

AGENDA

Council Meeting Agenda Forum

14 February 2023

Notice of Meeting

To Mayor & Councillors

A Council Meeting Agenda Forum of the City of Nedlands is to be held on Tuesday, 14 February 2022 in the Council chambers at 71 Stirling Highway Nedlands commencing at 6pm.

This meeting will be livestreamed [Livestreaming Council & Committee Meetings » City of Nedlands](#)



Bill Parker
Chief Executive Officer
9 February 2023

Information

Council Meeting Agenda Forum are run in accordance with the City of Nedlands Governance Framework Policy. If you have any questions in relation to the agenda, procedural matters, addressing the Council or attending these meetings please contact the Executive Officer on 9273 3500 or council@nedlands.wa.gov.au

Public Question Time

Public Questions are dealt with at the Ordinary Council Meeting.

Deputations

Members of the public may make presentations or ask questions on items contained within the agenda. Presentations are limited to 5 minutes. Members of the public must complete the online registration form available on the City's website: [Public Address Registration Form | City of Nedlands](#)

Disclaimer

Members of the public who attend Council Meetings Agenda Forum should not act immediately on anything they hear at the meetings, without first seeking clarification of Council's position. For example, by reference to the confirmed Minutes of Council meeting. Members of the public are also advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

Any plans or documents in agendas and minutes may be subject to copyright. The express permission of the copyright owner must be obtained before copying any copyright material.

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1. Declaration of Opening

The Presiding Member will declare the meeting open at 6.00 pm and will draw attention to the disclaimer on page 2 and advise that the meeting will be livestreamed.

2. Present and Apologies and Leave of Absence (Previously Approved)

**Leave of Absence
(Previously Approved)** Nil.

Apologies None as at distribution of this agenda.

3. Public Question Time

Public questions will be dealt with at the Ordinary Council Meeting.

4. Deputations

Deputations by members of the public who have completed Public Address Registration Forms.

5. Requests for Leave of Absence

Any requests from Council Members for leave of absence will be dealt with at the Ordinary Council Meeting.

6. Petitions

Petitions will be dealt with at the Ordinary Council Meeting.

7. Disclosures of Financial Interest

The Presiding Member to remind Council Members and Staff of the requirements of Section 5.65 of the Local Government Act to disclose any interest during the meeting when the matter is discussed.

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration.

However, other members may allow participation of the declarant if the member further discloses the extent of the interest. Any such declarant who wishes to participate in the meeting on the matter, shall leave the meeting, after making their declaration and request to participate, while other members consider and decide upon whether the interest is trivial or insignificant or is common to a significant number of electors or ratepayers.

8. Disclosures of Interests Affecting Impartiality

The Presiding Member to remind Council Members and Staff of the requirements of Council's Code of Conduct in accordance with Section 5.103 of the Local Government Act.

Council Members and staff are required, in addition to declaring any financial interests to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making procedure.

The following pro forma declaration is provided to assist in making the disclosure.

"With regard to the matter in item x I disclose that I have an association with the applicant (or person seeking a decision). This association is (nature of the interest).

As a consequence, there may be a perception that my impartiality on the matter may be affected. I declare that I will consider this matter on its merits and vote accordingly."

The member or employee is encouraged to disclose the nature of the association.

9. Declarations by Members That They Have Not Given Due Consideration to Papers

This item will be dealt with at the Ordinary Council Meeting.

10. Confirmation of Minutes

This item will be dealt with at the Ordinary Council Meeting.

11. Announcements of the Presiding Member without discussion.

This item will be dealt with at the Ordinary Council Meeting.

12. Members Announcements without discussion.

This item will be dealt with at the Ordinary Council Meeting.

13. Matters for Which the Meeting May Be Closed

For the convenience of the public, the following Confidential items are identified to be discussed behind closed doors, as the last items of business at this meeting.

- 22.1 CSD02.02.23 CONFIDENTIAL Request for Financial Assistance
- 22.2 CSD03.02.23 CONFIDENTIAL Nedlands Community Care

14. En Bloc Items

This item will be dealt with at the Ordinary Council Meeting.

15. Minutes of Council Committees and Administrative Liaison Working Groups

15.1 Minutes of the following Committee Meetings (in date order) are to be received:

This is an information item only to receive the minutes of the various meetings held by the Council appointed Committees (N.B. This should not be confused with Council resolving to accept the recommendations of a particular Committee. Committee recommendations that require Council's approval should be presented to Council for resolution via the relevant departmental reports).

