division 2 of the Emergency Management Act 2005, adopt the Western Central Local Emergency Management Arrangements dated 7 June 2018*
- 2. Authorise the Coordinator Ranger Service to make minor procedural changes to the Western Central Local Emergency Management Arrangements, should the need arise*
- 3. Request that any minor procedural changes, made by the Coordinator Ranger Service, be reported to the Council annually.*

*CARRIED*

Ordinary Council Meeting 7 May 2013, Resolution No. 78/13:

*That Council:*

- In accordance with part 3, Division 2 of the Emergency Management Act 2005, approve the Western Central Local Emergency Management Arrangements dated 7 March 2013*
- Authorise the Senior Ranger to make minor procedural changes to the Western Central Local Emergency Management Arrangements, should the need arise, and*
- Request that any minor procedural changes, made by the Senior Ranger, be reported to the Council, annually, for the information of Elected Members.*

*CARRIED*

Ordinary Council Meeting 16 June 2009, Resolution No. 173/09:

*That: Council:*

- Repeals Policy DS Emergency Management Plan*
- Adopts Policy 109 Emergency Management Arrangements, and*
- Adopts the Western Central Local Emergency Management Arrangements 2009 pursuant to the Emergency Management Act 2005.*

*CARRIED*

### **FINANCIAL AND STAFF IMPLICATIONS**

There are no financial implications for this report.

### **POLICY AND STATUTORY IMPLICATIONS**

*Emergency Management Act 2005*

### **COMMUNICATION AND CONSULTATION**

The Town is required to prepare, review and maintain emergency management arrangements in order to meet its obligations under the Act. The Arrangements have been prepared and reviewed in conjunction with the WC-LEMC and in accordance with the Act and associated guideline.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Continually assess our performance and implement initiatives that drive continuous improvement.

**URGENCY**

The current Arrangements were adopted in 2018. It is desirable that the Arrangements are adopted by all partnering local governments to ensure compliance with the legislation.

**VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

**OFFICER RECOMMENDATION**

**That Council adopts the Western Central Local Emergency Management Arrangements provided at Attachment 1, in accordance with Part 3, Division 2 of the *Emergency Management Act 2005*.**

# Western Central Local Emergency Management Arrangements

JUNE 2024





These arrangements have been produced and issued under the authority of Section 41(1) of the Emergency Management Act 2005 (EM Act 2005), endorsed by the Western Central Local Emergency Management Committee (WC-LEMC) and the Councils of the City of Subiaco, City of Vincent, Town of Cottesloe, Shire of Peppermint Grove, Town of Mosman Park, Town of Cambridge, Town of Claremont, City of Nedlands. The Arrangements have been tabled for noting with the Central Metropolitan District Emergency Management Committee and State Emergency Management Committee.

Chair	Western Central Local Emergency Management Committee	Date	2024
Endorsed by the respective Councils.			
City of Subiaco		Date	ITEM No.
City of Vincent		Date	ITEM No.
Town of Cottesloe		Date	ITEM No.
Shire of Peppermint Grove		Date	ITEM No.
Town of Mosman Park		Date	ITEM No.
Town of Cambridge		Date	ITEM No.
Town of Claremont		Date	ITEM No.
City of Nedlands		Date	ITEM No.



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ORGANISATION	No. of Copies
Australian Army	1
Australian Red Cross – Western Australia	1
Central Metropolitan DEMC	1
Office of Emergency Management	1
City of Bayswater	1
City of Fremantle	1
City of Nedlands	1
City of Perth	1
City of Stirling	1
City of Subiaco	1
Shire of Peppermint Grove	1
Town of Cambridge	1
Town of Claremont	1
Town of Cottesloe	1
Town of East Fremantle	1
Town of Mosman Park	1
City of Vincent	1
CSIRO – Floreat	1
Department of Communities	1
Department Biodiversity, Conservation and Attractions (Botanic Gardens and Parks Authority)	1
Department of Health – State Health Emergency Coordinator	1
Department Biodiversity, Conservation and Attractions	1
Department of Fire & Emergency Services – Metropolitan Regional Operational Centre	1
Department of Fire & Emergency Services– State Emergency Services Northshore Unit	1
WA Police Force – Central Metropolitan District Office	1
WA Police Force – Fremantle Station OIC	1
WA Police Force – Wembley Station OIC	1
Public Transport Authority	1
St John Ambulance Australia – WA Operations	1
Surf Life Saving Association	1
Western Central LEMC	1

## 3 AMENDMENT

RECORD

NUMBER	DATE	AMENDMENT SUMMARY	AUTHOR
1	Dec 2008	Initial Issue	WC-LEMC
2	Mar 2013	First review based on SEMC Template and City of Wanneroo Arrangements	WC-LEMC
3	May 2018	Second review due to period since last review, excision of portion of City of Subiaco to City of Perth and to be consistent with the Office of Emergency Management template.	WC-LEMC
4	Dec 2020	Dist. List, Acronyms, Part 2.4 updated comments on Risk Management, Removal of schedule of Evac. Centres and Reference to Welfare Plan for this data, Appendices 1, 4 and 6 altered.	EO Meeting 10 Dec 2020 Item 7.3
5	2024	Comprehensive review in accordance with SEMC Policy	WC-LEMC



# 4 GLOSSARY

## of Terms

Terminology used throughout this document shall have the meaning as prescribed in either Section 3 of the *EM Act 2005* or as defined in the State Emergency Management Glossary ([www.wa.gov.au](http://www.wa.gov.au)).



# 5 GENERAL ACRONYMS

## and References

The following acronyms are used in these arrangements.

ACRONYM	EXPANSION
<b>AWARE</b>	All West Australians Reducing Emergencies
<b>CEO</b>	Chief Executive Officer
<b>DBCA</b>	Department of Biodiversity Conservation and Attractions (Botanic Gardens and Parks Authority)
<b>DC</b>	Department of Communities
<b>DEMC</b>	District Emergency Management Committee
<b>DFES</b>	Department of Fire and Emergency Services
<b>ECC</b>	Emergency Coordination Centre
<b>EM Act 2005</b>	Emergency Management Act 2005
<b>HAZMAT</b>	Hazardous Material
<b>HMA</b>	Hazard Management Agency
<b>IMT</b>	Incident Management Team
<b>ISG</b>	Incident Support Group
<b>LEC</b>	Local Emergency Coordinator
<b>LEMAs</b>	Local Emergency Management Arrangements
<b>LEMC</b>	Local Emergency Management Committee
<b>LRC</b>	Local Recovery Coordinator
<b>LRCG</b>	Local Recovery Coordination Group
<b>LRP</b>	Local Recovery Plan
<b>MOU</b>	Memorandum of Understanding
<b>PPRR</b>	Prevention Preparedness Response Recovery
<b>SEMC</b>	State Emergency Management Committee
<b>SES</b>	State Emergency Service
<b>SRC</b>	State Recovery Coordinator
<b>SRCG</b>	State Recovery Coordinating Group
<b>WC-LEMC</b>	Western Central Local Emergency Management Committee



## 6 Introduction



Each State and Territory of Australia has established its particular approach to management of emergencies and have enacted legislation to give effect to those arrangements. In Western Australia, the EM Act 2005 has been proclaimed.

In compliance with the EM Act 2005, and State Emergency Management Policy, the Western Central Local Emergency Management Committee (WC-LEMC) was formed on 18 May 2005. The area comprising the WC-LEMC is within the Central Metropolitan Emergency Management District.

The WC-LEMC is constituted and operated in accordance with State Emergency Management Policy section 2.5 and State Emergency Management Procedure 3.7 and 3.8. It is a non-operational cooperative group that carries out emergency management planning activities and maintains LEMAs within the areas bound by the following local governments:

- City of Nedlands
- City of Subiaco
- City of Vincent
- Shire of Peppermint Grove
- Town of Cambridge
- Town of Claremont
- Town of Cottesloe
- Town of Mosman Park.

The Committee has developed Terms of Reference to determine membership and how it functions.

These Arrangements should be read in conjunction with the State Emergency Management Policy, Plan and Procedure.

### 6.1 Community Consultation

During 2009 and into 2010 the WC-LEMC commissioned, with a grant from the All West Australians Reducing Emergencies (AWARE) funding program, the Local Government Insurance Service to undertake a comprehensive community Risk Management process in accordance with AS/NZS ISO 31000:2009 Risk Management Standard.

The process included community survey and workshops to identify and rate risks and workshops and meetings with relevant agencies to manage and mitigate the risk.

The emergency risk management process has been documented in a separate Report titled Western Central District Community Emergency Risk Management 2010 prepared by the consultants working with Local Government Insurance Services to complete that project.

This original Risk Management project was updated in 2013 and superseded in 2019 by a revised process, the outcome of which can be viewed in section 7.4.

### 6.2 Document Availability

These LEMA can be accessed through websites of the participating local governments or may be viewed at the offices of either of the eight local governments comprising the WC-LEMC during their respective office hours.

### 6.3 Area Covered

The WC-LEMC comprises an area of 70 square km's in metropolitan Perth, Western Australia. The borders adjoin the Cities of Perth, Stirling and Fremantle and the Swan River in the south and the Indian Ocean in the west.

The area includes national and state sporting facilities, major hospitals, popular beaches, major train routes and has the added risk of a high volume of traffic using the freeway, major highways, trains and bus services. Refer to Appendix 4 for WC-LEMC local government boundaries.

### 6.4 Aim

These LEMAs have the following broad aims and objectives:

- Enable the WC-LEMC and member Local Governments to meet their emergency management roles and responsibilities.
- Document cooperative agreements relating to emergency planning, response and recovery within the Western Central area, Appendix 8 is the Partnering Agreement between the Local Government Members to share resources.
- Identify and analyse major risks and hazards that pose a threat to life and or property within the Western Central area.

- Maintain a current resource and contacts register for participating agencies and organisations.
- Promote effective liaison between all HMA's, emergency services and supporting agencies, which may become involved in emergency management; and
- Provide a document with sufficient detail in community emergency management, formatted in a manner that facilitates regular review, testing and evaluation to effectively accommodate change.

### 6.5 Purpose

The purpose of these LEMAs is to document the management of identified priority risks and provides specific detail on the:

- Prevention of
- Preparation for
- Response to; and
- Recovery from any emergency affecting the Western Central community. These principles apply nationwide and are collectively referred to as PRRR or the Comprehensive Approach.

### 6.6 Scope

These Arrangements:

- Apply to all areas encompassed within the established boundaries of the local governments within the WC-LEMC.
- Cover areas where the local governments in the WC-LEMC provide support to Hazard Management Agencies and other agencies in the event of an emergency event.
- In particular, the Local Recovery Plan (LRP), acknowledges the responsibilities of the local government members of the WC-LEMC in Recovery operations and the restoration and reconstruction of services and facilities within their respective local government boundaries.
- Serve as a guide to emergency management at the local level. An emergency situation may graduate and require management at a district, regional or state level.

**6.7 Local Emergency Management Policies**

The Western Central local governments have no individual local emergency management policies.

**6.8 Related Documents & Arrangements**

This document interfaces and should be read in conjunction with the:

- Applicable current State Emergency Management Policy sections and Preparedness Procedures
- The relevant State Hazard Plans.

- The Metropolitan Regional Emergency Management Arrangements.
- Department of Communities Perth & Fremantle Districts, Local Emergency Relief and Support Plan.
- Eight-member local government Recovery Plans – refer Appendix 9.

**6.8.1 Existing Plans & Arrangements**

The following is a schedule of supplementary plans that exist within the district that may mitigate risk associated with particular areas, estates or events.

Document	Owner	Location	Date
Perth & Fremantle Districts Local Emergency Management Relief and Support Plan	Department of Communities (DC)	Nil	Dec 2023
Royal Show Emergency Plan	Royal Agriculture Society	Claremont Show Grounds, 1 Graylands Road Claremont	
Bush Fire Management & Response Plan for Kings Park & Botanic Gardens and Bold Park	Department of Biodiversity Conservation and Attractions (DBCA)	Kings Park and Perry Lakes Drive.	2022
Botanical Gardens and Parks Authority Closure Plan	DBCA	Kings Park and Perry Lakes Drive.	2022

Table 4 - Existing Local Plans

**6.8.2 Agreements, understandings & commitments**

Stakeholders in emergency management in the Western Central area have agreed to form the WC-LEMC for the purpose of preparing for and managing emergencies which may occur within or which may affect this area. Participation in the WC-LEMC requires that member and attendee organisations contribute, within reason, support to emergency management prevention, planning, response and recovery activities which may include:

- Cooperating with a Local Emergency Coordinator (LEC), Hazard Management Agency, (HMA), Controlling Agency (CA) and support organisations or other emergency management stakeholders before, during or after an emergency incident to ensure the best outcome for the community within the Western Central area.
- Sharing or providing resources to an emergency management effort, when required and in line with organisational capability, to assist an emergency response and recovery and or mitigate the effects of an emergency incident within the Western Central area – Refer Partnering Agreement Appendix 8.
- Provision of a facility or site for use as an Emergency Coordination Centre (ECC) during an emergency, when required and in line with organisational capability.
- Providing for the use of established State or Local Evacuation Centres
- Contribution to WC-LEMC planning and preparation activities.
- Participation in the WC-LEMC's emergency training and exercises as applicable.

These arrangements reflect the agreed responsibilities of organisations with hazard management control, combat, support or coordination roles related to emergencies that could impact on the Western Central emergency management district.

**6.8.3 Special Considerations**

A schedule of Special Considerations that relate to the area of the eight participating Local Governments can be found at Appendix 6.

**6.9 Resources**

Agencies participating in the WC-LEMC are doing so to generate a more effective emergency management outcome for the local community through organisational cooperation. This includes the sharing of relevant resources and equipment, within reason, which, when requested, would benefit a specific emergency effort. Resources include knowledge, data, equipment, vehicles, consumables (sandbags, etc) and personnel. A request for the provision of resources must be directed through the Incident Controller (IC) or the LEC that is managing the emergency incident at the time.

As an emergency incident within the area could easily impact across the districts of a number of participating local governments, this pre-arranged resource sharing and assistance could potentially have great benefit in reducing the impact of an incident by allowing quicker or more effective emergency response.

The HMA or CA is responsible for the determination of resources required for the hazards for which they have responsibility.

Local Government resources have been identified and are listed in Appendix 3.





# 7 Planning

## 7.1 Local Roles & Responsibilities

Detail of the specific roles and responsibilities of officers in the respective local governments are outlined below:

LOCAL ROLE	DESCRIPTION OF RESPONSIBILITIES
Local Government (LG)	The responsibilities of the local governments are defined in Section 36 of the EM Act 2005.
Local Recovery Coordinator (LRC)	To ensure the development and maintenance of effective recovery management arrangements for the respective local governments. In conjunction with the Local Recovery Coordination Group (LRCG), to implement a post incident recovery action plan and manage the recovery phase of the incident. See also section 9.5
Local Recovery Coordination Group (LRCG)	With guidance from the LRC, ensure the development and maintenance of effective recovery management arrangements for the respective local governments, including the appointment of appropriate sub-groups as deemed necessary. See also section 9.7
LG Evacuation Centre Liaison Officer	During an evacuation where a local government facility is utilised by DC, provide advice, information and resources regarding the operation of the facility.
LG Liaison Officer (to the Incident Support Group (ISG)/Incident Management Team (IMT))	During a major emergency the Local Government Liaison Officer attends ISG meetings to represent the local government, provides local knowledge input and provides details contained in these LEMA and provides feedback to the LRC in readiness for Recovery. This position may be the LRC.

LOCAL ROLE	DESCRIPTION OF RESPONSIBILITIES
WC-LEMC Chair	The Chairperson of the WC - LEMC is appointed by the local government (Section 38 of the EM Act 2005) and does not necessarily have to be an elected member. The chairperson shall be responsible for: <ul style="list-style-type: none"> <li>• Overall management and effectiveness of the LEMC</li> <li>• Provide leadership and support to the LEMC to ensure effective meetings.</li> <li>• Reports to the DEMC.</li> </ul>
Executive Officer.	Provide executive support to the WC-LEMC and complete the functions of that position including but not limited to: <ul style="list-style-type: none"> <li>• Schedule quarterly meetings</li> <li>• Prepare agenda, minutes and associated correspondence and contact lists</li> <li>• Coordinate completion of Annual Business Plan Strategies and Annual Reports</li> <li>• Complete the role of policy officer</li> <li>• Assist with preparation of respective capability and preparedness statements</li> <li>• Coordinate review and update of the LEMAs on behalf of WC-LEMC member Local Governments.</li> <li>• In conjunction with LEMC, prepare risk treatment plans in conjunction with appropriate agencies.</li> <li>• Assist participating LGs with preparation, review and update of their respective Recovery Plans and sub-plans such as Animal Welfare Plans.</li> <li>• Organise annual exercises that test the LEMAs and Recovery Plan.</li> <li>• Manage and distribute information to and from the member Local Governments in relation to Emergency Management.</li> <li>• Identify projects that enhance community resilience.</li> <li>• Explore opportunities for and apply for relevant grant funding.</li> <li>• Ensure planning and preparation for emergencies is undertaken.</li> <li>• Implement procedures that assist the community and emergency services deal with incidents.</li> <li>• Facilitate training for all LG personnel with emergency planning and preparation, response and recovery responsibilities.</li> <li>• Keep appropriate records of incidents that have occurred to ensure continual improvement of the local government's emergency response and support capability.</li> </ul>

Table 5 - Local Roles & Responsibilities



**7.2 WC-LEMC Roles & Responsibilities**

The 8 Local Governments have established the WC-LEMC under Section 38(1) of the EM Act 2005 to develop, oversee, and test the LEMAs.

The WC-LEMC includes representatives from agencies, organisations and community groups that are relevant to the identified risks and emergency management arrangements for the community.

The WC-LEMC is not an operational committee but rather the organisation established and supported by the local governments to assist in the development of LEMAs for its district.

The WC-LEMC plays a vital role in assisting our communities become more prepared for major emergencies by:

- Developing, enhancing and testing preparedness planning from a multi-agency perspective having local knowledge of hazards, demographic and geographic issues; they also provide advice to HMA's to develop effective local hazard plans
- Providing a multi-agency forum to analyse local risk
- Providing a forum for multi-agency stakeholders to share issues and learnings to ensure continuous improvement.

The WC-LEMC membership includes one representative from each of the 8 local governments, the LEC, relevant government agencies and other statutory authorities which nominate their representatives to be members.

Matters relating to constitution, membership and operation of the Committee are as prescribed in the adopted Terms of Reference originally approved in December 2009 and revised in January 2016, June 2018 and 2024.

LOCAL ROLE	DESCRIPTION OF RESPONSIBILITIES
WC-LEMC Chair	Provide leadership and support to the WC-LEMC to ensure effective meetings and high levels of emergency management planning and preparedness for the local government district is undertaken. Represent the WC-LEMC on the DEMC.
WC-LEMC Executive Officer	Refer to role of Executive Officer/ above in section 7.1.