This item will be dealt with at the Ordinary Council Meeting.

16. Divisional Reports - Planning & Development Report No's PD04.02.23 to PD05.02.23

16.1 PD04.02.23 Section 31 Reconsideration of Development Application – Amendment of Approval Condition at 24 Rockton Road, Nedlands

Meeting & Date	Council Meeting – 28 February 2023
Applicant	Black Pearl Homes
Employee Disclosure under section 5.70 Local Government Act 1995	The author, reviewers and authoriser of this report declare they have no financial or impartiality interest with this matter. There is no financial or personal relationship between City staff involved in the preparation of this report and the proponents or their consultants.
Report Author	Roy Winslow – Manager Urban Planning
Director	Tony Free – Director Planning and Development
Attachments	1. Applicant's Statement. 2. CONFIDENTIAL ATTACHMENT - Submissions

Purpose

The purpose of this report is for Council to reconsider its decision to impose a condition of approval relating to a garage wall side boundary setback for a single house at 24 Rockton Road, Nedlands. The reconsideration will be undertaken in accordance with section 31 of the State Administrative Tribunal Act 2004 (SAT Act).

Recommendation

That Council in accordance with clause 77(b) of the Deemed Provisions of the Planning and Development (Local Planning Schemes) Regulations 2015, amends the notice of determination for a single house at 24 Rockton Road, Nedlands (DA22-77793) as follows:

- 1. Condition 4 reading “Prior to the issue of a building permit, the plans shall be amended to depict the southern wall of the garage setback a minimum of 100mm from the southern lot boundary” is deleted.**
- 2. All other conditions renumbered accordingly.**

Voting Requirement

Simple Majority.

This report is of a quasi-judicial nature as it is a matter that directly affects a person's rights and interests. The judicial character arises from the obligation to abide by the principles of

natural justice. Examples of Quasi-Judicial authority include town planning applications and other decisions that may be appealable to the State Administrative Tribunal (SAT).

The decision must be made in a manner that is impartial, free from bias, and in accordance with the principles of natural justice. The decision must be made in having regard to the facts of the matter under consideration, and in accordance with the relevant laws and policies as they apply to that matter.

Discretionary considerations and judgments in the decision must be confined to those permitted to be considered under the laws and policies applicable to the matter and given such weight in making the decision as the relevant laws and policies permit them to be given.

Background

Land Details

Metropolitan Region Scheme Zone	Urban
Local Planning Scheme Zone	Residential
R-Code	R12.5
Land area	461m ²
Land Use	Residential – Single House
Use Class	'P' – Permitted Use

The site is located at 24 Rockton Road, Nedlands. The site is on the eastern side of Rockton Road opposite the Western Power Nedlands Substation. The lot is rectangular with a 10m frontage and an area of 461m². The land is sloping, with a 2m fall from west to east. The lot is currently vacant.

Previous Decision

Council considered the initial application at its Ordinary Meeting held on 25 October 2022. At this meeting, Council resolved to approve the development application subject to a number of conditions. Condition 4 states:

Prior to the issue of a building permit, the plans shall be amended to depict the southern wall of the garage setback a minimum of 100mm from the southern lot boundary.

SAT Application

Subsequent to Council's 25 October 2022 decision, the applicant exercised their right for a review of the decision by the SAT.

The applicant has prepared new information for consideration by Council as the initial decision-maker. Reconsideration is enabled by section 31 of the SAT Act (see legislative and policy implications section of this report).

It is noted that the SAT application also sought modification to Condition 5 relating to screening. However, no change to this condition is now being requested.

Purpose of Reconsideration and New Information

The purpose of reconsidering the initial decision is to allow a decision-maker to consider an amended proposal and/or to consider new information. In this case, Council is being invited to consider new information.

The new information that has been provided for Council's consideration is as follows:

- Supplementary explanation regarding the practicality and adverse impact of a 100mm setback for a boundary wall.

This new information is assessed below. All matters considered by Council on 25 October 2022 have not been reproduced below.

Discussion

Supplementary Information

A statement has been prepared to provide additional information outlining the implications of setting back the garage boundary wall 100mm from the southern side boundary. A copy of the statement is included at **Attachment 1**.

The statement outlines the following details:

- The garage boundary wall is proposed to be setback 34mm (in lieu of 100mm). 34mm provides enough space to attach a Colorbond dividing fence to the garage wall which will sit on the side lot boundary between 24 and 26 Rockton Road, Nedlands.
- A 100mm offset will result in an inaccessible gap between the garage wall and the fence which will collect green matter and other debris. The collection of this material may qualify as a fire risk and could cause corrosion of the fencing panels.
- The footings of the structure shall be contained wholly within the lot boundaries of 24 Rockton Road.

The statement concludes that a 100mm setback for the garage boundary wall from the southern side lot boundary is not required to accommodate a sufficient dividing fence and may indeed have an adverse impact on the dividing fence. The proposed change in setback will have a negligible effect on overlooking or the overall bulk and scale of the development. Consequently, there is no planning purpose for the boundary wall to be setback 100mm over and above the provided 34mm setback.

The 34mm setback is currently shown on the plans as approved by Council. Therefore, removal of Condition 4 and instigation of a 34mm setback does not require changes to the plans as approved or the provision of a replacement condition.

Consultation

No additional consultation has occurred since Council's 25 October 2022 decision. To allow for the submissions from properties affected by this reconsideration to be considered as part of this decision, confidential copies have been included as an attachment.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

- Vision** Our city will be an environmentally-sensitive, beautiful and inclusive place.
- Values** **Great Natural and Built Environment**
We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.
- Priority Area** Urban form - protecting our quality living environment

Budget/Financial Implications

In the event that this matter is considered at a formal hearing of the SAT, the City may require the services of a planning consultant experienced in SAT representation. Costs associated with a full hearing are anticipated at between \$30,000-\$50,000, depending on the complexity.

Should Council resolve to amend the development approval to remove Condition 4, no further costs are anticipated.

Legislative and Policy Implications

The reconsideration is being conducted in accordance with section 31 of the [SAT Act](#). This section allows for the SAT to invite a decision-maker to reconsider the initial decision. Upon being invited to reconsider the decision the decision-maker may:

- Affirm the decision
- Vary the decision or
- Set aside the decision and substitute a new decision.

Decision Implications

Council is acting as the decision-maker for the purposes of section 31 of the SAT Act. Should Council affirm the original decision and approval conditions, the matter will be subject to further directions. The applicant will then have the ability to request the SAT conduct a formal hearing and make a decision to either dismiss or uphold the application for review. In this

event, the SAT will become the decision-maker and effectively either approve or refuse the removal of Condition 4.

In the event Council resolves to amend the development approval by removing Condition 4, the SAT matter will only continue in the event the applicant is aggrieved. The report recommendation is based upon the information provided by the applicant. Given this, it is unlikely that the applicant will be aggrieved if Council resolves to adopt the recommendation as proposed.

Conclusion

The application for an amendment of the development approval granted for a single house at 24 Rockton Road, Nedlands has been presented to Council for reconsideration in accordance with section 31 of the SAT Act. The application proposes the deletion of approval Condition 4. Condition 4, which requires the garage boundary wall be setback 100mm from the southern side lot boundary, is not practical and may have an adverse impact on the future dividing fence.

Accordingly, it is recommended that the amendment is approved by Council, subject to Administration's recommendation.

Further Information

Nil.

Suite 3, 70 Angelo Street
SOUTH PERTH WA 6151
PO Box 8243, Angelo Street
SOUTH PERTH WA 6151
+61 8 9367 5559
www.moharichandmore.com.au

Our ref: 23-015
Your ref: -

19 January 2023

Mr Roy Winslow
City of Nedlands
71 Stirling Highway
NEDLANDS WA 6009

By email:

rwinslow@nedlands.wa.gov.au

Dear Roy

DR 207 of 2022 – Fuller v City of Nedlands

1 On 17 January 2023, the Tribunal made the following order –

1. The Applicant is to provide additional information, as discussed at the mediation, to the respondent on or before 20 January 2023.

2 In accordance with that order, the Applicant provides the following information.

Condition 4 – setback of boundary wall

3 Condition 4 currently requires that the southern wall of the garage be set back 100mm from the southern lot boundary, in lieu of the proposed 34mm shown on the plans.