Table 6 - WC-LEMC Roles & Responsibilities



**7.3 Agency Roles and Responsibilities**

In the event of an emergency, the local government will need to liaise with a range of state agencies who will be involved in the operational aspects of the emergency. The following table summarises the key roles:

LOCAL ROLE	DESCRIPTION OF RESPONSIBILITIES
Hazard Management Agency	<p>A HMA is a public authority or other person who or which, because of that agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for emergency management, or the prescribed emergency management aspect, in the area prescribed of the hazard for which it is prescribed.' [EM Act 2005 s4(3)].</p> <p>The HMAs are prescribed in the Emergency Management Regulations 2006.</p> <p>Their function is to:</p> <ul style="list-style-type: none"> <li>• Undertake responsibilities where prescribed for these aspects [EM Regulations]</li> <li>• Appoint Hazard Management Officers [s55 EM Act 2005]</li> <li>• Declare/revoke emergency situations [s50 &amp; 53 EM Act 2005]</li> <li>• Coordinate the development of the State Hazard Plan for that hazard [State EM Policy Section 1.5]</li> <li>• Ensure effective transition to Recovery by local government.</li> </ul>
Controlling Agency	<p>A Controlling Agency is an agency nominated to control the response activities to a specified type of emergency.</p> <p>The function of a Controlling Agency is to:</p> <ul style="list-style-type: none"> <li>• undertake all responsibilities as prescribed in Agency specific legislation for Prevention and Preparedness</li> <li>• control all aspects of the response to an incident.</li> </ul> <p>During incident management the Controlling Agency will ensure effective transition to Recovery.</p>
Combat Agency	<p>A Combat Agency as prescribed under subsection 6(1) of the EM Act 2005 is a public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources, is responsible for performing an emergency management activity prescribed by the regulations in relation to that agency.</p>
Support Organisation	<p>A public authority or other person who or which, because of the agency's functions under any written law or specialised knowledge, expertise and resources is responsible for providing support functions in relation to that agency. (State EM Glossary)</p>
Local Emergency Coordinator (LEC)	<p>The LEC is the officer in Charge of the Local Police Station, in the WC-LEMC there are two such stations, being Wembley and Fremantle. The LEC will act as Chair of the WC-LEMC when the elected Chair is absent.</p>

Table 7 - Local Agency Key Roles & Responsibilities

**7.4 Managing Risk**

**7.4.1 Emergency Risk Management**

Risk management is a critical component of the emergency management process. Building a sound understanding of the hazards and risks likely to impact the community enables local governments, the WC-LEMC, land management agencies and HMA's to work together to mitigate the associated risk. This process helps to build the capacity and resilience of the community and organisations which enable them to better prepare for, respond to and recover from a major emergency. The process and mandate for local governments to undertake risk management is detailed in State EM Policy part 3

In 2010 the WC-LEMC commissioned, with an AWARE Grant, the Local Government Insurance Service to prepare a Risk Management Plan for the Western Central District, inclusive of a series of treatment plans for consideration of the WC-LEMC. This work was updated by a series of workshops conducted in 2013.

A project was implemented, again with assistance from an AWARE grant, to conduct further Risk Research in 2018/2019.



**7.4.2 Description of Emergencies Likely to Occur**

The following schedule of emergency events is likely to occur within the local government districts. Several of these have been identified from the 2019 local emergency risk management process.

HAZARD	HMA	CONTROL AGENCY	LOCAL COMBAT ROLE	LOCAL SUPPORT ROLE	STATE HAZARD PLAN
Fire	FES Commissioner	Department Fire & Emergency Services (DFES) DBCA	DFES DBCA	LG, DC WAPOL State Emergency Services (SES). DBCA (on designated lands)	Fire
Flood	FES Commissioner	DFES	DFES SES	LG Swan River Trust	Flood
Hazardous Material (Fuel)	FES Commissioner	DFES	DFES	WAPOL SES LG	HAZMAT
Heatwave	CEO Depart of Health	Depart. of Health	St John.	LG	Heatwave
Rail Crash (PTA)	Public Transport Authority	PTA, or WAPOL or DFES upon agreement.	PTA, or WAPOL or DFES upon agreement.	St John LG	Crash Emergency
Road Crash	Police Commissioner	WAPOL	WAPOL	DFES St John LG	Crash Emergency
Storm	FES Commissioner	DFES	DFES	SES	Severe weather
Earthquake	FES Commissioner	DFES	DFES	SES	Earthquake
Land Search	Police Commissioner	WAPOL	WAPOL	SES	Search & Rescue

Table 8 - Schedule of Likely Emergencies

These arrangements are based on the premise that the HMA is responsible for the above risks and will develop, test and review appropriate emergency management plans for their hazard.

**7.4.3 Emergency Management Strategies and Priorities**

The following are identified as priority risk areas, together with strategies developed to mitigate these risks. These 6 Hazards were assessed by the WC-LEMC during 2018/19.

PRIORITY HAZARDS	TREATMENT STRATEGY
Storm	No treatment strategies have been developed, however, Local Governments will continue to consider how these hazards can be mitigated as they prepare their annual Maintenance and Capital works programmes and when administering relevant legislation, planning schemes and building codes.
Fire – Structural & Bush	
Road Crash	
HAZMAT	
Rail Crash	
Flood	

Table 9 - EM Priorities and Strategies



# 8 Response

## 8.1 Coordination of Emergency Operations

It is acknowledged that the HMAs, Controlling Agencies and combat agencies may require local government resources and assistance in emergency management. The 8 local governments are committed to providing assistance and support if the required resources are available through the ISG when and if formed to support a particular emergency event.

## 8.2 Incident Support Group

The ISG is convened by the Controlling Agency appointed Incident Controller to assist in the overall coordination of services and information during a major incident. Coordination will be achieved through clear identification of priorities by agencies sharing information and resources.

The role of the ISG is to provide support to the IMT. The ISG is a group of people representative of the different agencies who may have involvement in the incident, supporting the IMT.

### 8.2.1 Triggers for an ISG

The triggers for an ISG are defined in State EM Policy Statement section 5.2.2 and State EM Plan section 5.1. These are:

- where an incident is designated as Level 2 or higher
- multiple agencies need to be coordinated.

### 8.2.2 Membership of an ISG

The ISG is comprised by agencies' representatives that provide support to the Controlling Agency. Emergency Management Agencies may be called on to nominate a liaison officer on the ISG.

The LRC, or suitably qualified representative, will be a member of the ISG from the onset, to ensure consistency of information flow, situational awareness and to facilitate handover to Recovery.

The representation on this group may change regularly depending upon the nature of the incident, fatigue management, agencies involved and the consequences caused by the emergency.

Agencies supplying staff for the ISG must ensure that the representative(s) have the authority to commit resources and/or direct tasks.

### 8.2.3 Frequency of Meetings

The frequency of ISG meetings will be determined by the Incident Controller and will generally depend on the nature and complexity of the incident. As a minimum, there should be at least one meeting per incident. Coordination is achieved through clear identification of priorities and objectives by agencies sharing information and resources.

### 8.2.4 Location of ISG Meetings

The ISG meets during an emergency and provides a focal point for a coordinated approach. The following table identifies suitable locations where it could meet within the area.

LOCAL GOVERNMENT	VENUE	VENUE ADDRESS
Town of Cambridge	Administration Centre	1 Bold Park Drive, Floreat.
City of Vincent	Administration Centre	244 Vincent Street, Leederville.
Town of Claremont	Administration Centre	308 Stirling Highway Claremont
Town of Mosman Park	Administration Centre	Cnr Bay View Tce and Memorial Drive Mosman Park

Table 10 - ISG Meeting Venues

## 8.3 Media Management and Public Information

Communities threatened or impacted by emergencies have an urgent and vital need for information and direction. Such communities require adequate, timely information and instructions in order to be aware of the emergency and to take appropriate actions to safeguard life and property. The provision of this information during response is the responsibility of the Controlling Agency.

Agencies who are not the Controlling Agency are to only comment on their operation and should always check with the IC before making a statement.

It is likely that individual agencies will want to issue media releases for their areas of responsibility (e.g. Water Corporation on water issues, Western Power on power issues etc.), however the release times, issues identified, and content shall be coordinated through the ISG to avoid conflicting messages being given to the public.

Detail of warning and public information systems can be viewed in Appendix 7.

## 8.4 Finance Arrangements

Whilst acknowledging the State's commitments in State Emergency Management Policy 5.12 and the State EM Plan 5.4 and 6.10, the Local Governments comprising the WC-LEMC are committed to expending such necessary funds within their respective current budgetary constraints as required to ensure the safety of its residents and visitors. The relevant Chief Executive Officer (CEO) is to be approached immediately in an emergency event requiring resourcing by the affected Local Government to ensure the desired level of support is achieved.

Where possible this should be discussed with the CEO or their nominated Senior Officer. The decision maker must have appropriate authority and be able to make a timely decision.





**8.5 Evacuation**

Comprehensive emergency management planning also involves planning for community evacuations. Although the actual act of evacuating a community is the responsibility of the Controlling Agency, the local government, with the assistance of the WC-LEMC has responsibilities to undertake pre-emergency evacuation planning. A comprehensive evacuation plan is of considerable value to all agencies with a role in evacuation and is very effective in assisting

the Controlling Agency to make timely and informed decisions.

A separate Evacuation Plan is being developed in accordance with SEMC endorsed Western Australian Community Evacuation in Emergencies Guideline WA Community Evacuation in Emergencies Guideline. The following is a list of evacuation centres nominated by the respective Local Governments. Contact with the relevant Local Government, see Appendix 5, will facilitate activation of the preferred centre.

PREMISES	ADDRESS OF CENTRE	PROFILE
The 8 Local Governments comprising the WC-LEMC have each nominated a series of facilities that may be used by the Controlling Agency and subsequently the DC as evacuation centres.		
The centres have been classified as being suitable for Level 2 and 3 events or short-term use and are detailed in the DC Local Emergency Relief and Support Plan for the Perth and Fremantle Regions that support the Local Governments that comprise the WC-LEMC. Member Local Governments contribute to the update of these facilities but the detail is not repeated in these Arrangements.		

**8.5.1 Special Needs Groups**

The Controlling Agency that is planning evacuation needs to be able to identify people and locations which require special attention or resources.

Examples may be:

- schools
- nursing homes
- childcare centres
- hospitals
- persons with disabilities
- Large gatherings.

These sectors should have their own evacuation arrangements, the Controlling Agencies may however need to assist these groups when impacted by a widespread emergency event.

The WC-LEMC is committed to working with these groups to ensure that their Emergency Planning requirements are integrated with these LEMA and in that regard propose periodic exercises with the various groups to test their Plans and facilitate sector networking.

A list of special needs groups. Including physical location, contacts, size and whether current evacuation plans exist can be found at Appendix 2.

**8.5.2 Routes & Maps**

A map of the District is attached as Appendix 5.

**8.6 Relief and Support**

The DC has the role of managing relief and support. The detail of support provided by the DC in the event of an emergency together with a description of roles and responsibilities of that agency and others is detailed in the LOCAL EMERGENCY MANAGEMENT RELIEF AND SUPPORT PLAN PERTH & FREMANTLE DISTRICTS Updated December 2022 and is not repeated in these Arrangements.



# 9 Recovery

## 9.1 The Recovery Process

Under the EM Act 2005, (S.36) local governments have a requirement to manage the Recovery process following an emergency that has affected its community.

Recovery is defined as the coordinated support given to emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychosocial and economic wellbeing. Given the WC-LEMC is comprised by 8 local governments, a single Recovery Plan has been prepared and presented as Appendix 9 to these LEMA.

Each participating local government has its own Recovery Procedures in place which outlines how they will activate Recovery within their respective organisations and communities as required. These procedures are maintained by each local government and are not published.

## 9.2 Aim of Recovery

The aim of providing recovery services is to assist the affected community towards management of its own recovery. It is recognised that where a community experiences a significant emergency there is a need

to restore, as quickly as possible, quality of life to an affected area so that it can continue to function as part of the wider community.

## 9.3 Transition from Response to Recovery

Response and recovery activities will overlap and may compete for the same limited resources. Such instances should normally be resolved through negotiation between the Incident Controller, the LRC and the LEC. However, where an agreement cannot be achieved, preference is to be given to the Response requirements.

The process of transitioning to recovery from level 2 and 3 emergency events will be complemented by completion of an Impact Statement to be prepared by the Controlling Agency. Preparation of this Statement should be coordinated in conjunction with the LG and will need to be signed by the relevant CEO prior to final handover.

## 9.4 Local Recovery Coordinator

Each local government comprising the WC-LEMC has appointed a LRC in accordance with the EM Act 2005, section 41(4).

A schedule of LRC's with contact numbers is contained in Appendix 9.

## 9.5 Local Recovery Coordinator Roles and Responsibilities

The responsibilities of the LRC may include any or all of the following:

- Prepare, maintain and test the LRP and Procedures
- Assess the community Recovery requirements for each event, in consultation with the HMA, LEC and other responsible agencies, for:
  - Advice to the Mayor/Chief Executive Officer on the requirement to activate the Plan and convene the LRCG and
  - Initial advice to the LRCG, if convened.
- Undertake the functions of the Executive Officer to the LRCG
- Assess the LRCG requirements for the restoration of services and facilities with the assistance of the responsible agencies where appropriate, including determination of the resources required for the Recovery process in consultation with the HMA during the initial stages of Recovery implementation.
- Coordinate local Recovery activities for a particular event, in accordance with plans, strategies and policies determined by the LRCG.
- Monitor the progress of Recovery and provide periodic reports to the LRCG.
- Liaise with the Chair of the State Recovery Coordination Group (SRCG) or the State Recovery Coordinator (SRC), where appointed, on issues where State level support is required or where there are problems with services from government agencies locally.
- Ensure that regular reports are made to the SRCG on the progress of Recovery and
- Arrange for the conduct of a debriefing of all participating agencies and organizations as soon as possible after stand-down.

## 9.6 Local Recovery Coordination Group

The LRCG can expand or contract as the emergency management process requires. When forming the LRCG, the LRC will organise the team based on the nature, location and severity of the event as well as considering the availability of designated members.

The LRC will also ensure that the LRCG has the technical expertise and operational knowledge required to respond to the situation.

## 9.7 Function of the Local Recovery Coordination Group

The LRCG has the role to coordinate and support the local management of the Recovery processes within the community subsequent to a major emergency in accordance with SEMC Policies, local plans and arrangements.

The LRCG responsibilities may include any or all of the following:

- Appointment of key positions within the Group and, when established, the sub-groups
- Establishing sub-groups, as required and appointing appropriate chairpersons for those sub-groups. Sub-groups may include personnel to manage the following environmental areas
  - Built
  - Natural
  - Economic
  - Community
- Assessing the requirements for recovery activities with the assistance of the responsible agencies, where appropriate
- Develop plans for the coordination of Recovery processes
- Activation and coordination of the Local Recovery Centre, if required
- Negotiating the most effective use of available resources
- Ensuring a coordinated multi-agency approach to community Recovery
- Making appropriate recommendations, based on lessons learned, to improve the community's Recovery preparedness.
- Ensure appropriate evaluation and reporting on the Recovery process in accordance with SEMP Policy 6.10.1
- Develop a Communication strategy in accordance with "communicating in Recovery Guidelines" prepared by the State Emergency Management Committee (SEMC) Public Information Reference Group.

**9.8 Local Recovery Coordination Group Composition**

Because these Arrangements affect 8 local governments, the Recovery Coordination Group would normally be formed in the local government

area where the emergency has occurred, so it is not practical to nominate specific persons to the roles. The LRCG that is established to manage the local Recovery process would include the following membership structure:

POSITION	SUGGESTED REPRESENTATIVE
Chairperson	Nominated Local Government Representative (eg: Mayor, Chief Executive Officer)
Executive Officer	Nominated Local Government Representative
Local Recovery Coordinator	Nominated Local Government Representative
Executive Public Liaison Officer	Nominated Local Government Representative
Group Members	Technical and operational expertise knowledge required to respond to the situation from Local Government and relevant State Government Departments
Other Representatives	State Government <ul style="list-style-type: none"> <li>Controlling Agency</li> <li>Department Fire &amp; Emergency Services</li> <li>WA Police Force</li> <li>DC</li> <li>Main Roads WA</li> <li>Water Corporation</li> </ul> Lifelines <ul style="list-style-type: none"> <li>Western Power</li> <li>Telstra</li> </ul> St John Ambulance Community Leaders.

Table 11 - Recovery Committee Membership



**10 Exercising, Reviewing and Reporting**



**10.1 The Aim of Exercising**

Testing and exercising is essential to ensure that emergency management arrangements are workable and effective. Testing and exercising is important to ensure individuals and organisations remain aware of what is required of them during an emergency response situation.

The exercising of a HMA's response to an incident is a HMA responsibility however it may be incorporated into the WC-LEMC exercise.

Exercising the LEMA's will allow the WC-LEMC to:

- Test the effectiveness of the local arrangements
- Bring together members of emergency management agencies and give them knowledge of, and confidence in, their roles and responsibilities
- Help educate the community about local arrangements and programs
- Allow participating agencies an opportunity to test their operational procedures and skills in simulated emergency conditions
- Test the ability of separate agencies to work together on common tasks, and to assess effectiveness of co-ordination and collaboration.

**10.2 Frequency of Exercises**

State EM Policy section 4.8, State EM Plan section 4.7 and State EM Preparedness Procedure 19 outline the State's arrangements for EM exercising, including the requirement for WC-LEMCS to exercise its LEMA's on at least an annual basis.

**10.3 Types of Exercises**

Some examples of exercises types include:

- desktop/discussion
- a phone tree recall exercise
- opening and closing procedures for evacuation centres or any facilities that might be operating in an emergency
- operating procedures of an ECC; or
- locating and activating resources on the Emergency Resources Register.



**10.4 Reporting of Exercises**

The WC-LEMC will report its exercise schedule to the relevant DEMC by the 1st January each year for inclusion in the DEMC report.

Once the exercises have been completed, post exercise reports are forwarded to the DEMC to be included in reporting for the SEMC annual report.

**10.5 Review of Local Emergency Management Arrangements**

The LEMA's shall be reviewed in accordance with State EM Policy section 2.5 and amended or replaced whenever the local governments consider it appropriate.

In accordance with State EM Policy section 2.5, the LEMA (including Recovery Plans) will be reviewed and amended as follows:

- contact lists are reviewed and updated quarterly refer Appendix 5.
- a review is conducted after training that exercises the Arrangements
- an entire review is undertaken every five (5) years, as risks might vary due to climate, environment and population changes; and
- when circumstances require more frequent reviews.



**10.6 Review of Local Emergency Management Committee Positions**

The local government, in consultation with the parent organisation of members shall determine the term and composition of WC-LEMC positions and document detail within its Terms of Reference.

**10.7 Review of resources register**

A schedule of resources held by Local Government can be viewed at Appendix 3. The Executive Officer shall have the resources register checked and updated on an annual basis, ongoing amendments occur at each WC-LEMC meeting.

**10.8 Annual Reporting**

Each member Local Government shall submit an Annual and Preparedness Report to the DEMC at the end of each financial year. This information provided by the Annual and Preparedness Reports is collated into the SEMC Annual Report which is subsequently tabled in Parliament.