4 As the Applicant has noted previously, there is no planning justification for this condition.

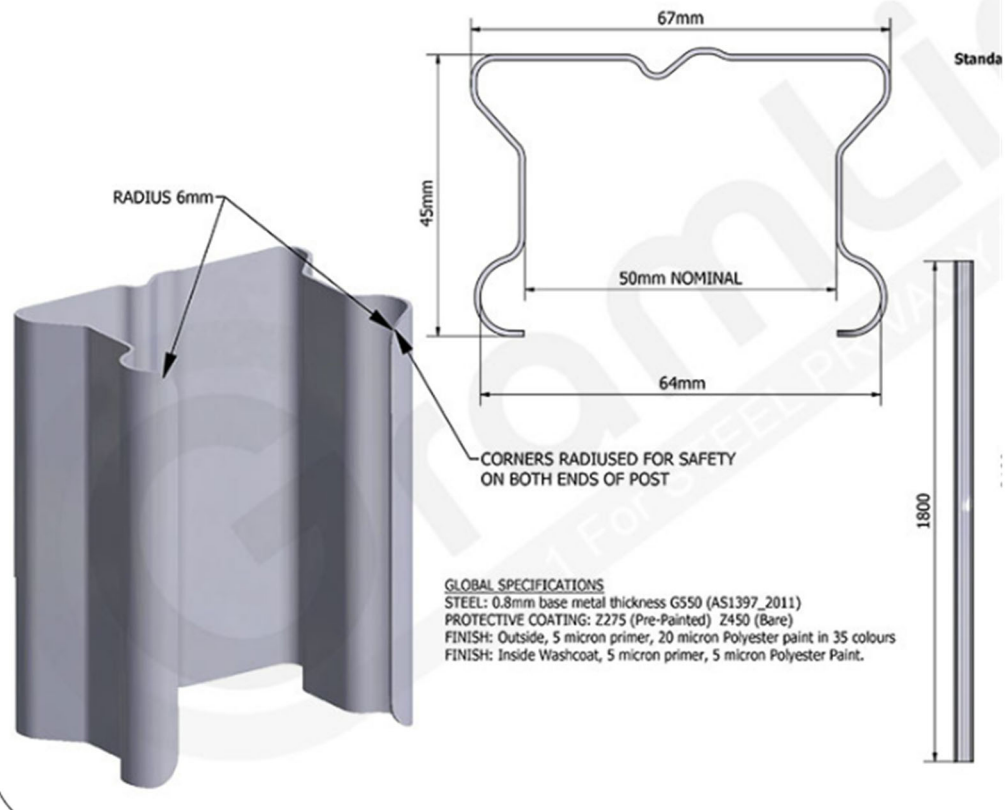
5 The *National Construction Code (NCC)*; formerly Building Code of Australia) requires that the layout and design of buildings reduce the potential for accumulation of debris in order to decrease the risk of fires.

6 The effect of condition 4 will be to create a scenario where there will be a narrow gap between the garage wall, and a dividing fence constructed on the boundary, creating an area that will collect debris (falling leaves, rubbish etc) and therefore not be consistent with the NCC.

- 7 The gap area will not be accessible for cleaning, introducing a fire hazard and a refuge for vermin to the property, and reducing the serviceability life of the fencing panels.
- 8 A 34mm offset (as depicted on the approved plans) would allow for a dividing fence to be attached directly to the boundary wall, and then to continue on as a free-standing fence for the remainder of the length of the southern boundary.
- 9 The photo below shows an example of a Colorbond dividing fence affixed to a boundary wall.



- 10 The following is a diagram of a Colourbond fixing post identifying the relevant dimensions.
- 11 This plan confirms that a setback of the garage wall of 34mm would allow a dividing fence to be installed so that it sits on the boundary, equally shared by the adjoining lots, should the adjoining lot owner wish to install such a fence in front of the garage wall.



- 12 Finally, it should be noted that all structural foundations – i.e. concrete footings and slabs for the approved dwelling will be contained within the site boundaries. For the avoidance of any confusion, there is no intention or plan to construct any part of the footings or foundations on any neighbouring property – the whole of the construction will be contained within Lot 102.

Conclusion

- 13 In the application for review lodged with the Tribunal, the Applicant sought an amendment of condition 4 to reduce the setback of the garage wall to 20mm, which is industry standard.
- 14 In order to resolve this matter expeditiously, the Applicant proposes on a without prejudice basis the following concessions –
- 14.1 a setback of 34mm for reasons set out above rather than 20mm; and
- 14.2 to withdraw its request for the removal of condition 5, relating to screening.

-
- 15 Should the City agree with this proposal, the only required amendment to the current approval would be the deletion of condition 4, as the plans already show a setback to the garage of 34mm.
- 16 We look forward to the City's reconsideration of condition 4 at its Council meeting in February.
- 17 In the meantime, please do not hesitate to make contact should you require any further information or clarification.

Yours faithfully



Belinda Moharich

Director

16.2 PD05.02.23 Appointment of Design Review Panel Members

Meeting & Date	Council Meeting - 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil. The author, reviewers and authoriser of this report declare they have no financial or impartiality interest with this matter. There is no financial or personal relationship between City staff and the proponents or their consultants. Whilst parties may be known to each other professionally, this relationship is consistent with the limitations placed on such relationships by the Codes of Conduct of the City and the Planning Institute of Australia.
Report Author	Roy Winslow, Manager Urban Planning
CEO	Tony Free, Director Planning and Development
Attachments	1. Scoring Sheet Template
Confidential Attachments	2. CONFIDENTIAL ATTACHMENT – Scoring Sheet 3. CONFIDENTIAL ATTACHMENT - Nominations

Purpose

The purpose of this report is for Council to appoint members to the City of Nedlands Design Review Panel (DRP) for a two-year term commencing on 24 March 2023.

Recommendation

Council:

1. in accordance with Clause 2 of the Design Review Panel – Terms of Reference, appoints, for a period of two years commencing 24 March 2023, the following to the City's Design Review Panel:
 - a. General members:
 - Dominic Snellgrove
 - Simon Anderson
 - Simon Venturi
 - Tony Blackwell
 - Tony Casella
 - Walter Van Der Loo
 - b. Specialist members
 - Graham Agar
 - Oliver Grimaldi; and

2. in the event one of the preferred applicants listed in Resolution 1 above is not able to accept the role, delegates authority to the Chief Executive Officer to select from the remaining list of applicants, in order of highest total score to lowest total score. The appointment is to be for a period of two years commencing 24 March 2023.

Voting Requirement

Simple Majority.

Background

The DRP has become a valuable asset to the City's development assessment framework since its introduction in 2021. The expertise of the Panel has led to the improvement of the overall design outcomes in all proposals that have been considered. Council appointed the current members of the DRP at the Ordinary Council Meeting of 23 March 2021 for a period of two years (Item PD08.21). This term of appointment expires on 23 March 2023. The intent of this report is to appoint panel members for the next two-year term from the nominations received (Confidential Attachment 1).

Discussion

With the impending end of the current appointment period, Expressions of Interest (EOI) were sought for a period of 53 days, ending 19 December 2022. The EOI was advertised on the City's website, Your Voice and social media pages, an advertisement in the Post newspaper and emails to current panel members and relevant industry and government stakeholders. A total of 12 nominations were received.

All applications received have been reviewed and assessed using a scoring system guided by the DRP Terms of Reference and Office of the Government Architect Design Review Guide. The applications and scores are now presented to Council under confidential attachment for consideration.

Scoring

A copy of the scoring template used is included at Attachment 1. The application evaluation comprised of 4 parts, as follows:

- Expertise – Panel members shall have appropriate qualifications and experience in one or more of the nominated areas:
 - Architecture
 - Landscape architecture
 - Urban design
 - Heritage

- Sustainability and environmental design
 - Services engineering
 - Accessibility
 - Transport planning
 - Planning
 - Public art
 - Civil and/or structural engineering
- Relationship with the City of Nedlands – Panel members shall preferably be connected to the City of Nedlands as either a ratepayer, resident or elector
 - Experience – General – Panel members shall be highly regarded in their profession and respected by the community.
 - Experience – DRP – Panel members should have experience in providing design review advice within a panel format.

The scoring sheets of all nominees can be found as a confidential attachment of this report (Confidential Attachment 2).

Of the nominated candidates four meet the criteria of being a resident, ratepayer or elector.

Six of the nominees are members of the City's current DRP, three are current members of the State DRP and nine have served on a DRP at other Councils.