**11 APPENDICES**



**APPENDIX 1 CRITICAL INFRASTRUCTURE**

ITEM	LOCATION	DESCRIPTION	OWNER	CONTACT DETAILS	COMMUNITY IMPACT DESCRIPTION
King Edward Memorial Hospital	374 Bagot Road Subiaco	Public Hospital	Health Department of WA	9340 2222	Public hospital
East Perth, Leederville, West Leederville, Subiaco, Daglish, Claremont, Mosman Park, Victoria Street and Swanbourne Train Stations	Perth to Midland and Perth to Fremantle rail lines	Train & Bus Stations	State of WA Transperth	9220 9999	Major transport infrastructure.
Beatty Park Leisure Centre	220 Vincent Street North Perth	Recreation and aquatic centre	City of Vincent	92736000	Recreation facility
Leederville Oval	246 Vincent Street Leederville	WAFL & AFL Stadium	City of Vincent	9208 9999	WAFL & AFL Venue
HBF Park	310 Pier Street Perth	Sporting Stadium and occasional events	City of Vincent	9422 1500	Facility for Soccer & Rugby including concerts etc
HBF Stadium	Stephenson Ave Mt Claremont	Athletics Stadium	State of WA	Venues West 9441 8222	Mass gatherings, loss of venue, Chemical exposure from chlorine
Hollywood Private Hospital	Monash Ave, Nedlands	Hospital	Ramsay Health Care	9346 6000	Nursing care , loss of hospital
Campbell Barracks	Swanbourne	Army installation	Commonwealth	1300 333 362	Loss of Defence equipment & Resources



ITEM	LOCATION	DESCRIPTION	OWNER	CONTACT DETAILS	COMMUNITY IMPACT DESCRIPTION
Irwin Barracks	Karrakatta	Army installation	Commonwealth	1300 333 362	Loss of Defence equipment & Resources
Karrakatta Cemetery	Railway Parade Nedlands	Cemetery	Metropolitan Cemeteries Board	1300 793 109 or 9383 5255	Loss of cultural significance
Subiaco Wastewater Treatment Plant	Lemnos Street Shenton Park	Water treatment plant	Water Corporation	9380 7499	Water Corporation wastewater treatment plant
Wembley Golf Complex	200 The Boulevard Wembley Downs	Golf complex	Town of Cambridge	6280 1300	Loss of recreational facility
Bold Park Aquatic Centre	215 The Boulevard City Beach.	Aquatic complex	Town of Cambridge	9385 8767	Loss of recreational facility
Quarry Ampitheatre	1 Waldron Drive City Beach	Entertainment venue	Town of Cambridge	9385 7144	Loss of entertainment facility
Matthews Netball Centre	Selby Street Wembley	Sports complex	Town of Cambridge	9387 7011	Loss of recreational facility
St John of God Hospital	12 Salvado Road Subiaco	Hospital	St John of God Health Care	9213 3636	Private Hospital
Floreat and City of Perth Surf Lifesaving Clubs	Floreat and City Beaches	Surf rescue facilities	Town of Cambridge	9385 9370 9385 9232	Surf rescue facilities
Royal Agricultural Showgrounds	1 Graylands Road Claremont	AFL Complex and venue for annual show	Town of Claremont	6263 3100	Loss of community facilities
Claremont Aquatic Centre	12 Davies Road Claremont	Aquatic Complex	Town of Claremont	9285 4343	Loss of recreational facility
Claremont Football Stadium	3 Davies Rd, Claremont	Sports Complex	Claremont Football Club	9384 9200	Loss of recreational facility
Claremont Quarter Shopping Centre	9 Bayview Tce Ave Claremont	Shopping Complex	Private Ownership	9286 5888	Shopping centre

ITEM	LOCATION	DESCRIPTION	OWNER	CONTACT DETAILS	COMMUNITY IMPACT DESCRIPTION
Town Hall Claremont Community Hub.	Stirling Highway Claremont	Community Complex	Town of Claremont	9385 4300	Loss of Cultural centre
Bethesda Hospital	25 Queenslea Drive Claremont	Hospital	Bethesda Health Care	9340 6300	Private Hospital
University of WA Claremont Campus	Cnr Princess and Goldsworthy Rd Claremont	University campus	University of WA	6488 1857	Education facility
University of WA Research Institute	1 Underwood Avenue, Mt Claremont	University Research facility	University of WA	6488 6000	Education facility
Claremont Recreation Centre	Bay View Terrace	Recreation centre	Town of Claremont	9285 4300	Recreational facility
Cottesloe and North Cottesloe Surf Club	Cottesloe Beach	Surf rescue facilities	Town of Cottesloe	9383 4400 9284 2626	Surf rescue facilities
Swanbourne Nedlands Surf Life Saving Club	Marine Parade, Swanbourne	Surf Rescue	Surf Life Saving	9384 0020	Surf rescue facilities
Sea View Golf Club	Jarrad Street Cottesloe	Golf course & Club	Town of Cottesloe	9384 0471	Recreational facility
Cottesloe Golf Club	173 Alfred Road, Swanbourne	Golf course & Club	City of Nedlands	9384 3222	Recreational facility
Nedlands Golf Course	120 Melvista Avenue, Dalkeith	Golf course & Club	City of Nedlands	9389 1244	Recreational facility
Freshwater Bay foreshore reserve	Hobbs Place Peppermint Grove	Passive recreation venue	Shire of Peppermint Grove	9286 8600	Passive recreation facility
Royal Freshwater Bay Yacht Club	1 Hobbs Place, Peppermint Grove	Sailing Club		9286 8200	Sailing club
Nedlands Yacht Club	Esplanade (between Charles Court Reserve and Paul Hasluck Reserve).	Yacht Club	City of Nedlands	9386 5496	Yacht Club

ITEM	LOCATION	DESCRIPTION	OWNER	CONTACT DETAILS	COMMUNITY IMPACT DESCRIPTION
Perth Flying Squadron Yacht Club	Esplanade (between Paul Hasluck Reserve and Beaton Park)	Yacht Club	City of Nedlands	9386 6437	Yacht Club
Keanes Point Parkland	Johnson Street Peppermint Grove	Passive recreation venue	Shire of Peppermint Grove	9286 8600	Passive recreation facility
Cottesloe Central Shopping Centre	460 Stirling Highway Cottesloe	Shopping Centre	Private ownership	9322 5111	Shopping Centre
Camelot Outdoor Theatre	16 Lochee Street Mosman Park	Entertainment venue	Town of Mosman Park	9386 3554	Performing arts venue
Town of Mosman Park Administration Centre	1 Memorial Dr, Mosman Park	Council	Town of Mosman Park	9383 6600	Loss of local government guidance and assistance
Town of Mosman Park Works Depot	100A McCabe St, Mosman Park	Depot	Town of Mosman Park	9383 6600	Loss of local government guidance and assistance.
Regal Theatre	474 Hay Street Subiaco	Entertainment venue	Theatre Trust	9388 2066	Performing arts venue
Sunset Hospital	Birdwood Parade	Arts, cultural and community use centre	Department of Local Government Sports and Cultural Industries	6552 7300	Passive community arts facility
Subiaco Arts Centre	Hammersley Road Subiaco	Entertainment venue	Perth Theatre Trust	9265 0900	Performing arts venue
Western Power substation	Selby Street, Shenton Park	Utilities – Electricity	Western Power	13 10 87	Distribution of power
Western Power substation	Brockway Road, Mt Claremont	Utilities – Electricity	Western Power	13 10 87	Distribution of power
Commonwealth Scientific & Industrial Research Organisation	147 Underwood Avenue, Floreat	Research facility	CSIRO	9333 6000	Environment and Life Sciences facility

APPENDIX 2 SPECIAL NEEDS

NAME	DESCRIPTION	ADDRESS	CONTACT 1	CONTACT 2	NO PEOPLE	HAVE THEY GOT AN EVACUATION PLAN? WHO MANAGES THE PLAN? HAS A COPY BEEN PROVIDED TO THE LEMC?
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The Plan for Local Emergency Relief and Support Perth & Fremantle Districts, prepared by the DC, contains, in its Appendix 9, a schedule of groups that may require special attention during an emergency and is not replicated here.

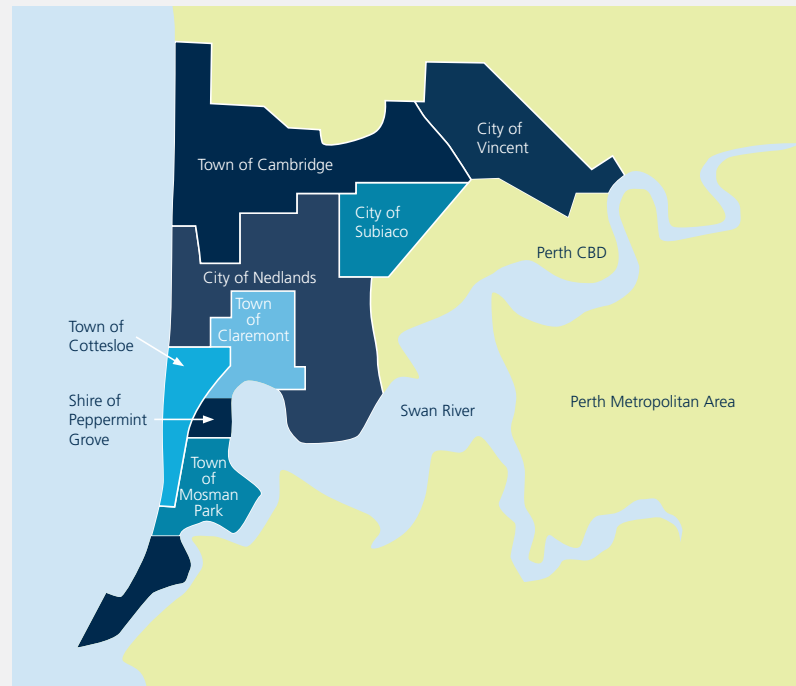


APPENDIX 3 RESOURCES

LOCAL GOVERNMENT	DESCRIPTIONS	
City of Subiaco	The member Local Governments have access to plant and machinery that would be typical of an inner-metropolitan local authority. Items ranging from trucks, front end loaders, bobcats, backhoes, generators, trailers, dingo diggers, elevated platforms, buses, road sweepers, all-terrain vehicles, variable message boards, rollers and refuse trucks.	
City of Nedlands		
Town of Cambridge		
Town of Cottesloe		
Town of Claremont		
Town of Mosman Park		
Shire of Peppermint Grove		
City of Vincent		
<b>The City of Nedlands has a fully resourced response and recovery trailer that may be utilised by either of the participating local governments.</b>		

In addition to the above, the member Local Governments, typical of most inner-city local governments, maintain a fleet of small light vehicles, small machinery and equipment, detail of which would be available upon contacting the City's nominated representative as detailed in **Appendix 5**.

**APPENDIX 4 MAP OF REGION**



**APPENDIX 5 CONTACTS**

Organisation	Name	Call Priority	Phone	Mobile	Email
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Rather than provide a schedule of contacts for each of the participating local governments, many of which are a mix of private or work mobile phone contacts, the Executive Officer will periodically request an update to a standard schedule of contacts and distribute that list to relevant Controlling Agencies for information.

This process ensures greater accuracy of data and an assurance that the nominated contact is current.

**APPENDIX 6 SPECIAL CONSIDERATIONS**

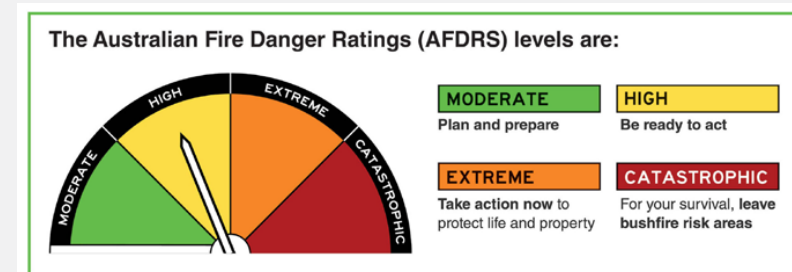
DESCRIPTION	TIME OF YEAR	IMPACT / NO. OF PEOPLE
City to Surf	August	Large gatherings between Perth CBD and City Beach.
Froth Town	August	Large events and gathering at Claremont Showgrounds
Royal Agricultural Show	September	Large events and gathering at Claremont Showgrounds
Sculptures by the Sea	February/March	Large gatherings Cottesloe Beach
Caravan & Camping Show	March	Large event and gathering at Claremont Showgrounds
Spilt Milk and Snack New Eve	December	Large event and gathering at Claremont Showgrounds
Origin Concert	December	Large event and gathering at Claremont Showgrounds
HBF Park Perth	Periodically throughout the year	Rugby, soccer matches and occasional concerts. Numbers up to 20,500 attendees
Hyde Park Fair	March Annually.	Community Fair Rotary club Gatherings over a 2 day period.
St Patrick's day parade Leederville	March- annually	Large groups gathering in Leederville and Leederville oval.
Pride Fair Hyde Park	November annually.	Large number of attendees.
The Muster	May	Large event and gathering at Claremont Showgrounds
Season Halloween	October	Large event and gathering at Claremont Showgrounds



**APPENDIX 7 LOCAL PUBLIC WARNING AND INFORMATION SYSTEMS**

LOCAL INFORMATION AND WARNING SYSTEMS	DESCRIPTION
Local Radio	Used for emergency alerts in line with emergency agencies.
Websites:	The 8 Local Governments comprising the WC-LEMC have website that will display alerts and warnings as posted by the HMA and advertise prevention measures. This also includes other social media.
SYSTEMS	DESCRIPTION
DFES Public Information Line	When there is an incident that threatens lives or property, DFES activates the public information system. Emergency alerts are only issued for major emergencies involving fires, cyclones, floods, earthquakes, tsunamis and HAZMAT spills. DFES issues warnings on or to the following: <ul style="list-style-type: none"> <li>• Emergency WA Website – emergency.wa.gov.au</li> <li>• DFES Emergency Information 13 3337</li> <li>• Social Media (Facebook, Twitter @dfes_wa)</li> <li>• Other media outlets and stakeholders (other State Government)</li> <li>• SES Assistance 132 500</li> </ul>
Bureau of Meteorology (BoM): www.bom.gov.au	BoM provides weather warning information to the public. The warning services provided include: <ul style="list-style-type: none"> <li>• Fire weather warnings</li> <li>• Severe thunderstorm and general severe weather warnings</li> <li>• Other warnings or alerts</li> <li>• National Weather Warnings 1300 659 210</li> <li>• Tsunami threat information 1300 878 6264</li> </ul> <p>The information provided in a weather warning includes the type of warning issued, when and where they are issued and samples of the individual warnings.</p> <p>The BoM site also provides current weather radar displays, satellite images, weather charts and weather observations. The BoM can be contacted by calling (03) 9669 4000 or for hearing or speech impairment call (02) 9296 1555.</p>

SYSTEMS	DESCRIPTION
ABC Radio	Local ABC Radio – Call sign 6WF – frequency – 720AM Perth.
Emergency Alert System:	Delivers automatic emergency warnings direct to an area when lives may be in danger in that area. It does not replace current public information tools or the need for the community to remain vigilant and look after their own safety. It is an additional tool used to alert people in a specific location where there is immediate danger.
	All home phones (landline), including silent numbers, are automatically registered on Emergency Alert. Mobile phones are automatically registered to the billing address.
	Messages broadcast by Emergency Alert are made with the authority of an HMA in an emergency.



**APPENDIX 8 LG PARTNERING AGREEMENT**

**PARTNERING AGREEMENT**

Western Central Emergency Management Support Group  
 For  
**The provision of Mutual Aid during response to and recovery from an emergency event**

**JUNE 2024**

**1. PURPOSE**

To facilitate the provision of mutual aid between Parties to the Partnering Agreement ('the Agreement') for support during the Response to an emergency event and Recovery of the impacted community.

**2. PARTIES TO THE AGREEMENT**

The Parties to the Agreement are:

1. Town of Cambridge
2. Town of Claremont
3. Town of Cottesloe
4. Town of Mosman Park
5. City of Nedlands
6. Shire of Peppermint Grove
7. City of Subiaco
8. City of Vincent.

Collectively referred to in this document as the Western Central Emergency Management Support Group.

**3. DEFINITIONS**

Definitions to terms contained within the Agreement are as per those contained within the EM Act 2005 and Emergency Management Regulations 2006 and State Emergency Management Policies.

Local Government Chairperson – the person nominated by the Local Government who for the time being is the chair of the WC-LEMC.

Requestor for Support – The Local Government(s) seeking assistance under the terms of the Agreement.

Provider of Support – The Local Government(s) providing assistance under the provisions of the Agreement.

**4. PARTNERING OBJECTIVES**

The Agreement is for the purpose of mutual aid between the parties to the Agreement to undertake the following subject to assessing the impact of the said request for mutual aid on the ability of the Local Authority to assist.

- 4.1 Provide mutual aid to support the Incident Controller during the Response to an emergency event.
- 4.2 Ensure all Recovery activities are conducted in accordance with the EM Act 2005 and Regulations 2006 and State Emergency Management Policy.
- 4.3 Provide mutual aid for Recovery management activities; and
- 4.4 Conduct Recovery planning utilising an "All Agencies" approach in accordance with the Local Recovery Planning Guide and State Emergency Management Policy 4.4.

**5. PARTNERING EXPECTATIONS**

- 5.1 To provide where possible both physical and human resources to support the emergency Response and to assist with Recovery of the impacted community. The type of initial aid is to assist immediate Response and then Recovery of a short duration. Ongoing protracted assistance, but still in the absence of the emergency being declared a disaster, will be subject to further negotiation and agreement in writing between the parties concerned.
- 5.2 To ensure that the Incident Controller of the designated Controlling Agency for the incident is advised of all requests for support as soon as practicable, and in consultation with the designated LRC and the Local Emergency Coordinator.
- 5.3 To ensure all personnel and equipment provided are covered by the Provider of Support own insurance.
- 5.4 Provider of Support will be responsible for all costs associated with its legislative responsibilities for its employees and equipment incurred during the provision of support unless otherwise agreed in writing.
- 5.5 The Requestor for Support will be responsible for all incidental costs associated with the Provider of Support personnel and equipment such as catering, accommodation, Occupational Health & Safety issues, transport fuel and storage.
- 5.6 The position of Chair and administrative support of the Western Central Emergency Management Support Group will be rotated in alphabetical order between parties to the Agreement on a biennial basis in the same sequence as the WC-LEMC, refer Terms of Reference clause 6.
- 5.7 The Group will meet at least once annually at Local Government Chairperson's locality to review the Agreement and assess its relevance and suitability to the parties and other business relevant to the Agreement and its operation.
- 5.8 To ensure that all requests for mutual aid are directed from the LRC of the requesting Local Government to the Chief Executive Officer of the Local Government being requested to provide assistance.

**6. DURATION AND AMENDMENT:**

- 6.1 The Agreement will come into effect at the date of endorsement of the LEMAs by each party.
- 6.2 The Agreement will remain in place until terminated.
- 6.3 The terms of the Agreement shall not be amended in any respect except by agreement of all Parties in writing.

**7. TERMINATION:**

The Agreement may be terminated by mutual agreement of all Parties in writing at any time.

**8. WITHDRAWAL:**

Any Party may withdraw from the Agreement by giving three (3) months' notice in writing to the Local Government Chairperson at any time.

**9. NOTICES:**

Communications in relation to the Agreement must, unless otherwise notified in writing, be addressed and forwarded as follows:

Chairperson

Western Central Emergency Management Support Group

c/o (Local Government responsible for chairperson at the time)

**10. AGREEMENT**

Parties to the Agreement, agree to the preceding provisions in regard to the provision of mutual aid.





## INTRODUCTION

Recovery is the coordinated process of supporting “emergency affected communities in the reconstruction and restoration of physical infrastructure, the environment and community, psychological, and economic wellbeing the Emergency Management Act” (EM Act 2005).

The EM Act 2005 became effective on 23rd December 2005. The Act places a responsibility on local governments to:

- Establish a Local Emergency Management Committee.
- Prepare and maintain LEMAs and manage recovery activities within their districts.
- Appoint a LRC for that purpose.

The approach taken by the following local governments in relation to items one and two above is to participate regionally through what is referred to as the WC-LEMCA and to have a common set of Emergency Management Arrangements and a single Recovery Plan that provides an overview of their obligations in this regard:

- City of Subiaco
- Town of Cambridge
- Town of Claremont
- Town of Cottesloe
- Town of Mosman Park
- City of Neelands
- Shire of Peppermint Grove
- City of Vincent

To supplement the regional approach to emergency management and recovery, each participating Local Government acknowledges its responsibility for the recovery of its own community after an emergency event and as such has developed their approach to the completion of that process which they have each documented in operational Recovery Procedures.