Recommended Members

From the 12 nominations, the following eight members are recommended based on their total score:

a. General members:

- Dominic Snellgrove (Continuing member)
- Simon Anderson (Continuing member)
- Simon Venturi (Continuing member)
- Tony Blackwell (Continuing member)
- Tony Casella (Continuing member)
- Walter Van Der Loo (New member)

b. Specialist members

- Graham Agar (Continuing member)
- Oliver Grimaldi (New member)

Graham Agar and Oliver Grimaldi are recommended as Specialist Members because they possess expertise in sustainability.

All areas of expertise are represented on the recommended DRP, except for Transport Planning and Civil and/or Structural Engineering.

Consultation

Expressions of Interest were advertised as outlined above.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

- Vision** Our city will be an environmentally-sensitive, beautiful and inclusive place.
- Values**
- Great Natural and Built Environment**
We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.
 - Reflects Identities**
We value our precinct character and charm. Our neighbourhoods are family-friendly with a strong sense of place.

Priority Area Urban form - protecting our quality living environment

Budget/Financial Implications

Panel members are paid for attendance at meetings, including time for preparation. The costs are outlined in the adopted Schedule of Fees and Charges and are offset by the payment of review fees by each proposal put before the Panel.

Legislative and Policy Implications

Upon appointment, the advice of the DRP is to be given due regard in the consideration of applications for development approval, in accordance with Clause 67 (zc) of the [Deemed Provisions for Local Planning Schemes](#).

Decision Implications

Should Council appoint the new members of the DRP they will form the new Panel, effective from 24 March 2023, for a period of two years.

If Council does not appoint new members to the DRP the current members contracts will expire without replacements and the City will not have an operational Design Review Panel.

Conclusion

The term of appointment ends 23 March 2023 for current DRP members. It is recommended Council consider the nominations presented within this report and appoint new panel members to the DRP to commence on 24 March 2023.

Further Information

Nil.

3. Experience - General																				
<p>Panel members shall be highly regarded in their profession and respected by the community.</p>	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #90EE90; text-align: center; padding: 5px;">8-10</td> <td style="padding: 5px;">Exceeds criteria</td> <td style="padding: 5px;">Extensive experience in multiple fields</td> </tr> <tr> <td style="background-color: #FFD700; text-align: center; padding: 5px;">4-7</td> <td style="padding: 5px;">Meets criteria</td> <td style="padding: 5px;">Some experience in desired fields</td> </tr> <tr> <td style="background-color: #FF0000; text-align: center; padding: 5px;">0-3</td> <td style="padding: 5px;">Does not meet criteria</td> <td style="padding: 5px;">Experience not in desired field</td> </tr> </table>	8-10	Exceeds criteria	Extensive experience in multiple fields	4-7	Meets criteria	Some experience in desired fields	0-3	Does not meet criteria	Experience not in desired field	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #90EE90; text-align: center; padding: 5px;">8-10</td> <td style="padding: 5px;">Exceeds criteria</td> <td style="padding: 5px;">Extensive experience in multiple fields</td> </tr> <tr> <td style="background-color: #FFD700; text-align: center; padding: 5px;">4-7</td> <td style="padding: 5px;">Meets criteria</td> <td style="padding: 5px;">Some experience in desired fields</td> </tr> <tr> <td style="background-color: #FF0000; text-align: center; padding: 5px;">0-3</td> <td style="padding: 5px;">Does not meet criteria</td> <td style="padding: 5px;">Experience not in desired field</td> </tr> </table>	8-10	Exceeds criteria	Extensive experience in multiple fields	4-7	Meets criteria	Some experience in desired fields	0-3	Does not meet criteria	Experience not in desired field
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17. Divisional Reports - Technical Services Report No's TS03.02.23 to TS04.02.23

17.1 TS03.02.23 Revised Stormwater Policy

Meeting & Date	Council Meeting – 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Aaron MacNish – Coordinator Transport and Development
Director	Matthew MacPherson - Director Technical Services
Attachments	<ol style="list-style-type: none"> 1. Current Stormwater Policy 2. Revised Stormwater Policy 3. Proposed Stormwater Policy

Purpose

The purpose of this report is to provide Council with an updated Stormwater Policy for endorsement.

Recommendation

That Council approves the updated Stormwater Policy as per attachment 3.