## COMMUNITY RECOVERY MANAGEMENT PRINCIPLES

Recovery forms the fourth element of the PPRR (Prevention, Preparedness, Response and Recovery) approach to emergency management in WA. Local government is to manage recovery following an emergency affecting the community in its district (S 36(b) EM Act 2005)

Large scale recovery operations wider than one local government jurisdiction may be managed by the SRC, appointed by the Department of Premier and Cabinet, who will convene a State Recovery Coordination Group. State policy and arrangements for recovery, including recovery management structures and responsibilities, are detailed in the State Emergency Management Plan, in particular Part 6.

Wherever possible for local recovery arrangements, the normal local government management and administrative structures and practices will be used, ensuring that these structures and practices are modified to be responsive to the special needs and circumstances of the community affected by an emergency event.

It needs to be recognised that an emergency impacting on the community may also have an adverse impact on the relevant Local Government and its various facilities and resources and consequently on its capacity to conduct normal business activities whilst responding to the recovery needs of our community. For this reason, Business Continuity is an integral supplement to this Plan.

## AIM

The aim of this document is to acknowledge local governments roles and responsibilities to restore, as quickly as possible, the quality of life in the affected portion of the community, so that affected parties can continue to function as part of the wider community.

The various Recovery Procedures developed and maintained by the individual participating Local Governments document how those organisations will achieve that outcome.

## OBJECTIVES

The objectives of this Plan are to:

- Acknowledge local governments role in the Recovery process and to establish a framework for the management of community recovery from emergencies in the participating local governments.
- identify the essential roles and responsibilities of organisations/agencies participating in the recovery process, including the LRC.

## SCOPE

The scope of these recovery arrangements is limited to the boundaries of the participating local governments as outlined in the LEMAs Appendix 4.

The extent to which the arrangements in this Plan and the processes within the individual Recovery Procedures are activated will vary dependent on the nature and extent of the emergency event.

## RECOVERY PROCEDURES

As mentioned above, in addition to this Plan, the member Local Governments have each prepared Recovery Procedures that supplement this Plan.

The Procedures are designed to provide more detail of how the respective Local Governments will initiate, maintain and stand down its involvement in recovery from an emergency.

## ACTIVATION

According to state protocols, the Controlling Agency involved in responding to an emergency is responsible for ensuring that recovery arrangements are activated, if required. The Controlling Agency should convey the need for initiation of a recovery process to the affected local government to prepare for a transition from response to recovery and at the agreed point, transfer responsibility for the recovery activity to that local government. The “handover” arrangements should be documented in the appropriate Impact Statement completed in collaboration with the respective Local Government, in particular, the affected Local Governments’ Recovery Coordinator.

Where an emergency is assessed by the Controlling Agency as being of sufficient scale to require State

level recovery coordination, the Controlling Agency will, with agreement of the affected local government, discuss the transfer of the recovery coordination responsibilities to the State with the Chair of the States Recovery Coordination Group.

(Refer SEMC Policy 6.4 State Emergency Management Policy for more detail)

Despite the above, the affected Local Government should initiate recovery processes in advance of an approach by the Controlling Agency. The Local Government should make its own assessment of an emergency event and position itself to be ready to manage the recovery phase of an emergency event. Failure to be proactive will prejudice the capacity of the organisation to respond in a timely and effective manner.

It is important that the Local Government, for the purpose of being prepared, is pro-active and initiates early liaison and engagement with the Controlling Agency, through the ISG during the response phase to ensure the transition to recovery is not overlooked.

The LRC, or a person delegated by that position, is to liaise with the Controlling Agency and initiate recovery activities as soon as possible, preferably prior to or during an emergency event.

The LRC should initially convene a meeting of Local Governments in-house Recovery Team as soon as is practical where the emergency is or is likely to be of a magnitude that requires that level of involvement. The in-house team should consider the need for and composition of a LRCG that may involve membership from Hazard Management Agencies, DC and other outside agencies and organisations.

## AFTER HOURS, WEEKENDS AND PUBLIC HOLIDAYS

Unfortunately, nature has no programmed working day, weekends and public holidays, an emergency event can occur at any time requiring local government participation in emergency management.

The LEMAs detail the relevant afterhours numbers in Appendix 5.

### LOCAL RECOVERY COORDINATORS

Each Local Government will appoint its own LRC. There is no specific requirement as to who should complete this role but it is advisable that it be a position within the corporate structure that has capacity to direct resources, commit expenditure and has access to the Mayor/President, communication staff and media.

The current LRCs are listed below:

Local Government	Local Recovery Coordinator	Contact Number
Subiaco	James Hamblly Kris Rogers	Contact numbers will be provided to relevant HMA's and Controlling agencies on a regular basis.
Nedlands	Matthew MacPherson	
Vincent	Peter Varris	
Cambridge	Jane Anderson	
Claremont	Bree Websdale	
Mosman Park	Ailsing Green Amy May	
Peppermint Grove	Donovan Norgard	
Cottesloe	Wayne Johnson	

The key function of the LRC is to:

- Liaise with the Controlling Agency during an emergency response phase.
- Be involved in transition process from response to recovery including finalisation of handover documents.
- Formally activate the recovery phase as required.
- Liaise with and advise the Mayor/President and elected members during the recovery phase, including provision of progress reports and information.
- With support from Directors and managers, coordinate recovery activities at an operational level.
- Appoint a deputy in case the LRC is not available.
- Plan the continuing recovery activity.



### LOCAL RECOVERY COORDINATION GROUP

The LRCG is a team established to assist with the Recovery process. The ultimate form of the team for any specific emergency event will vary depending on the nature of the emergency event and the internal structure and capacity of the impacted Local Government.

The LRCG will be supported by the LRC, be supported by key local government personnel and may include membership from external agencies and organisations that can provide technical and professional support to the Recovery process.

A comprehensive matrix of the likely tasks of the various positions and teams participating in the recovery process is contained in the respective Procedures.

**Note:-**

The LRCG may not always look the same and there are several phases through which the "business as usual" structure will morph to an organisational structure that is positioned for full scale recovery.

For example, a small scale localised emergency event may be attended to under the normal business structure. Alternatively, the scale of the event may require activation of the LRCG, initially all of the members through to events of such a scale requiring complete transition from a business as normal to a complete and absolute effort by the entire organisation to manage the recovery process.

**Local Recovery Coordination Group Functions**

The key function of the LRCG is to:

- Determine strategies for the conduct of recovery and assistance measures.
- Assess requirements for restoration of services and facilities.
- Identify community needs and resource requirements and make recommendations to appropriate recovery agencies, and the State's recovery management structure, if required.
- Determine the need for and select a Recovery Centre (RC) as a one-stop-shop for recovery resources and information.
- Select a Local Evacuation Centre often referred to as a Relocation Centre, if required by the Controlling Agency.

- Monitor the progress of recovery.
- Liaise, consult and negotiate, on behalf of affected communities, with recovery agencies and government departments.
- Liaise with DC to provide short term emergency accommodation and personal support services to the community.
- Establish internal accounting arrangements and manage financial relief schemes for the City.
- Undertake specific recovery activities as determined by the circumstances and the Team.

**Impact Assessment by Local Recovery Coordination Group.**

A primary function of the LRCG is to gain an early understanding of the impact of an emergency event.

Impact assessment involves gaining early and accurate information about the impact of the event on the organisation itself, individuals, the community, and infrastructure. Impact assessment is critical to the management of an effective recovery process and must involve all relevant agencies, working together to exchange information.

An early understanding of the impact is gained through the liaison between the LRC and the Controlling Agency during the response phase and detail should be recorded in the handover document, otherwise referred to as an Impact Statement.

Information acquired through liaison with the Controlling Agency and in the Impact Statement will provide a certain level of information at a point in time however the Local Government staff and others working with the LRC will need to monitor the unforeseen consequences of the emergency event and adjust the Recovery activities accordingly. The officers and agencies involved in this process could include:

- Hazard Management Agency.
- Community service providers, social agencies, to identify people in need of immediate assistance.
- Red Cross
- Department of Health
- Environmental Health Officers
- Building Surveyors
- Engineers
- Communications professionals
- Rangers.



It is recognised that various agencies will collect data for their own purposes; however, recovery planning must provide coordination of inspections, and the eventual synthesis of various reports into an overall summary.

The role of the LRCG in undertaking an impact assessment shall be to:

- Use intelligence and information gathered from the response phase and the Impact Statement.
- Confirm the total area of impact for determination of priorities.
- Manage the collection and collation of the required data.
- Set out the immediate information needs, infrastructure problems and status, damage impact and welfare issues.
- Link with parallel data-gathering work.
- Identify and close information gaps (establish the "big picture").
- Gather evidence to support requests for government assistance.
- Ensure all relevant information is strictly confidential.

The LRCG needs to be aware that inspections and needs assessments (surveys) may be necessary to gain an overall perspective of the emergency event.

Building inspectors, engineers and public health officers are likely to want to make inspections. The inspection process needs to be managed to ensure that priority tasks are completed first and coverage is completed safely and with efficient use of resources.

Assessments can be used to assist short-term recovery through:

- Determining numbers, locations, circumstances and ethnicity of displaced and/or injured people.
- Assessing the safe occupation of buildings and their continued use, especially emergency facilities.
- Confirming the state of lifeline utilities.
- Assessing the need for temporary works, such as shoring up and securing of property.
- Protecting property from unnecessary demolition.
- Criminal activity.

Inspections and needs assessments also contribute to longer-term recovery measures through:

- Defining personal and community needs.
- Determining aid and resource requirements for permanent recovery.
- Estimating the cost of damage.
- Acquiring engineering, scientific and insurance data to inform the disaster mitigation process.

**Regional Cooperation**

The WC-LEMC Local Government members have a Memorandum of Understanding (MOU) in place that ensures regional resource sharing to assist each other during the recovery process from an emergency event.

**COMMUNITY INVOLVEMENT**

Community involvement is the means whereby those directly affected by a disaster help rebuild their own facilities and services. Community involvement provides a framework for re-establishing the economic, social, emotional, cultural and physical well-being of the affected population.

Community involvement in recovery shall be enabled by the LRC and the LRCG who shall:

- link with existing community structures
- enlist support and advice by respected community leaders who can shape local opinion, exercise public and political influence and promote cohesion and stability
- recognise the value of local knowledge and use it to assist with the recovery process.

The LRC and the LRCG should be aware of challenges involved in working with the community including the need to determine community priorities.

**REPORTING**

The purpose of reporting is to maintain accountability and transparency, to keep the community informed, gain support and assistance and record an account of recovery efforts, including lessons learned.

Regular and thorough reporting of an emergency event, and of the recovery phase, will provide the Recovery Team with justification for actions taken and money spent to inform:

- the community affected by the emergency.
- Ratepayers.
- Taxpayers.
- the public (through the media).
- federal/state government if there are requests for physical assistance (e.g., from Defence Force) or financial assistance (requests for a donation to a Mayoral Relief Fund, or for recovery funding assistance).

A reporting system needs to cover the emergency event from beginning to the final stages of recovery. Reporting systems must be flexible, simple and succinct and have necessary administrative assistance when required. As one type of reporting will not fit all situations, reporting systems should be event specific.

The key people who will need to file regular reports are the Local Emergency Coordinator (while the state of emergency is in place) and the LRC. It is also essential that there is a plan in place to record all expenditure.

As well as keeping a precise record of when the state of emergency was declared, and when it is terminated, regular reporting on the state of the following should take place:

- Relief and Support
- public health
- business
- environment
- private property damage
- critical infrastructure
- communications
- adequacy of local resources
- external assistance
- transport

Coordinating production and maintenance of copies of reports from all teams (including other agencies) is an important management task, this role is undertaken by a nominated position. The sum of all the reports will provide a record of the recovery from the event.

**MANAGED STAND DOWN**

The recovery phase must have an end.

Organisational arrangements must be wound down and responsibility for completion of outstanding tasks and actions need to be acknowledged and assigned. The recovery phase involves restoring the community to the point where normal social and economic activity may resume.

Standing down may be at a nominated date and time or it may be a graduated process back to business as normal with some specified recovery activity continuing to be required.

The Recovery Team is expected to plan to:

- Continually review the recovery management process with a view to withdrawing as the community takes over
- Stage a public event of acknowledgement and community closure.







**13.1.5 MONTHLY STATEMENT OF FINANCIAL ACTIVITY FOR THE PERIOD ENDED 31 AUGUST 2024**

**File Number:** FIM/0079-002  
**Author:** Ellie Crichton (Accountant), Nicholas Rule (Senior Finance Officer)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:** 1. Financial Statements - August 2024 [13.1.5.1 - 9 pages]

**PURPOSE**

For Council to note the Statement of Financial Activity (Financial Statements) for the period ended 31 August 2024.

**BACKGROUND**

The Financial Statements are presented to Council in accordance with the *Local Government Act 1995* and the *Local Government (Financial Management) Regulations 1996*.

**DISCUSSION**

The Financial Statements represent 2024-25 operations to 31 August 2024 and compare year to date expenditure and revenue against the corresponding adopted budget of Council. The budget figures incorporate all budgeted 2023-24 carry forwards.

Please note that the opening position at 1 July 2024 is a preliminary result as the Financial Statements for the 2023-24 financial year are still being finalised and the financial result will be subject to change.

As shown on **Attachment 1**, the YTD balance of \$19,409,926 to 31 August is compared directly with the budget YTD of \$16,498,563. This is a favourable variance of \$2,911,363.

As detailed below, the \$2,911,363 variance is comprised of the following:

Opening Surplus	Favourable variance of \$1,524,112
Operating Revenue	Favourable variance of \$288,225
Operating Expenditure	Favourable variance of \$651,880
Non-cash adjustments	Favourable variance of \$4
Capital Revenue (non- operating grant, subsidies and contributions)	Favourable variance of \$38,854
Capital Expenditure (purchase of property, plant and equipment, purchase and construction of infrastructure, payment of intangible assets)	Favourable variance of \$408,328
Net borrowings and lease payments	No variance to budget
Net reserve transfers	No variance to budget

In accordance with the *Local Government (Financial Management) Regulations 1996* clause 34, sub regulation (2)(b), material variances between budget estimates and actuals must be explained.

The measurement of the materiality is a percentage or value which is adopted each financial year by Council. The variances shown below have used the threshold of \$20,000 and 20%, as per the Council resolution on 30 July 2024, resolution 109/24.



Operating Revenue	
<b>Rates</b>	No variance analysis required, variance to budget is less than \$20,000 and 20%.
<b>Operating grants, subsidies, and contributions</b>	No variance analysis required, variance to budget is less than \$20,000 and 20%.
<b>Fees and charges</b>	Favourable variance of \$187,715. Timing variance only. Primarily due to earlier payments of waste charges than anticipated.
<b>Interest earnings</b>	Favourable variance of \$86,166 primarily due to the maturity dates for investments TD421, TD423 and TD424.
<b>Other revenue</b>	No variance analysis required, variance to budget is less than \$20,000.
<b>Profit on disposal of assets</b>	No variance analysis required, no variance to budget.

Operating Expenditure	
<b>Employee costs</b>	No variance analysis required, variance to budget is less than 20%.
<b>Materials and contracts</b>	Favourable variance of \$379,525. Timing variance only.
<b>Utility charges</b>	Favourable variance of \$26,735 primarily due to timing of the utility bills cycle.
<b>Depreciation and amortisation</b>	No variance analysis required, variance to budget is less than \$20,000 and 20%.
<b>Insurance expenses</b>	Unfavourable variance of \$25,879. Timing variance only related to payment on insurance expenses.
<b>Interest expenses</b>	No variance analysis required, variance to budget is less than \$20,000.
<b>Other expenditure</b>	Favourable variance of \$112,111. Timing variance only. No Night Time Activation Grants were granted in July or August.
<b>Loss on disposal of assets</b>	No variance analysis required, no variance to budget.
Investing Activities	
<b>Non-operating grants, subsidies, and contributions</b>	Favourable variance of \$38,854 primarily due to receipt of unbudgeted Main Roads Direct Grant for various roads.
<b>Proceeds from disposal of assets</b>	No variance analysis required, no variance to budget.

<b>Purchase of property, plant, and equipment</b>	Favourable variance of \$99,664. Timing variance only as a number of capital projects are yet to commence.
<b>Purchase and construction of infrastructure</b>	Favourable variance of \$308,664. Timing variance only primarily due to infrastructure works not commencing due to weather (various road and footpath works and bore replacement program).
<b>Payments for intangible assets</b>	No variance analysis required, no variance to budget.

<b>Financing Activities</b>	
<b>Repayment of borrowings</b>	No variance analysis required, no variance to budget.
<b>Proceeds from borrowings</b>	No variance analysis required, no variance to budget.
<b>Payment for principal portion of lease liability</b>	No variance analysis required, no variance to budget.
<b>Transfer to reserve</b>	No variance analysis required, no variance to budget.
<b>Transfer from reserve</b>	No variance analysis required, no variance to budget.

**Loans**

As shown on page 6 of Attachment 1, the Town of Claremont has 3 Loans. The table below shows the opening and closing balances for 2024/2025 and the required repayments. Additionally, it sets out the maturity date for each loan.

<b>Loan</b>	<b>Loan 1 Aquatic Centre</b>	<b>Loan 2C 333 Stirling Hwy Claremont</b>	<b>Loan 3 327 Stirling Highway</b>
<b>Opening Balance – 1 July 204</b>	\$467,722	\$4,151,004	\$570,435
<b>Repayment 1- 2024</b>	\$29,632.44 (16 December 24)	\$167,607.12 (13 September)	\$30,073 (27 December)
<b>Repayment 2- 2025</b>	\$30,571.56 (16 June)	\$171,100.88 (13 March)	\$30,742 (26 June)
<b>Closing Balance – 30 June 2025</b>	\$407,518	\$3,812,296	\$509,620
<b>Maturity Date</b>	14 December 2030 (no balloon payment)	13 March 2027 (no balloon payment)	26 June 2032 (no balloon payment)

**Opening Surplus**

The draft budget for 24/25 listed an opening surplus of \$1,866,881.

The Town is currently finalising the 23/24 Annual Financial Statements, ready for submission prior to 30 September. The estimated final surplus is an additional \$1,524,112.

A report to Council will be presented on the surplus at the October OCM.

**PAST RESOLUTIONS**

Ordinary Council Meeting 27 August 2024, Resolution 122/24.

*That Council:*

1. *Notes the Statement of Financial Activity covering the period 1 July 2023 to 30 June 2024.*
2. *Resolves to "Set the value of \$20,000 and 20% to be used in the Statement of Financial Activity for reporting material variances for the 2024-25 fiscal year."*

Ordinary Council Meeting 27 August 2024, Resolution 123/24.

*That Council:*

1. *Notes the Statement of Financial Activity covering the period 1 July 2024 to 31 July 2024.*

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

Regulation 34(5) of the *Local Government (Financial Management) Regulations 1996* and AASB 1031 Materiality.

**COMMUNICATION AND CONSULTATION**

The Town is required to prepare and submit a report to Council for the Statement of Financial Activity each month, reporting on the revenue and expenditure, as set out in the annual budget under regulation 22(1)(d) of the *Local Government (Financial Management) Regulations 1996* for that month.

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Manage our finances responsibly and improve financial sustainability.

**URGENCY**

Monthly Statements of Financial Activity must be submitted within two months after the end of the month to which the statement relates in accordance with regulation 36(4) of the *Local Government (Financial Management) Regulations 1996*.

**VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

**OFFICER RECOMMENDATION**

**That Council:**

1. **Notes the Statement of Financial Activity covering the period 1 July 2024 to 31 August 2024.**



# Town of Claremont Financial Statements

Table of Contents  
For the Period 01-Jul-2024 to 31-August-2024

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## Town of Claremont Statement of Financial Activity

By Nature or Type  
For the Period 01-Jul-2024 to 31-August-2024

	Adopted Budget	Adopted Budget YTD	Actuals YTD	Variance \$	Variance %
<b>Operating Activities</b>					
Net current assets - Opening surplus/(deficit)	1,866,881	1,866,881	3,390,993	1,524,112	82%
<b>Revenue</b>					
Operating grants, subsidies, and contributions	385,408	14,000	16,722	2,722	19%
Fees and charges	4,047,122	716,638	904,353	187,715	26%
Interest earnings	853,470	56,788	142,954	86,166	152%
Other revenue	99,042	2,303	13,926	11,623	505%
Profit on disposal of assets	0	0	0	0	0%
	<u>5,385,042</u>	<u>789,729</u>	<u>1,077,954</u>	<u>288,225</u>	<u>36%</u>
<b>Expenses</b>					
Employee costs	(9,239,184)	(1,508,531)	(1,351,153)	157,378	10%
Materials and contracts	(8,421,039)	(1,209,220)	(829,695)	379,525	31%
Utility charges	(664,429)	(109,158)	(82,423)	26,735	24%
Depreciation and amortisation	(4,473,415)	(745,574)	(745,570)	4	0%
Insurance expenses	(398,714)	(66,452)	(92,331)	(25,879)	-39%
Interest expenses	(237,632)	(3,509)	(1,504)	2,005	57%
Other expenditure	(862,215)	(181,587)	(69,476)	112,111	62%
Loss on disposal of assets	0	0	0	0	0%
	<u>(24,296,628)</u>	<u>(3,824,031)</u>	<u>(3,172,150)</u>	<u>651,880</u>	<u>-17%</u>
Non-cash amounts excluded from operating activities	4,473,415	745,574	745,570	(4)	0%
<b>Amount attributable to operating activities</b>	<u>(12,571,290)</u>	<u>(421,847)</u>	<u>2,042,366</u>	<u>2,464,213</u>	<u>-584%</u>
<b>Investing Activities</b>					
Non-operating grants, subsidies, and contributions	0	0	38,854	38,854	0%
Proceeds from disposal of assets	86,000	0	0	0	0%
Purchase of property, plant, and equipment	(1,524,511)	(167,455)	(67,791)	99,664	60%
Purchase and construction of infrastructure	(4,209,819)	(322,880)	(14,216)	308,664	96%
Payments for intangible assets	(59,800)	0	0	0	0%
<b>Amount attributable to investing activities</b>	<u>(5,708,130)</u>	<u>(490,335)</u>	<u>(43,153)</u>	<u>447,182</u>	<u>-91%</u>
<b>Financing Activities</b>					
Repayment of borrowings	(459,727)	0	(0)	0	0%
Proceeds from borrowings	0	0	0	0	0%
Payments for principal portion of lease liability	(53,707)	(11,668)	(11,668)	0	0%
Transfers to reserves	(9,112)	0	0	0	0%
Transfers from reserves	713,000	0	0	0	0%
<b>Amount attributable to financing activities</b>	<u>190,454</u>	<u>(11,668)</u>	<u>(11,668)</u>	<u>0</u>	<u>0%</u>
Surplus/(deficit) before imposition of general rates	<u>(18,088,966)</u>	<u>(923,849)</u>	<u>1,987,545</u>	<u>2,911,395</u>	<u>315%</u>
Total amount raised by general rates	18,088,966	17,422,412	17,422,380	32	0%
<b>Surplus/(deficit) after imposition of general rates</b>	<u><b>0</b></u>	<u><b>16,498,563</b></u>	<u><b>19,409,926</b></u>	<u><b>2,911,426</b></u>	<u><b>18%</b></u>



## Town of Claremont Statement of Net Current Assets

	Balance As At 01-Jul-24	Balance As At 31-August-2024
<b>Current Assets</b>		
Cash and cash equivalents	1,749,494	5,870,058
Trade and other receivables	1,175,636	15,016,663
Other Financial Assets	15,848,040	12,848,040
Inventories	15,078	15,078
Other assets	127,282	127,282
<b>Total Current Assets</b>	<b>18,915,530</b>	<b>33,877,120</b>
<b>Current Liabilities</b>		
Trade and other payables	(2,070,531)	(1,167,901)
Lease Liabilities	(22,927)	(11,259)
Borrowings	(459,727)	(459,727)
Employee provisions	(1,186,480)	(1,031,768)
Other liabilities	(152,405)	(152,405)
<b>Total Current Liabilities</b>	<b>(3,892,070)</b>	<b>(2,823,059)</b>
<b>Adjustments to NCA</b>		
Less: Reserves	(12,115,121)	(12,115,121)
Add: Borrowings	459,727	459,727
Add: Lease Liabilities	22,927	11,259
<b>Total Adjustments</b>	<b>(11,632,467)</b>	<b>(11,644,135)</b>
<b>Net Current Assets</b>	<b>3,390,993</b>	<b>19,409,926</b>



## Town of Claremont Statement of Financial Position

	Balance As At 01-Jul-24	Balance As At 31-August-2024
<b>Assets</b>		
<b>Current Assets</b>		
Cash and cash equivalents	1,749,494	5,870,058
Trade and other receivables	1,175,636	15,016,663
Other financial assets	15,848,040	12,848,040
Inventories	15,078	15,078
Other assets	127,282	127,282
<b>Total Current Assets</b>	<b>18,915,530</b>	<b>33,877,120</b>
<b>Non Current Assets</b>		
Trade and other receivables	378,632	378,632
Property, plant and equipment	121,477,239	121,298,991
Infrastructure	89,905,480	89,420,164
Intangibles	47,250	47,250
Right of use assets	0	0
Other financial assets	713,779	713,779
<b>Total Non Current Assets</b>	<b>212,522,380</b>	<b>211,858,817</b>
<b>Total Assets</b>	<b>231,437,909</b>	<b>245,735,937</b>
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Trade and other payables	(2,070,531)	(1,167,901)
Lease Liabilities	(22,927)	(11,259)
Borrowings	(459,727)	(459,727)
Employee provisions	(1,186,480)	(1,031,768)
Other liabilities	(152,405)	(152,405)
<b>Total Current Liabilities</b>	<b>(3,892,070)</b>	<b>(2,823,059)</b>
<b>Non Current Liabilities</b>		
Borrowings	(4,729,436)	(4,729,436)
Lease liabilities	(63,444)	(63,444)
Employee provisions	(267,627)	(267,627)
<b>Total Non Current Liabilities</b>	<b>(5,060,507)</b>	<b>(5,060,507)</b>
<b>Total Liabilities</b>	<b>(8,952,577)</b>	<b>(7,883,566)</b>
<b>Equity</b>		
Retained surplus	(63,906,869)	(63,906,869)
Reserves - cash/financial asset backed	(12,115,121)	(12,115,121)
Revaluation surplus	(144,888,896)	(144,888,896)
Current year (profit)/loss	(1,574,446.27)	(16,941,484)
<b>Total Equity</b>	<b>(222,485,333)</b>	<b>(237,852,370)</b>



## Town of Claremont Statement of Comprehensive Income

By Nature or Type  
For the Period 01-Jul-2024 to 31-August-2024

	Adopted Budget	Adopted Budget YTD	Actuals YTD
<b>Revenue</b>			
Rates	18,088,966	17,422,412	17,422,380
Operating grants, subsidies, and contributions	385,408	14,000	16,722
Fees and charges	4,047,122	716,638	904,353
Interest earnings	853,470	56,788	142,954
Other revenue	99,042	2,303	13,926
	23,474,008	18,212,141	18,500,334
<b>Expenses</b>			
Employee costs	(9,239,184)	(1,508,531)	(1,351,153)
Materials and contracts	(8,421,039)	(1,209,220)	(829,695)
Utility charges	(664,429)	(109,158)	(82,423)
Depreciation and amortisation	(4,473,415)	(745,574)	(745,570)
Insurance expenses	(398,714)	(66,452)	(92,331)
Interest expenses	(237,632)	(3,509)	(1,504)
Other expenditure	(862,215)	(181,587)	(69,476)
	(24,296,628)	(3,824,031)	(3,172,150)
<b>Net Operating</b>	<b>(822,620)</b>	<b>14,388,110</b>	<b>15,328,184</b>
Non-operating grants, subsidies, and contributions	0	0	38,854
Profit on disposal of assets	0	0	0
Loss on disposal of assets	0	0	0
	0	0	38,854
<b>Net Result for the Period</b>	<b>(822,620)</b>	<b>14,388,110</b>	<b>15,367,038</b>
<b>Other Comprehensive Income</b>			
Changes in asset revaluation surplus	0	0	0
<b>Total Other Comprehensive Income</b>	0	0	0
<b>Total Comprehensive Income for the Period</b>	<b>(822,620)</b>	<b>14,388,110</b>	<b>15,367,038</b>



## Town of Claremont Borrowings & Leases

For the Period 01-Jul-2024 to 31-August-2024

					Adopted Budget				Actuals YTD				
Loan Description	Loan Number	Institution	Maturity Date	Interest Rate	Opening Balance	Repayments	Closing Balance	Interest	Opening Balance	Proceeds	Repayments	Closing Balance	Interest
Aquatic Centre Refurb	1	WATC	14/12/2030	3.17%	467,722	(60,204)	407,518	(28,714)	467,722	0	0	467,722	0
Claremont Community Hub	3	WATC	26/06/2032	2.23%	570,435	(60,815)	509,620	(24,715)	570,435	0	0	570,435	0
333 Stirling Hwy	2C	WATC	13/03/2027	4.17%	4,151,004	(338,708)	3,812,296	(169,545)	4,151,004	0	0	4,151,004	0
					<b>5,189,161</b>	<b>(459,727)</b>	<b>4,729,434</b>	<b>(222,974)</b>	<b>5,189,161</b>	<b>0</b>	<b>(0)</b>	<b>5,189,161</b>	<b>0</b>

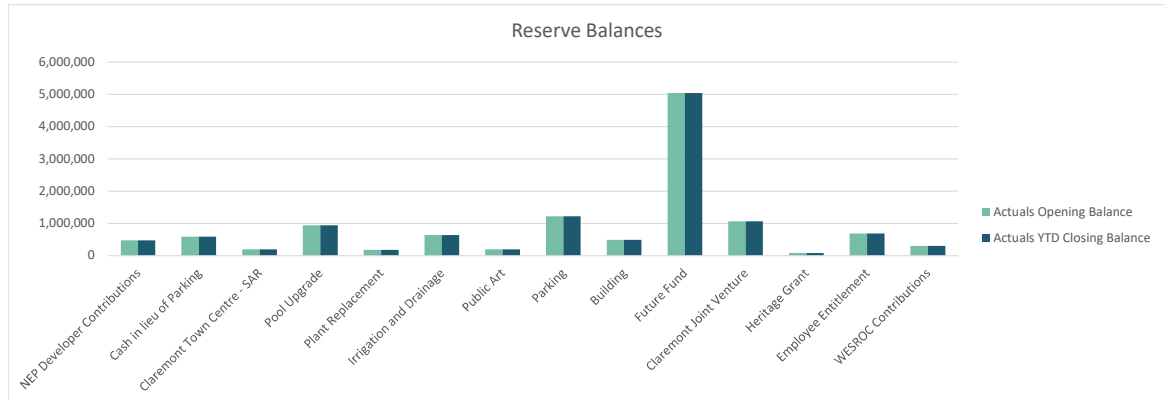
					Adopted Budget				Actuals YTD				
Lease Description	Lease Number	Institution	Maturity Date	Interest Rate	Opening Balance	Repayments	Closing Balance	Interest	Opening Balance	New leases during 2023/24	Repayments	Closing Balance	Interest
Data & Software Storage	EL227	Dell	31/03/2025	2.71%	19,427	(19,427)	0	(2,726)	19,427	0	0	19,427	(526)
Printer/ Copiers	EL228	Kyocera	31/01/2026	2.05%	13,546	(7,939)	5,607	(2,477)	13,546	0	(590)	12,956	(278)
Wide Area Network	EL225	TPG	19/04/2026	3.00%	31,599	(15,112)	16,487	(8,229)	31,599	0	0	31,599	(887)
Coffee Machine	PE459	Gesha Coffee Co.	30/09/2024	0.71%	449	(449)	0	(6)	449	0	(298)	151	(3)
Parking Bays - Bunnings	BLD54	Charter Hall	30/06/2025	1.69%	10,779	(10,779)	0	(1,220)	10,780	0	(10,780)	0	(1,220)
					<b>75,800</b>	<b>(53,706)</b>	<b>22,094</b>	<b>(14,658)</b>	<b>75,801</b>	<b>0</b>	<b>(11,668)</b>	<b>64,133</b>	<b>(2,915)</b>



## Town of Claremont Reserve Movements

For the Period 01-Jul-2024 to 31-August-2024

Reserve	Adopted Budget				Actuals YTD			
	Opening Balance	Transfer To	Transfer From	Closing Balance	Opening Balance	Transfer To	Transfer From	Closing Balance
NEP Developer Contributions	475,244	0	0	475,244	479,751	0	0	479,751
Cash in lieu of Parking	580,544	0	0	580,544	586,049	0	0	586,049
Claremont Town Centre - SAR	184,114	0	0	184,114	199,789	0	0	199,789
Pool Upgrade	796,595	0	(513,000)	283,595	942,310	0	0	942,310
Plant Replacement	167,647	0	0	167,647	178,916	0	0	178,916
Irrigation and Drainage	600,910	0	(50,000)	550,910	638,944	0	0	638,944
Public Art	225,892	9,112	0	235,004	199,502	0	0	199,502
Parking	1,205,890	0	0	1,205,890	1,217,325	0	0	1,217,325
Building	452,067	0	0	452,067	486,972	0	0	486,972
Future Fund	4,830,668	0	0	4,830,668	5,044,478	0	0	5,044,478
Claremont Joint Venture	1,043,814	0	0	1,043,814	1,063,508	0	0	1,063,508
Heritage Grant	75,098	0	0	75,098	81,014	0	0	81,014
Employee Entitlement	661,213	0	(150,000)	511,213	691,720	0	0	691,720
WESROC Contributions	517,576	0	0	517,576	304,843	0	0	304,843
<b>Reserve Total</b>	<b>11,817,272</b>	<b>9,112</b>	<b>(713,000)</b>	<b>11,113,384</b>	<b>12,115,121</b>	<b>0</b>	<b>0</b>	<b>12,115,121</b>

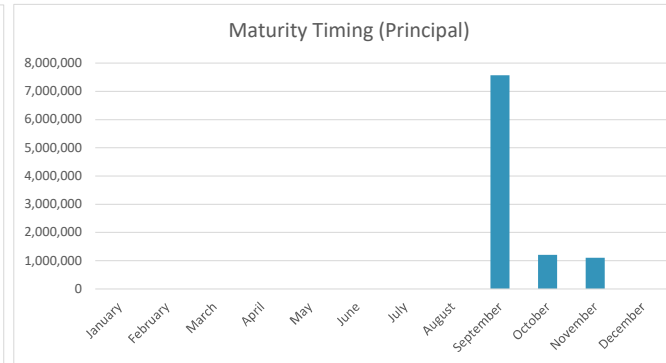
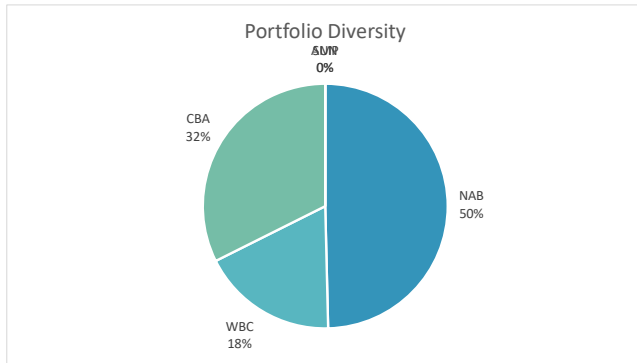




## Town of Claremont Investments

For the Period 01-Jul-2024 to 31-August-2024

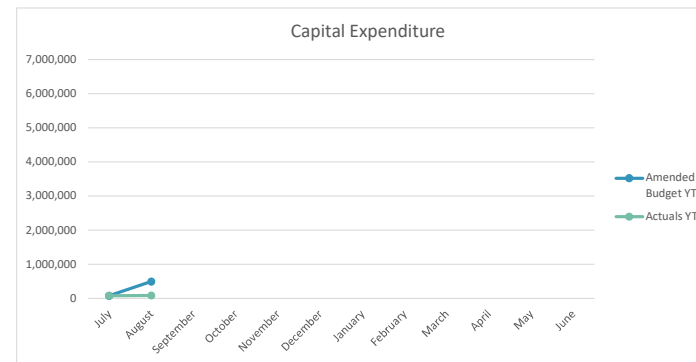
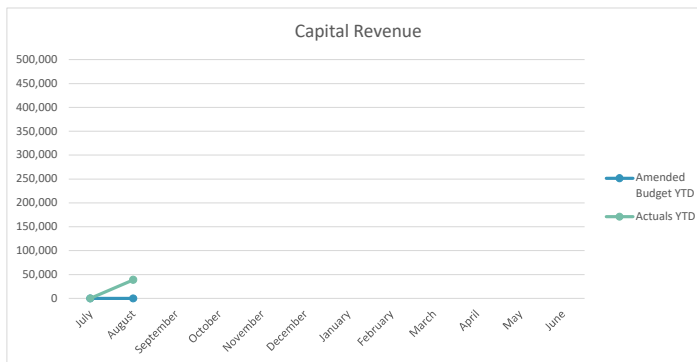
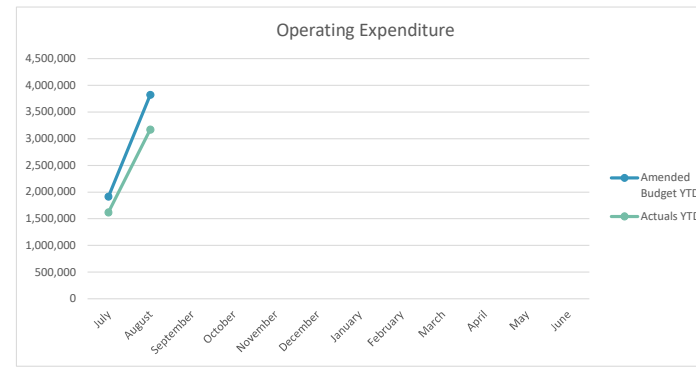
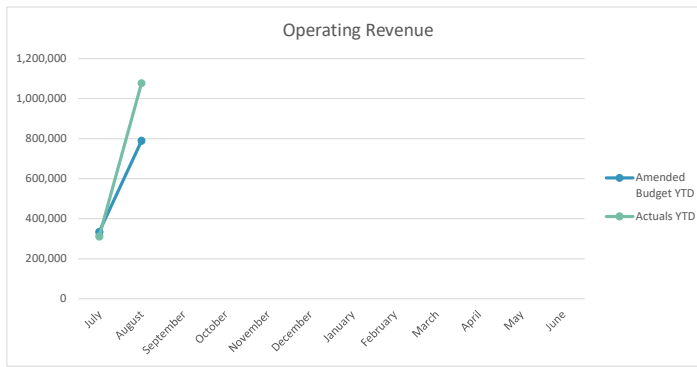
Bank	Type	Reference	Interest Rate	Investment Date	Maturity Date	Term (Days)	Invested Amount
NAB	At Call - Pooled investments		0.38%	1/07/2023			1,779,367
NAB	At Call - Damage Bonds		0.38%	1/07/2023			196,900
CBA	Term Deposit	TD415	5.29%	12/09/2023	13/09/2024	367	2,062,498
WBC	Term Deposit	TD406	5.20%	12/10/2023	11/10/2024	365	1,203,551
WBC	Term Deposit	TD409	5.40%	7/11/2023	7/11/2024	366	1,105,723
NAB	Term Deposit	TD419	5.20%	12/09/2023	11/09/2024	365	3,400,000
NAB	Term Deposit	TD421	3.60%	6/08/2024	4/01/2025	152	1,000,000
CBA	Term Deposit	TD425	4.74%	5/04/2024	2/09/2024	150	2,100,000
							<b>12,848,040</b>





## Town of Claremont Graphical Representation

For the Period 01-Jul-2024 to 31-August-2024





**13.1.6 LIST OF PAYMENTS 1 TO 31 AUGUST 2024**

**File Number:** FIM/00108-003, D-24-30398  
**Author:** Peter Barker (Senior Finance Officer)  
**Authoriser:** Liz Ledger (Chief Executive Officer)  
**Attachments:**

**PURPOSE**

For Council to note those payments made by the Chief Executive Officer under delegated authority during August 2024.

**BACKGROUND**

Council has delegated to the Chief Executive Officer (CEO) the exercise of its powers to make payments from the Municipal Fund and Trust Fund.

The CEO is required to present a list to Council of those payments made, under this delegated authority since the last payment list was submitted to Council.

**DISCUSSION**

Attached is the list of all accounts as paid totalling \$1,582,318.82 during the month of August 2024.

The attached schedule covers:

· Municipal Funds electronic funds transfers (EFT)	\$ 1,512,538.86
· Municipal Fund direct debits	\$ 58,903.53
· Municipal Fund vouchers (39681 & 39682)	\$ 10,876.43
· Trust Fund electronic funds transfer (EFT)	\$ -
· Trust Fund vouchers (none)	\$ -

All invoices have been verified, and all payments have been duly authorised in accordance with Council’s policies and procedures.

**PAST RESOLUTIONS**

Ordinary Council Meeting, 30 July 2024, Resolution 124/24

*That Council notes all payments made by the Chief Executive Officer under Delegation*

*DA 2.1.5 for July 2024 totalling \$2,143,047.39, as detailed in Attachment 1 comprising:*

\$ 2,032,583.51	<i>Municipal Funds electronic funds transfers (EFT)</i>
\$ 110,463.88	<i>Municipal Funds direct debits</i>
\$ -	<i>Municipal Fund vouchers</i>
\$ -	<i>Trust Fund EFT</i>
\$ -	<i>Trust Fund vouchers (none)</i>

**FINANCIAL AND STAFF IMPLICATIONS**

Resource requirements are in accordance with existing budgetary allocation.

**POLICY AND STATUTORY IMPLICATIONS**

*Local Government (Financial Management) Regulations 1996, Regulations 12 – 13.*

Town of Claremont Delegation Register – DA 2.1.5 Payment of Accounts.

**COMMUNICATION AND CONSULTATION**

Nil

**STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.
- Manage our finances responsibly and improve financial sustainability.

**URGENCY**

The schedule of payments is to be presented to the next ordinary meeting of Council after the list has been prepared, under Regulation 13(1) of the *Local Government (Financial Management) Regulations 1996*.

**VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

**COUNCIL RESOLUTION**

**That Council notes all payments made by the Chief Executive Officer under Delegation DA 2.1.5 for August 2024 totalling \$1,582,318.82 as detailed in Attachment 1 comprising:**

<b>\$ 1,512,538.86</b>	<b><i>Municipal Funds electronic funds transfers (EFT)</i></b>
<b>\$ 58,903.53</b>	<b><i>Municipal Funds direct debits</i></b>
<b>\$ 10,876.43</b>	<b><i>Municipal Fund vouchers (39681 &amp; 39682)</i></b>
<b>\$ -</b>	<b><i>Trust Fund EFT</i></b>
<b>\$ -</b>	<b><i>Trust Fund vouchers (none)</i></b>

SCHEDULE OF PAYMENTS  
August 2024

Date	Ref.	Name	Details	Amount
1/08/2024	EFT02034	Abaxa	Locating underground utilities various streets	\$1,435.50
15/08/2024	EFT02036	Allmark & Associates Pty Ltd	Adopt the Tree program plaques	\$687.50
1/08/2024	EFT02034	Allpipe Technologies (Veolia Water Operations Pty Ltd)	Drainage cleaning and maintenance works	\$946.00
29/08/2024	EFT02038	Arcus Refrigeration Services Pty Ltd	Repairs and maintenance	\$231.00
8/08/2024	EFT02035	Australia Post - 623462 - Contractor Collect	Postage	\$249.23
8/08/2024	EFT02035	Australia Post - 673027	Postage	\$975.95
8/08/2024	EFT02035	Australian Taxation Office	PAYG withholding PPE 28/7/2024	\$60,445.00
15/08/2024	EFT02036	Australian Taxation Office	PAYG withholding PPE 11/8/2024	\$59,034.00
29/08/2024	EFT02038	Australian Taxation Office	PAYG withholding PPE 21/8/2024	\$7,101.00
22/08/2024	EFT02037	B & B Waste Contractors Pty Ltd	Bulk waste collection	\$34,233.65
15/08/2024	EFT02036	Barefoot Renovations Pty Ltd BA23185	Damage bond refund	\$3,000.00
8/08/2024	EFT02035	BCITF	BCITF levies	\$802.54
1/08/2024	EFT02034	Benara Nurseries	Various plant & tree works	\$1,557.93
29/08/2024	EFT02038	Benara Nurseries	Various plant & tree works	\$617.93
1/08/2024	EFT02034	Black Swan Horticulture (Laird Wayne Chromiak)	Garden/streetscape maintenance	\$1,647.80
29/08/2024	EFT02038	Black Swan Horticulture (Laird Wayne Chromiak)	Garden/streetscape maintenance	\$2,290.75
8/08/2024	EFT02035	Blue Force Pty Ltd	CCTV Maintenance July 2024	\$331.10
15/08/2024	EFT02036	Boyan Electrical Services	Electrical repairs & maintenance	\$4,472.60
1/08/2024	EFT02034	Brownes Foods Operations Pty Ltd	Aquatic Centre café supplies	\$36.30
22/08/2024	EFT02037	Brownes Foods Operations Pty Ltd	Aquatic Centre café supplies	\$21.78
29/08/2024	EFT02038	Brownes Foods Operations Pty Ltd	Aquatic Centre café supplies	\$74.65
29/08/2024	EFT02038	Buggybuddys Pty Ltd	Celebrate Lake Claremont & Jurassic Adventure event advertising	\$495.00
1/08/2024	EFT02034	Bunnings	Tools, equipment & minor building materials	\$300.30
22/08/2024	EFT02037	Bunnings	Tools, equipment & minor building materials	\$993.73
29/08/2024	EFT02038	Bunnings	Tools, equipment & minor building materials	\$1,587.08
22/08/2024	EFT02037	Burgess Rawson (WA) Pty Ltd	Water usage - SMH	\$415.89
1/08/2024	EFT02034	Call Associates Pty Ltd (Connect/Insight Ccs)	Overall fees	\$327.47
22/08/2024	EFT02037	Call Associates Pty Ltd (Connect/Insight Ccs)	Overall fees	\$169.46
15/08/2024	EFT02036	Catherine Crosland	Refund of overpaid dog registration	\$77.50
29/08/2024	EFT02038	City Of Melville	Contribution to past employee LSL	\$2,841.27
8/08/2024	EFT02035	City Of Stirling	Meals on Wheels delivery services	\$528.50
15/08/2024	EFT02036	Claremont Football Club Inc	Claremont Football Club Grant	\$56,980.00
22/08/2024	EFT02037	Clean City Group Pty Ltd	Outdoor cleaning and maintenance works	\$8,346.25
8/08/2024	EFT02035	Colleagues Nagels	Various printing	\$3,486.82
1/08/2024	EFT02034	Commercial Aquatics Australia	Aquatic Centre plant works & maintenance	\$181.50
8/08/2024	EFT02035	Complete Office Supplies Pty Ltd	Stationery, office & cleaning supplies	\$298.71
29/08/2024	EFT02038	Complete Office Supplies Pty Ltd	Stationery, office & cleaning supplies	\$424.82
22/08/2024	EFT02037	Compu-Stor	External records storage	\$451.88
22/08/2024	EFT02037	Contraflow Pty Ltd	Traffic management various roads	\$3,223.86
29/08/2024	EFT02038	Contraflow Pty Ltd	Traffic management various roads	\$4,574.96
22/08/2024	EFT02037	Councilwise Pty Ltd	PropertyWise monthly software license	\$1,904.47
15/08/2024	EFT02036	Daryl Lambert BA23108	Damage bond refund	\$500.00
1/08/2024	EFT02034	Datacom Solutions (AU) Pty Ltd	Software support & subscriptions	\$8,668.36
29/08/2024	EFT02038	Datacom Solutions (AU) Pty Ltd	Software support & subscriptions	\$8,668.35
29/08/2024	EFT02038	Decimal Holdings Pty Ltd BA21248	Damage bond refund	\$2,000.00
22/08/2024	EFT02037	Department Of The Premier And Cabinet	Government Gazette advertising	\$1,996.29
15/08/2024	EFT02036	Destination Perth (Perth Region Tourism Organisation Inc)	Destination Perth Membership	\$1,430.00
15/08/2024	EFT02036	DMIRS (BSL)	Building services Levy	\$5,754.93
29/08/2024	EFT02038	Domus Nursery	Various park works	\$552.39
8/08/2024	EFT02035	DJ Electrical	Reticulation electrical repairs & maintenance	\$792.00
29/08/2024	EFT02038	Ellenby Pty Ltd	Adopt a Tree supply for August	\$3,081.87
15/08/2024	EFT02036	Energy Tec Holdings Pty Ltd	Meter readings	\$128.37
8/08/2024	EFT02035	Enviro Sweep	CBD & residential area sweeps	\$26,507.25
15/08/2024	EFT02036	Enviro Sweep	CBD & residential area sweeps	\$38,053.13
8/08/2024	EFT02035	Filmbites (TPG Film Services Pty Ltd)	Library school holiday event	\$550.00
22/08/2024	EFT02037	Fleetware (GPS Tracking Systems)	Software subscription	\$165.00
8/08/2024	EFT02035	Food Safety Co (Erina Jane Male)	Food business inspections - July 2024	\$1,600.50
8/08/2024	EFT02035	Fullworks Fire Safety Australia (Oliver Family Trust)	Fire panel testing - various buildings	\$297.00
8/08/2024	EFT02035	Gecko Contracting Turf & Landscape Maintenance (Gas Assets Pty Ltd)	Aquatic Centre mowing - July 2024	\$653.40
1/08/2024	EFT02034	Gennet	Software subscriptions	\$985.60
8/08/2024	EFT02035	Gesha Coffee Co (The Trustee For Lanpa Trust)	Aquatic Centre café supplies	\$166.83
15/08/2024	EFT02036	Gesha Coffee Co (The Trustee For Lanpa Trust)	Aquatic Centre café supplies	\$380.00
8/08/2024	EFT02035	Go Doors Pty Ltd	Automatic door repairs and maintenance	\$1,338.16
15/08/2024	EFT02036	Good Sammy Enterprises	Bayview Community Centre garden maintenance	\$550.00
1/08/2024	EFT02034	GR Morabito BA22119	Damage bond refund	\$3,000.00
8/08/2024	EFT02035	Graffiti Systems Australia (Robthor)	Graffiti removal for July 2024	\$346.61
22/08/2024	EFT02037	Green Start Consulting Pty Ltd	Bayview Community Centre - Construction Certificate	\$7,040.00
1/08/2024	EFT02034	Gutter-Vac Perth (Mccracken Family Trust)	Gutter cleaning for various buildings	\$2,266.00
1/08/2024	EFT02034	Gymcare (Goldpin Corporation Pty Ltd)	Corporate gym equipment service	\$235.18
29/08/2024	EFT02038	Haven Construction (WA) Pty Ltd BA21089	Damage bond refund	\$3,000.00
1/08/2024	EFT02034	Hays Specialist Recruitment (Australia) Pty Limited	Temp Officer	\$1,661.22
22/08/2024	EFT02037	Helen Mckay	Catio Grant	\$500.00
22/08/2024	EFT02037	Honda North (Carriage Motors Pty Ltd)	Servicing of Fleet Vehicle	\$225.00
1/08/2024	EFT02034	Imagesource	Prints - Ads/promotion	\$546.70
29/08/2024	EFT02038	Imagesource	Prints - Ads/promotion	\$1,052.70
15/08/2024	EFT02036	IPWEA (Institute Of Public Works Engineering Australasia Limited)	Employee training course	\$3,872.00
15/08/2024	EFT02036	Irdi Legal (The Trustee For Trinity Trust)	Ministers consent - Lease	\$1,386.00
8/08/2024	EFT02035	Ixom Operations Pty Ltd	Aquatic Centre chemicals	\$2,066.85

SCHEDULE OF PAYMENTS  
August 2024

15/08/2024	EFT02036	Ixom Operations Pty Ltd	Aquatic Centre chemicals	\$1,859.52
29/08/2024	EFT02038	Ixom Operations Pty Ltd	Aquatic Centre chemicals	\$1,859.52
1/08/2024	EFT02034	J&V (Dugite Earthmoving Pty Ltd)	Various heavy machinery works	\$2,934.80
15/08/2024	EFT02036	J&V (Dugite Earthmoving Pty Ltd)	Various heavy machinery works	\$522.50
22/08/2024	EFT02037	J&V (Dugite Earthmoving Pty Ltd)	Various heavy machinery works	\$2,934.80
15/08/2024	EFT02036	Kyle Hewett BA23154	Damage bond refund	\$3,000.00
8/08/2024	EFT02035	Kyocera	Photocopier Costs	\$537.36
29/08/2024	EFT02038	LGISWA	Various Insurance policies	\$2,934.58
15/08/2024	EFT02036	Lisa Cusack BA23072	Damage bond refund	\$500.00
8/08/2024	EFT02035	LIWA Aquatics	LIWA Aquatic Conference registration	\$560.00
1/08/2024	EFT02034	Main Roads Western Australia	Reinstatement of traffic signal loops	\$3,594.17
29/08/2024	EFT02038	Malcolm Thompson Pumps Pty Ltd	Repair of Aquatic Centre pump	\$547.43
8/08/2024	EFT02035	Mcleods	Legal expenses	\$4,156.68
22/08/2024	EFT02037	Mettris Construction (Mettris Pty Ltd)	Refund of DA fee	\$147.00
1/08/2024	EFT02034	Miracle Recreation Equipment (Superior Nominees)	Various playground inspections	\$951.50
15/08/2024	EFT02036	Miracle Recreation Equipment (Superior Nominees)	Various playground inspections	\$770.00
22/08/2024	EFT02037	Narelle Zaknich	Reimbursement for various expenses	\$73.03
1/08/2024	EFT02034	Natural Area Holdings Pty Ltd	Feral animal control at Lake Claremont	\$2,442.00
8/08/2024	EFT02035	Nutrien Water (Total Eden Pty Limited)	Geothermal Filter Service	\$1,893.57
22/08/2024	EFT02037	Office Furniture Sales (Bridget Marcelle Day)	Office equipment	\$894.00
8/08/2024	EFT02035	On Hold On Line (K.L & L.R Jones)	On hold messages	\$77.00
29/08/2024	EFT02038	Onemusic (Apra)	APRA License	\$2,145.48
22/08/2024	EFT02037	Orikan Australia Pty Ltd	Software subscription	\$1,859.00
29/08/2024	EFT02038	Orikan Australia Pty Ltd	Software subscription	\$5,827.80
14/08/2024	PAYROLL	Pay11082024	PPE 11/08	\$214,178.18
22/08/2024	PAYROLL	Pay22082024	PPE 25/08 Adjustment	\$25,450.51
28/08/2024	PAYROLL	Pay25082024	PPE 25/08	\$211,499.32
1/08/2024	EFT02034	Persolkelly Australia Pty Ltd	Temp Officer	\$6,596.42
8/08/2024	EFT02035	Persolkelly Australia Pty Ltd	Temp Officer	\$2,328.15
22/08/2024	EFT02037	Persolkelly Australia Pty Ltd	Temp Officer	\$2,328.15
29/08/2024	EFT02038	Persolkelly Australia Pty Ltd	Temp Officer	\$4,656.30
29/08/2024	EFT02038	Perth Patio Magic BA23166	Damage bond refund	\$500.00
29/08/2024	EFT02038	Perth Patio Magic BA24035	Damage bond refund	\$500.00
29/08/2024	EFT02038	Perth Patio Magic BA24067	Damage bond refund	\$500.00
8/08/2024	EFT02035	PFD Food Services Pty Ltd	Aquatic Centre café supplies	\$1,062.75
1/08/2024	EFT02034	Phil Johnson Plumbing And Gas	Plumbing works	\$1,240.00
8/08/2024	EFT02035	Phil Johnson Plumbing And Gas	Plumbing works	\$898.00
29/08/2024	EFT02038	Phil Johnson Plumbing And Gas	Plumbing works	\$176.00
1/08/2024	EFT02034	Pipeline Irrigation	Various Irrigation works	\$154.00
8/08/2024	EFT02035	Pipeline Irrigation	Various Irrigation works	\$9,040.90
29/08/2024	EFT02038	Pipeline Irrigation	Various Irrigation works	\$1,272.70
22/08/2024	EFT02037	Pool Robotics Perth (The Trustee For The Shephard Family Trust)	Repair of Aquatic Centre pool cleaner	\$267.30
29/08/2024	EFT02038	Priestman & Sharp Smash Repair	Vehicle repair	\$330.00
29/08/2024	EFT02038	Print & Sign Co (Easy Abc Pty Ltd)	Prints - Ads/promotion	\$1,966.80
1/08/2024	EFT02034	Proarb WA (R Hawkins & CN Jones)	Various tree works	\$16,159.00
22/08/2024	EFT02037	Proarb WA (R Hawkins & CN Jones)	Various tree works	\$3,448.50
29/08/2024	EFT02038	Proarb WA (R Hawkins & CN Jones)	Various tree works	\$1,452.00
8/08/2024	EFT02035	Proglity Pty Ltd	Software subscription	\$8,381.36
1/08/2024	EFT02034	Quaine Constructions Pty Ltd BA22031	Damage bond refund	\$3,000.00
1/08/2024	EFT02034	Quantum Building Services	Repair of building roof leaks	\$1,214.44
22/08/2024	EFT02037	Quantum Building Services	Building maintenance	\$412.50
22/08/2024	EFT02037	Quicksuper (Australiansuper Pty Ltd)	Superannuation for July 2024	\$118,219.33
29/08/2024	EFT02038	RAC Businesswise (RAC Motoring Pty Ltd)	Roadside Assistance for Fleet Vehicle	\$20.90
15/08/2024	EFT02036	Remida Perth Inc	Library School holiday event	\$395.00
29/08/2024	EFT02038	Riskwest	Risk Management Services - Strategic Risks	\$2,904.00
8/08/2024	EFT02035	Safety Tactile Pave/Affirmative (STP Family Trust)	Footpath & paving works	\$1,341.80
29/08/2024	EFT02038	Safety Tactile Pave/Affirmative (STP Family Trust)	Footpath & paving works	\$3,143.33
8/08/2024	EFT02035	Seek Ltd	Staff recruitment advertising	\$2,283.05
15/08/2024	EFT02036	Seek Ltd	Staff recruitment advertising	\$2,291.52
29/08/2024	EFT02038	Shapers Property Services BA23216	Damage bond refund	\$3,000.00
1/08/2024	EFT02034	Skyline Landscape Services Group	Town wide mulching - February 2024	\$103,965.95
8/08/2024	EFT02035	Skyline Landscape Services Group	Mulching various sites	\$25,033.04
8/08/2024	EFT02035	Southern Cross Cleaning (DRD Partnership)	Council building cleaning for June and July 2024	\$15,498.71
8/08/2024	EFT02035	Sportsworld Of WA	Aquatic Centre shop stock	\$783.75
15/08/2024	EFT02036	Sportsworld Of WA	Aquatic Centre shop stock	\$797.50
8/08/2024	EFT02035	Steve's Sand Sifting For Playground Services	Playground sandpit cleaning	\$2,980.00
15/08/2024	EFT02036	Stihl Shop Osborne Park (Lizo Pty Ltd)	Garden equipment servicing	\$195.45
1/08/2024	EFT02034	Sunny Signs Company Pty Ltd	Various street signs	\$2,688.62
1/08/2024	EFT02034	Sustainable Outdoors	Weed control/parks works	\$12,462.18
1/08/2024	EFT02034	Talent International Pty Ltd	Temp ICT Support Officer	\$5,736.07
1/08/2024	EFT02034	Telstra	Mobile/data/communication expenses	\$6,717.89
8/08/2024	EFT02035	Telstra	Mobile/data/communication expenses	\$659.43
29/08/2024	EFT02038	Telstra	Mobile/data/communication expenses	\$6,718.07
1/08/2024	EFT02034	The Furniture Man (Bruno Nascimento)	Disposal of MOW furniture	\$2,215.05
8/08/2024	EFT02035	The Paper Company Of Australia	Paper supplies	\$460.02
22/08/2024	EFT02037	The Poster Girls (L H Thompson)	Delivery of event flyers and posters	\$94.05
1/08/2024	EFT02034	The Trustee For Garache Trust	Wheellie bin safety stickers	\$2,250.00
22/08/2024	EFT02037	TPG Network Pty Ltd	Internet service	\$2,084.50
1/08/2024	EFT02034	Turfworks WA Pty Ltd	Mow parks & various verges	\$4,497.88

SCHEDULE OF PAYMENTS  
August 2024

22/08/2024	EFT02037	Turfworks WA Pty Ltd	Mow parks & various verges	\$3,854.62
29/08/2024	EFT02038	Turfworks WA Pty Ltd	Mow parks & various verges	\$4,497.88
8/08/2024	EFT02035	Ultimo Catering & Events	Citizenship catering 24/7/2024	\$410.95
15/08/2024	EFT02036	Veolia Recycling & Recovery (Perth)	Commercial waste collection	\$1,124.64
22/08/2024	EFT02037	Veolia Recycling & Recovery (Perth)	Commercial waste collection	\$102,455.34
8/08/2024	EFT02035	Vocus Pty Ltd	Internet & telephone service	\$523.81
8/08/2024	EFT02035	Vorgee Pty Ltd	Aquatic Centre shop stock	\$2,583.90
1/08/2024	EFT02034	WALGA	Employee training course	\$738.00
29/08/2024	EFT02038	WALGA	Employee training course	\$654.50
1/08/2024	EFT02034	Webb & Brown-Neaves Pty Ltd BA21198	Damage bond refund	\$3,000.00
1/08/2024	EFT02034	Wesfarmers Kleenheat Gas Pty Ltd	Gas charges for Aquatic Centre	\$576.15
15/08/2024	EFT02036	Wesfarmers Kleenheat Gas Pty Ltd	Gas charges for Aquatic Centre	\$723.60
15/08/2024	EFT02036	Western Metropolitan Regional Council	Domestic waste collection	\$42,266.65
29/08/2024	EFT02038	Western Metropolitan Regional Council	Domestic waste collection	\$36,261.03
1/08/2024	EFT02034	WINC	Stationery supplies	\$586.91
22/08/2024	EFT02037	WINC	Stationery supplies	\$21.48
29/08/2024	EFT02038	WINC	Stationery & cleaning supplies	\$1,149.32
15/08/2024	EFT02036	Woodlands Distributors And Agencies Pty Ltd	Dog waste bags	\$2,845.92
15/08/2024	EFT02036	Work Clobber	Staff uniform and safety clothing	\$306.00
22/08/2024	EFT02037	Yvonne Mary Loveland	WSA Executive Officer Consultancy - July, August 2024	\$16,666.68
<b>Total EFT</b>				<b>\$1,512,538.86</b>

Total Number of EFT Transfers

177

CHEQUES ISSUED AUGUST 2024 - MUNICIPAL FUND

Date	Ref.	Name	Details	Amount
8/08/2024	39681			\$10,199.50
28/08/2024	39682			\$676.93
<b>Total Cheques</b>				<b>\$10,876.43</b>

Total Number of Cheques

2

DIRECT DEBITS AUGUST 2024 - MUNICIPAL FUND

Date	Ref.	Name	Details	Amount
		Business Fleet Card	Fuel card expenses	\$5,670.65
		Kyocera	Photocopier lease payments	\$954.82
		NAB	Various bank fees	\$4,680.42
		Nab Purchase Card	Purchase Card expenses	\$6,346.15
		Synergy	Various electricity and street lighting	\$41,251.49
<b>Total Direct Debits</b>				<b>\$58,903.53</b>

TOTAL MUNICIPAL PAYMENTS FOR THE MONTH OF AUGUST 2024

\$1,582,318.82

ELECTRONIC FUNDS TRANSFERS AUGUST 2024 - TRUST FUND

Date	Ref.	Name	Details	Amount
<b>Total EFT</b>				<b>\$0.00</b>

Total Number of EFT Transfers

0

CHEQUES ISSUED AUGUST 2024 - TRUST FUND

Date	Ref.	Name	Details	Amount
<b>Total Cheques</b>				<b>\$0.00</b>
<b>Total number of Cheques</b>				<b>\$0.00</b>

TOTAL TRUST PAYMENTS FOR THE MONTH OF AUGUST 2024

0

TOTAL ALL PAYMENTS FOR THE MONTH OF AUGUST 2024

\$1,582,318.82

**Statement Period 30 Jul 2024 to 28 Aug 2024****Manager CCH and Library**

Posting Date	Tran Date	Supplier	Narrative	Amount
2-Aug-24	1-Aug-24	Mailchimp *misc	Mailchimp subscription	\$ 92.17
5-Aug-24	2-Aug-24	The Lane Bookshop	Youth Service event materials	\$ 76.47
7-Aug-24	6-Aug-24	Wanewsdti	Newspaper Subscription	\$ 48.00
12-Aug-24	9-Aug-24	Coles 0299	Youth Service event materials	\$ 18.95
<b>Total AUD</b>				<b>\$ 235.59</b>

**Manager Communications and Customer Relations**

Posting Date	Tran Date	Supplier	Narrative	Amount
30-Jul-24	28-Jul-24	Linktree* Linktree	Linktree subscription	\$ 14.00
31-Jul-24	30-Jul-24	Woolworths Online	Staff Fruit and Milk	\$ 117.28
1-Aug-24	30-Jul-24	Intuit Mailchimp	Mailchimp subscription	\$ 141.77
7-Aug-24	5-Aug-24	Waivpay Pty Ltd	Foreshore consultation promotion	\$ 102.95
7-Aug-24	6-Aug-24	Woolworths Online	Staff Fruit and Milk	\$ 117.05
14-Aug-24	13-Aug-24	Woolworths Online	Staff Fruit and Milk	\$ 113.05
15-Aug-24	12-Aug-24	Bunnings 483000	Reception area equipment	\$ 27.30
15-Aug-24	13-Aug-24	Jb Hi Fi Claremont	Communications computer hardware	\$ 39.00
21-Aug-24	20-Aug-24	Facebk *g4pvd9lqv2	CLC Facebook advertising	\$ 3.25
21-Aug-24	20-Aug-24	Shutterstock Ireland Limi	BVCC Facebook Advertising photos	\$ 22.00
21-Aug-24	20-Aug-24	Facebk *bblvj8grv2	BVCC Facebook Advertising	\$ 83.89
21-Aug-24	20-Aug-24	Woolworths Online	Staff Fruit and Milk	\$ 115.85
21-Aug-24	20-Aug-24	Hotjar	Website related subscription - August	\$ 165.23
22-Aug-24	21-Aug-24	Wanewsdti	Newspaper subscription	\$ 28.00
<b>Total AUD</b>				<b>\$ 1,090.62</b>

**Director Governance and People**

Posting Date	Tran Date	Supplier	Narrative	Amount
7-Aug-24	7-Aug-24	Hightail / Opentext	Software License - Hightail (Annual)	\$ 56.20
7-Aug-24	7-Aug-24	Hightail	Software Subscription - Hightail (Annual)	\$ 224.80
12-Aug-24	9-Aug-24	Microsoft#g055636563	Software Subscription - Microsoft Azure	\$ 272.58
14-Aug-24	12-Aug-24	Dnh*godaddy#3231503989	claremonttowncentre.com.au domain renewal	\$ 23.95
15-Aug-24	13-Aug-24	Dnh*godaddy#3239831932	townofclaremont.au domain renewal	\$ 47.89
26-Aug-24	24-Aug-24	Abbey Blinds And Curtains	Blinds for Bayview Community Centre	\$ 1,040.38
27-Aug-24	25-Aug-24	Claremont Carwash Pty	Carwash for Fleet Vehicle	\$ 34.00
<b>Total AUD</b>				<b>\$ 1,699.80</b>

**Administration Officer - Infrastructure**

Posting Date	Tran Date	Supplier	Narrative	Amount
9-Aug-24	8-Aug-24	Officeworks 0616	Chalk for playgrounds (Parks)	\$ 5.23
9-Aug-24	8-Aug-24	Trybooking*dieback Workin	Dieback information group conference (Parks)	\$ 284.63
12-Aug-24	9-Aug-24	Vacuum Spares	Vax vacuum cleaner disposable dust bags	\$ 31.90
15-Aug-24	14-Aug-24	Foodies Market Clare	Fruit & biscuits for LCAC meeting	\$ 35.50
19-Aug-24	15-Aug-24	Claremont Pool Svcs	Epoxy resin for pool tile repairs	\$ 90.00
22-Aug-24	21-Aug-24	Coles 0299	Biscuits for Foreshore Committee meeting	\$ 5.00
<b>Total AUD</b>				<b>\$ 452.26</b>

**Manager Tourism & Events**

Posting Date	Tran Date	Supplier	Narrative	Amount
5-Aug-24	2-Aug-24	Coles 0299	Youth Photo Competition - catering for awards nigh	\$ 50.65
9-Aug-24	7-Aug-24	Advantage Pharmacy	Employee farewell card	\$ 14.99
14-Aug-24	14-Aug-24	Grammarly Co*diqlhhe	Grammerly Annual subscription	\$ 221.17
15-Aug-24	14-Aug-24	Foodies Market Clare	Team building - catering	\$ 8.38
15-Aug-24	14-Aug-24	Coles 0299	Team building - catering	\$ 164.70
16-Aug-24	14-Aug-24	Wiz Phy Claremont	Employee farewell gift	\$ 9.95
22-Aug-24	21-Aug-24	Temu.Com	Youth event stationery	\$ 65.65
22-Aug-24	21-Aug-24	Fh* Ranger Reds Zoo C	Youth event prizes	\$ 189.82
23-Aug-24	21-Aug-24	The Wa Museum	Youth event prizes	\$ 120.00
23-Aug-24	21-Aug-24	Amazon Marketplace Au	Youth event prizes	\$ 527.90
<b>Total AUD</b>				<b>\$ 1,373.21</b>

**Manager Environmental Health**

Posting Date	Tran Date	Supplier	Narrative	Amount
7-Aug-24	5-Aug-24	Chemist Warehouse	Hand sanitiser	\$ 14.99
<b>Total AUD</b>				<b>\$ 14.99</b>

**Curator Museum**

Posting Date	Tran Date	Supplier	Narrative	Amount
1-Aug-24	31-Jul-24	Coles 0299	HIACC - August	\$ 135.99
14-Aug-24	13-Aug-24	Taylor Rd Iga	Milk and dish soap	\$ 7.39
20-Aug-24	19-Aug-24	Coles 0299	Event catering	\$ 36.80
27-Aug-24	26-Aug-24	Taylor Rd Iga	Butter for ed program	\$ 7.90
28-Aug-24	27-Aug-24	Redbubble	Shirt for display	\$ 33.97
28-Aug-24	27-Aug-24	Temu.Com	Display materials for exhibition	\$ 44.97
<b>Total AUD</b>				<b>\$ 267.02</b>

**Administration Officer - Planning and Building**

Posting Date	Tran Date	Supplier	Narrative	Amount
15-Aug-24	14-Aug-24	Aust Writers Cntr	Employee training course	\$ 345.00
26-Aug-24	23-Aug-24	Walga Events	WALGA Planning Conference registration	\$ 170.00
<b>Total AUD</b>				<b>\$ 515.00</b>

**Manager Governance & Records**

Posting Date	Tran Date	Supplier	Narrative	Amount
5-Aug-24	2-Aug-24	Bunnings 483000	New Starter Welcome Pack	\$ 15.00
15-Aug-24	12-Aug-24	Bunnings 483000	New Starter Welcome Pack	\$ 10.45
21-Aug-24	19-Aug-24	Landgate	Landgate - Request for Deposited Plan	\$ 31.60
<b>Total AUD</b>				<b>\$ 57.05</b>

**Centre Manager**

Posting Date	Tran Date	Supplier	Narrative	Amount
6-Aug-24	5-Aug-24	Foodies Market Clare	Milk for pool café.	\$ 15.96
12-Aug-24	9-Aug-24	Foodies Market Clare	Milk for pool café.	\$ 23.94
14-Aug-24	12-Aug-24	Boc Limited	Medical oxygen cylinder hire fee for 2024/25	\$ 185.90
21-Aug-24	20-Aug-24	Foodies Market Clare	Milk for pool café.	\$ 15.96
<b>Total AUD</b>				<b>\$ 241.76</b>

**Executive Assistant**

Posting Date	Tran Date	Supplier	Narrative	Amount
5-Aug-24	2-Aug-24	Officeworks 0602	USB-C Adaptors	\$ 69.96
7-Aug-24	6-Aug-24	Coles 0392	Staff Meeting refreshments	\$ 64.70
8-Aug-24	6-Aug-24	Stand In Room Pty L	Women in Management refreshments	\$ 41.60
15-Aug-24	14-Aug-24	Boatshed Market Pty	Get well gift	\$ 127.15
16-Aug-24	14-Aug-24	Platinum Golf Course P	Photos for Flourish	\$ 15.00
16-Aug-24	15-Aug-24	Coles 0299	Staff Meeting Prizes	\$ 14.00
22-Aug-24	20-Aug-24	Jacks Wholefoods &	Monthly Manager's Meeting Catering	\$ 23.59
28-Aug-24	27-Aug-24	Boatshed Market Pty	WAPC Pre-meeting lunch	\$ 42.85
<b>Total AUD</b>				<b>\$ 398.85</b>
				<b>\$6,346.15</b>



**Town of Claremont - Fuel Card Report  
July 2024**

Date	Company	Fleet Vehicle Registration	Location	Fuel Type	Total Cost
2/07/2024	Business Fuel Cards	1HHM122	Card Fee		2.19
11/07/2024	Business Fuel Cards	1HHM122	COLES EXPRESS CLAREMONT	Unleaded	107.73
2/07/2024	Business Fuel Cards	1HGN251	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HGN251	AMPOL NEDLANDS	Diesel	117.78
30/07/2024	Business Fuel Cards	1HGN251	BP ROSEGARDEN	Diesel	120.62
2/07/2024	Business Fuel Cards	1HNA376	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HKK055	Card Fee		2.19
6/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	37.07
18/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	39.64
20/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	48.48
24/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	57.05
25/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	49.48
27/07/2024	Business Fuel Cards	1HKK055	COLES EXPRESS CLAREMONT	Unleaded	35.27
2/07/2024	Business Fuel Cards	1HNU587	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HNU587	COLES EXPRESS MOUNT PLEASANT	Diesel	117.40
17/07/2024	Business Fuel Cards	1HNU587	COLES EXPRESS LEEMING	Diesel	120.87
2/07/2024	Business Fuel Cards	1GPM 470	Card Fee		2.19
1/07/2024	Business Fuel Cards	1GPM 470	COLES EXPRESS CLAREMONT	Unleaded	71.87
14/07/2024	Business Fuel Cards	1GPM 470	BP NOOKENBURRA	Unleaded	78.33
23/07/2024	Business Fuel Cards	1GPM 470	AMPOL KARRINYUP	Unleaded	80.28
2/07/2024	Business Fuel Cards	1GVR803	Card Fee		2.19
4/07/2024	Business Fuel Cards	1GVR803	COLES EXPRESS MOSMAN PARK	Unleaded	63.53
25/07/2024	Business Fuel Cards	1GVR803	AMPOL MOSMAN PARK	Unleaded	130.15
2/07/2024	Business Fuel Cards	1HVW052	Card Fee		2.19
5/07/2024	Business Fuel Cards	1HVW052	COLES EXPRESS CLAREMONT	Unleaded	112.46
12/07/2024	Business Fuel Cards	1HVW052	COLES EXPRESS CLAREMONT	Unleaded	122.35
23/07/2024	Business Fuel Cards	1HVW052	COLES EXPRESS CLAREMONT	Unleaded	113.76
2/07/2024	Business Fuel Cards	1HVW050	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HVW050	COLES EXPRESS CLAREMONT	Unleaded	79.81
9/07/2024	Business Fuel Cards	1HVW050	COLES EXPRESS CLAREMONT	Unleaded	94.33
16/07/2024	Business Fuel Cards	1HVW050	COLES EXPRESS CLAREMONT	Unleaded	57.37
23/07/2024	Business Fuel Cards	1HVW050	COLES EXPRESS CLAREMONT	Unleaded	93.12
2/07/2024	Business Fuel Cards	1HVW051	Card Fee		2.19
10/07/2024	Business Fuel Cards	1HVW051	AMPOL NEDLANDS	Unleaded	130.51
24/07/2024	Business Fuel Cards	1HVW051	AMPOL NEDLANDS	Unleaded	167.13
2/07/2024	Business Fuel Cards	1HWY703	Card Fee		2.19
20/07/2024	Business Fuel Cards	1HWY703	PUMA GWELUP	Unleaded	82.96
2/07/2024	Business Fuel Cards	1HGN250	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HGN250	COLES EXPRESS MOSMAN PARK	Diesel	116.82

16/07/2024	Business Fuel Cards	1HGN250	COLES EXPRESS MOSMAN PARK	Diesel	88.86
30/07/2024	Business Fuel Cards	1HGN250	AMPOL MOSMAN PARK	Diesel	117.59
2/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	Card Fee		2.19
30/06/2024	Business Fuel Cards	1DJJ817 & 1DFS961	COLES EXPRESS MOSMAN PARK	Unleaded	18.04
2/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	BP ROSEGARDEN	Unleaded	113.79
9/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	AMPOL NEDLANDS	Unleaded	123.98
16/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	AMPOL NEDLANDS	Unleaded	71.28
20/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	EG FUELCO FLOREAT	Unleaded	24.00
21/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	AMPOL NEDLANDS	Unleaded	35.24
23/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	BP ROSEGARDEN	Unleaded	110.99
30/07/2024	Business Fuel Cards	1DJJ817 & 1DFS961	BP ROSEGARDEN	Unleaded	59.03
2/07/2024	Business Fuel Cards	1HPN643	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HKK056	Card Fee		2.19
29/06/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	42.67
4/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	62.81
7/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	27.79
9/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	37.60
12/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	39.69
15/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	41.14
18/07/2024	Business Fuel Cards	1HKK056	COLES EXPRESS CLAREMONT	Unleaded	43.54
2/07/2024	Business Fuel Cards	1HPN644	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HPN644	COLES EXPRESS BANKSIA GROVE	Diesel	8.01
3/07/2024	Business Fuel Cards	1HPN644	BP ROSEGARDEN	Diesel	60.93
9/07/2024	Business Fuel Cards	1HPN644	COLES EXPRESS CLAREMONT	Diesel	77.11
16/07/2024	Business Fuel Cards	1HPN644	BP ROSEGARDEN	Diesel	96.97
23/07/2024	Business Fuel Cards	1HPN644	COLES EXPRESS BANKSIA GROVE	Diesel	105.09
2/07/2024	Business Fuel Cards	1HVW053	Card Fee		2.19
2/07/2024	Business Fuel Cards	1HVW053	BP ROSEGARDEN	Unleaded	131.52
8/07/2024	Business Fuel Cards	1HVW053	BP ROSEGARDEN	Unleaded	146.57
16/07/2024	Business Fuel Cards	1HVW053	BP ROSEGARDEN	Unleaded	124.50
21/07/2024	Business Fuel Cards	1HVW053	COLES EXPRESS WEST PERTH	Unleaded	128.07
29/07/2024	Business Fuel Cards	1HVW053	BP ROSEGARDEN	Unleaded	131.17
19/07/2024	Business Fuel Cards	1IFF055	Card Fee		2.19
9/07/2024	Business Fuel Cards	1IFF055	BP KARDINYA	Unleaded	85.80
30/07/2024	Business Fuel Cards	1IFF055	BP KARDINYA	Unleaded	77.55
19/07/2024	Business Fuel Cards	1IFF054	Card Fee		2.19
28/07/2024	Business Fuel Cards	1IFF054	AMPOL MELVILLE	Unleaded	92.07
19/07/2024	Business Fuel Cards	1IFF052	Card Fee		2.19
8/07/2024	Business Fuel Cards	1IFF052	AMPOL NEDLANDS	Unleaded	122.78
29/07/2024	Business Fuel Cards	1IFF052	AMPOL NEDLANDS	Unleaded	116.87
19/07/2024	Business Fuel Cards	1IFF051	Card Fee		2.19
19/07/2024	Business Fuel Cards	1IFF053	Card Fee		2.19
11/07/2024	Business Fuel Cards	1IFF053	AMPOL O'CONNOR	Unleaded	106.56
24/07/2024	Business Fuel Cards	1IFF053	AMPOL O'CONNOR	Unleaded	67.78

19/07/2024	Business Fuel Cards	1IFF057	Card Fee		2.19
2/07/2024	Business Fuel Cards	1IFF057	COLES EXPRESS BAYSWATER	Unleaded	69.05
9/07/2024	Business Fuel Cards	1IFF057	COLES EXPRESS BAYSWATER	Unleaded	71.05
16/07/2024	Business Fuel Cards	1IFF057	COLES EXPRESS BAYSWATER	Unleaded	76.55
23/07/2024	Business Fuel Cards	1IFF058	COLES EXPRESS BAYSWATER	Unleaded	68.25
30/07/2024	Business Fuel Cards	1IFF057	AMPOL MT LAWLEY	Unleaded	61.46
19/07/2024	Business Fuel Cards	1IFF056	Card Fee		2.19
20/07/2024	Business Fuel Cards	1IFF056	BP EXPRESS WEST COAST	Unleaded	92.89
29/07/2024	Business Fuel Cards	1IAU153	Card Fee		2.19
29/07/2024	Business Fuel Cards	1IAU171	Card Fee		2.19
13/07/2024	Business Fuel Cards	1IAU171	COLES EXPRESS CLAREMONT	Unleaded	92.01
		REBATE	COLES EXPRESS		-85.06
		REBATE	OTHER FUEL		-16.05
		<b>Business Fuel Cards Total</b>			<b>5,670.65</b>

## 13.2 ENVIRONMENTAL SUSTAINABILITY

### 13.2.1 COUNCIL POLICY EN302 ROAD VERGES

**File Number:** COM/00032

**Authors:** Bree Websdale (Director Governance and People), Liz Ledger (Chief Executive Officer)

**Authoriser:** Liz Ledger (Chief Executive Officer)

**Attachments:**

1. E N 302 Road Verge - Tracked [**13.2.1.1** - 3 pages]
2. E N 302 Road Verge - Final [**13.2.1.2** - 2 pages]

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#### PURPOSE

For Council to endorse a review of Policy EN302 Road Verges.

#### BACKGROUND

The Town's Activities on Thoroughfares and Public Places Local Law 2003 (**Local Law**) provides that only permissible verge treatments may be installed and includes the following list of permissible verge treatments:

- (a) the planting and maintenance of a lawn;*
- (b) the planting and maintenance of a garden provided that –*
  - (i) clear sight visibility is maintained at all times for a person using the abutting thoroughfare in the vicinity of an intersection or bend in the thoroughfare; and*
  - (ii) where there is no footpath, a pedestrian has safe and clear access of a minimum width of 2m along that part of the verge immediately adjacent to the kerb;*
- (c) the installation of an acceptable material; or*
- (d) the installation over no more than one third of the area of the verge (excluding any vehicle crossing) of an acceptable material in accordance with paragraph (c), and the planting and maintenance of either a lawn or a garden on the balance of the verge in accordance with paragraph (a) or (b);*
- (e) not to shed excessive stormwater run off (less than 50% impervious material).*

An acceptable material (as referred to in (c) above) means "any material which will create a hard surface, and which appears on a list of acceptable materials maintained by the local government." This is included within Policy EN302 Road Verges (**the Policy**).

The Policy was last reviewed in December 2018.

#### DISCUSSION

The Policy was presented to Council at the 27 August 2024 Ordinary Council Meeting with the proposal that artificial turf be included as an acceptable material. As the policy review was not adopted by Council, the Policy is being presented for Council endorsement without the inclusion of artificial turf verge treatments.

Council is responsible for determining the strategic direction of the Town. This is assisted by the adoption of Council policies reflecting this direction and guiding the Town's decision-making processes.

Council policies should:

- Provide the Town with clear direction to respond to issues and act in accordance with Council decisions and direction.
- Enable Council Members to adequately manage enquiries from external stakeholders relating to the role of Council in particular situations.
- Enable external stakeholders to obtain immediate direction on matters of Council policy.
- Be separate from administrative work procedures (which need to evolve to ensure continuous improvement).

The other changes proposed to the policy, as presented to Council in August are:

1. Removal of subject matter contained within the Verge Landscaping Guidelines i.e. contacting Dial Before You Dig and reticulation of verges.
2. Removal of operational matters or matters that are not required in a policy.
3. Headers inserted to separate subject matter.

The reference to artificial turf being an unapproved surface remains in the Policy.

The Policy is shown at **Attachment 1** with the proposed changes in tracking and a clean version is shown at **Attachment 2**.

#### **PAST RESOLUTIONS**

Ordinary Council Meeting 18<sup>th</sup> December 2018, Council Resolution 228/18

1. *Endorse the proposed changes to the Town Policy Manual, as presented in Attachment 1 and Attachment 2.*
2. *Adopt the updated Town of Claremont Policy Manual, as presented in Attachment 3.*

#### **FINANCIAL AND STAFF IMPLICATIONS**

Nil

#### **POLICY AND STATUTORY IMPLICATIONS**

*Local Government Act 1995*

Town of Claremont Activities on Thoroughfares and Public Places Local Law 2003

#### **COMMUNICATION AND CONSULTATION**

Nil

#### **STRATEGIC COMMUNITY PLAN**

**Leadership and Governance** *We are an open and accountable local government; a leader in community service standards.*

- Demonstrate a high standard of governance, accountability, management and strategic planning.

**Liveability** *We are an accessible community with well-maintained and managed assets. Our heritage is preserved for the enjoyment of the community.*

- Provide clean, usable, attractive and accessible streetscapes and public spaces.

**Environmental Sustainability** *We are a leader in responsibly managing the built and natural environment for the enjoyment of the community and continue to demonstrate diligent environmental practices.*

- Take a leadership in the community in environmental sustainability.
- Aim for best practice in water usage and waste minimalisation in line with community expectations.

#### **URGENCY**

The Policy guides the actions of staff and ratepayers providing for safe, aesthetically pleasing, sustainable and environmentally sensitive streetscapes.

#### **VOTING REQUIREMENTS**

Simple Majority decision of Council (*More than half the Council Members present are required to vote in favour*).

#### **OFFICER RECOMMENDATION**

**That Council endorses the review of Policy EN302 Road Verges as shown in Attachment 2.**

TOWN of CLAREMONT

## COUNCIL POLICY EN302

### ROAD VERGES

**KEY FOCUS AREA** ENVIRONMENTAL SUSTAINABILITY

**Purpose**

The purpose of this policy is to ~~supplement the Towns Activities on Thoroughfares and Public Places local law by providing~~ guidance ~~on the -regarding- "permissible -verge treatments", and the obligation of owners and occupiers for their care and maintenance and for the safety and convenience of the public.~~

**Policy**

~~The Policy recognises that verges are required principally to contain:~~

- ~~1. Utility services and associated equipment (communication; electricity; water; gas; sewer; storm water drainage; street lighting.)~~
- ~~2. Footpaths, cycle paths, shared paths~~
- ~~3. Street trees~~
- ~~4. Road furniture, (street name signs; regulatory and advisory traffic signs; traffic signals; bus stops, bus shelters and bus bays; parking spaces; vehicle and pedestrian movement control devices; seating; litter receptacles)~~

~~Council's Activities on Thoroughfares and Public Places Local Law includes provisions governing the power to carry out public works on verges, details of what are permissible verge treatments and the obligations of owners and occupiers for their care and maintenance and for the safety and convenience of the public.~~

~~Reticulation of verges is encouraged within the following conditions:~~

- ~~1. Owners and/or occupiers are responsible for the installation, maintenance, operation and related costs of reticulation in street verges and its operation must comply with watering roster requirements set by the Water Corporation.~~
- ~~2. Such reticulation is to be installed centrally in the verge, not parallel or adjacent to paths, crossovers or kerbs and no wiring or solenoids are to be installed in road reserve and verge areas.~~

~~The local government will take due care and may, at its cost, reinstate reticulation equipment it damages during works carried out by or authorised for the local government provided the installation is in line with the criteria in point 2 above.~~

~~Council supports the paving of street Town owned verges will be permitted only where on-street parking is not permitted or readily available -or rendered impossible because of the traffic function of the street and alternative nearby parking is not available.~~

~~Where paving of street verges is permitted, the following conditions apply:~~

- ~~1. Plain dark colours to be used in the appropriate material. Permissible materials are porous paving, to the satisfaction of the Chief Executive Officer, Manager Engineering Design.~~
- ~~2. Drainage to be collected and disposed of in soakage pits (1m3 for each 90m2 paving).~~
- ~~3. All verge treatments containing hardstand materials are required to include at least one street tree~~

(Spacing of 8 to 10 meters to maintain the avenue effect). ~~unless there are serious mitigating circumstances as determined by the Town.~~

4. Street trees to be carefully protected from root damage using the Australian Standards for protection of trees on development sites, and tree bubblers connected to private irrigation to be provided.
5. Hardstand materials may not be installed closer than 2 metres from a street tree or interfere with a street tree in any way.
6. Standard road kerbing to remain.
7. Installation over no more than one third of the area of the verge (excluding any vehicle crossing) of an acceptable material, and the planting and maintenance of either a lawn or a garden on the balance of the verge in accordance with the following:
  - a. clear sight visibility is maintained at all times for a person using the abutting thoroughfare in the vicinity of an intersection or bend in the thoroughfare; and
  - b. where there is no footpath, a pedestrian has safe and clear access of a minimum width of 2m along that part of the verge immediately adjacent to the kerb.
8. Council's crossing paving specification to apply to verge paving construction

~~9.—All requests to be submitted in writing, with plans and specifications~~

~~Council promotes sustainable and environmentally sensitive landscaping and encourages ratepayers to do likewise.— See guidelines on verges at~~

~~10.9. Artificial Turf is not considered a sustainable or environmentally sensitive landscape treatment by Council and is therefore not permitted.~~

If a landowner installs unapproved surfaces ~~such as Artificial Turf~~ on the verge they may be instructed to reinstate it to an approved surface. The landowner would be responsible for the cost of reinstatement.

**~~Verge Maintenance Guides for Council Staff~~**

- ~~1.—Verges in the Claremont Business District (Stirling Highway, Stirling Road, Gugerri Street and Leura Avenue inclusive), the Swanbourne Shopping Centre (Claremont Crescent) and the Ashton Avenue Shopping Centre will be inspected and spot maintained daily and receive general maintenance once a week or as required.~~
- ~~2.—Verges in District Distributor (A) and (B) as well as Local Distributor Roads will be inspected from a vehicle fortnightly for litter collection and the reporting of other observed needs for attention. These roads are as follows: Stirling Road, Shenton Road, Alfred Road, Claremont Crescent, Gugerri Street, Queenslea Drive, Victoria Avenue, Bay View Terrace (Victoria Avenue to Stirling Highway), Chancellor Street, Ashton Avenue, Judge Avenue, Princess Road, Bay Road, Agett Road (Bay Road to Goldsworthy Road), Goldsworthy Road, Richardson Avenue, Bindaring Parade, Osborne Parade, Melville Street, Loch Street (Stirling Highway to Railway Parade), Graylands Road (Shenton Road to Lapsley Road), Lapsley Road (Graylands Road to Davies Road), Davies Road (Lapsley Road to Alfred Road), Barnfield Road, Devon Road and Narla Road.~~
- ~~3.—Verges in Barnfield Road, Claremont Crescent and Gugerri Street reserves adjacent to the railway reserve will be litter picked approximately fortnightly.~~
- ~~4.—Verges in Stirling Highway will be walked and litter removed approximately each month, footpath condition inspected / recorded every second month.~~
- ~~5.—Residential, commercial or industrial verges will be slashed/maintained upon warranted complaint~~

or an observed need. These types of verges will be particularly inspected for maintenance needs:

~~6. In the Showground area in the fortnight before the Royal Show;~~

~~7.1. In the period before Christmas;~~

~~a. Towards the end of winter.~~

~~Council will encourage residents to show pride in their neighbourhood through caring for the verge treatments by:~~

~~1. Publishing Town Talk articles on best methods~~

~~2. Recognising and reporting superior verge treatments~~

~~3. Fostering Tidy Towns/Keep Australia Beautiful/Clean Up Australia campaigns~~

~~4. Providing administrative and technical support to encourage self-help improvement to verges.~~

Document Control Box			
<b>Legislation:</b>	Nil		
<b>Organisational:</b>	Nil		
Version #	Decision:	OCM Date:	Resolution Number:
1.	Adopted	21 June 2005	232/05
2.	Reviewed	7 July 2009	182/09
3.	Reviewed	4 September 2012	169/12
4.	Reviewed	10 December 2013	360/13
5.	Reviewed	9 December 2014	203/14
6.	Reviewed	13 December 2016	206/16
7.	Reviewed	18 December 2018	228/18
8.	Reviewed	24 September 2024	



TOWN of CLAREMONT

## COUNCIL POLICY EN302

### ROAD VERGES

KEY FOCUS AREA    ENVIRONMENTAL SUSTAINABILITY

**Purpose**

The purpose of this policy is to supplement the Towns Activities on Thoroughfares and Public Places local law by providing guidance on the “permissible verge treatments”.

**Policy**

Council supports the paving of Town owned verges where on-street parking is not permitted or readily available .

Where paving is permitted, the following conditions apply:

1. Permissible materials are porous paving, to the satisfaction of the Chief Executive Officer.
2. Drainage to be collected and disposed of in soakage pits (1m3 for each 90m2 paving).
3. All verge treatments containing hardstand materials are required to include at least one street tree (Spacing of 8 to 10 meters to maintain the avenue effect).
4. Street trees to be carefully protected from root damage using the Australian Standards for protection of trees on development sites, and tree bubblers connected to private irrigation to be provided.
5. Hardstand materials may not be installed closer than 2 metres from a street tree or interfere with a street tree in any way.
6. Standard road kerbing to remain.
7. Installation over no more than one third of the area of the verge (excluding any vehicle crossing) of an acceptable material, and the planting and maintenance of either a lawn or a garden on the balance of the verge in accordance with the following:
  - a. clear sight visibility is maintained at all times for a person using the abutting thoroughfare in the vicinity of an intersection or bend in the thoroughfare; and
  - b. where there is no footpath, a pedestrian has safe and clear access of a minimum width of 2m along that part of the verge immediately adjacent to the kerb.
8. Council's crossing paving specification to apply to verge paving construction
9. Artificial Turf is not considered a sustainable or environmentally sensitive landscape treatment by Council and is therefore not permitted

If a landowner installs unapproved surfaces on the verge they may be instructed to reinstate it to an approved surface. The landowner would be responsible for the cost of reinstatement.

Document Control Box			
<b>Legislation:</b>	Nil		
<b>Organisational:</b>	Nil		
<b>Version #</b>	<b>Decision:</b>	<b>OCM Date:</b>	<b>Resolution Number:</b>



1.	Adopted	21 June 2005	232/05
2.	Reviewed	7 July 2009	182/09
3.	Reviewed	4 September 2012	169/12
4.	Reviewed	10 December 2013	360/13
5.	Reviewed	9 December 2014	203/14
6.	Reviewed	13 December 2016	206/16
7.	Reviewed	18 December 2018	228/18
8.	Reviewed	24 September 2024	

**14 ANNOUNCEMENTS BY THE PRESIDING PERSON**

**15 ELECTED MEMBERS' MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

Nil

**16 NEW BUSINESS OF AN URGENT NATURE APPROVED BY THE PRESIDING PERSON OR BY DECISION OF MEETING**

**17 CONFIDENTIAL MATTERS FOR WHICH THE MEETING MAY BE CLOSED TO THE PUBLIC**

**17.1 LEADERSHIP AND GOVERNANCE**

**17.1.1 327 STIRLING HIGHWAY CLAREMONT**

**REASON(S) FOR CONFIDENTIALITY**

Section 5.23(2) of the *Local Government Act 1995*:

(c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting

**17.1.2 ANNUAL PERFORMANCE REVIEW OF THE CHIEF EXECUTIVE OFFICER**

**REASON(S) FOR CONFIDENTIALITY**

Section 5.23(2) of the *Local Government Act 1995*:

(a) a matter affecting an employee or employees

**17.2 LIVEABILITY**

**17.2.1 RFT 03-2024 CLEANING OF COUNCIL BUILDINGS**

**REASON(S) FOR CONFIDENTIALITY**

Section 5.23(2) of the *Local Government Act 1995*:

(c) a contract entered into, or which may be entered into, by the local government and which relates to a matter to be discussed at the meeting

**18 FUTURE MEETINGS OF COUNCIL**

Ordinary Council Meeting, Tuesday 29 October 2024 at 7.00pm.

**19 DECLARATION OF CLOSURE OF MEETING**