Voting Requirement

Simple Majority.

Background

At the OCM on 22 March 2022 Council considered a report relating to the City of Nedlands Drainage Infrastructure Study (TS04.03.22 refers). Amongst other resolutions, Council resolved that it:

“5. Directs the Chief Executive Officer to review the City’s Stormwater Policy;”

This council report is in response to the above Council resolution.

Administration proposes to amend the existing stormwater policy to align with current best practices of stormwater management, whilst maintaining the fundamentals of the existing Stormwater Policy. The update to the Policy provides more concise guidance on the arrangements for the disposal of stormwater for residential, commercial, and industrial

properties including new land development and modification/alteration/extension of existing developments.

Discussion

The intent of the review of the *Stormwater Policy* (the Policy) is to provide updated guidance to Developers within the City of Nedlands on the required design criteria for drainage infrastructure within the City. The updated policy includes:

1. Details the City's preferred method of Stormwater volume management - the use of infiltration systems at the source.
2. The updated policy will provide guidance on the design capacity of soak wells via the City of Nedlands soak well calculator spreadsheet for residential developments up to five dwellings, which is proposed to be available online. New infiltration systems shall be required to be designed based on the 1% Annual Exceedance Probability (AEP), and Infiltration coefficient of 8.0m /day. This recommendation is in line with the recommendation provided by GHD following the July 2021 storm.
3. All drainage systems designed for other developments (commercial, industrial & mixed-use multilevel developments) shall be certified by a suitably experienced and qualified drainage professional (engineer or hydrologist) to the satisfaction of the City for a 1% AEP rainfall event.
4. Connection to the City's stormwater drainage system is only supported where on-site stormwater cannot be accommodated due to unsuitable ground conditions for onsite disposal.
All works and cost associated with connecting the developments internal drainage system to the City's stormwater drainage system, including the design, construction and cost of all necessary extensions and upgrades to the City's stormwater drainage system, shall be borne by the applicant.
5. For modification, extension and/or alteration to existing properties, the applicant must provide evidence that the existing drainage system has sufficient capacity to accommodate both existing development and additional new development. If the existing drainage system is not capable of accommodating additional stormwater from the proposed new/additional development, then a drainage system with additional capacity shall be designed by a suitably experienced and qualified drainage professional (engineer or hydrologist) to the satisfaction of the City and installed to cater for the additional stormwater.
6. The costs and works associated with the ongoing maintenance of onsite systems is the responsibility of the property owner, including cleaning of debris and removal of sediment from the base of the pit/tank, where required.

In the situation where approval has been granted to connect to the City's drainage network, maintenance costs of the property connection between the property and the City's network shall also be borne by the relevant property owner.

7. If offsite discharge is required and approved, the stormwater should be treated prior to discharging from the site to the City’s stormwater drainage system in accordance with Table 3.3.6 – 3.3.7 of National Water Quality Management Strategy - Australian and New Zealand - Guidelines for Fresh and Marine Water Quality 2000 – Volume 1.

Consultation

Consultation was undertaken with GHD as part of the City-wide drainage investigation and the recommendations have been incorporated into the proposed Policy update.

Further, comparison was undertaken against policies of a number of other local government’s to assist in the review of the Stormwater Policy. Reference was made to 8 other local government’s in the Perth metropolitan area – whose policies are summarized in the table below:

Name of Local Government	Policy Name	Notes
City of Joondalup	Stormwater Management Policy	<ul style="list-style-type: none"> Policy aims to ensure stormwater is managed to protect environmental, social and economic values of the community Objective similar to the City of Nedlands and includes similar sections.
City of Mandurah	Water Sensitive Urban Design	<ul style="list-style-type: none"> Policy acknowledges that urban development disrupts the natural water cycle and significantly impacts on the environment, both in terms of water quality and quantity. Applies to all activities, works, services and programs conducted by the administration, contractors, consultants and volunteers. Similar level of policy detail to City of Nedlands.
City of Stirling	Stormwater Runoff Disposal	<ul style="list-style-type: none"> Policy primarily applies to the disposal of stormwater runoff from the City’s road network. Policy also applies to the disposal of runoff from other land under the care, control of management of the City, including car parks and public open spaces. Policy excludes the disposal of runoff from City buildings and private property.
City of South Perth	Stormwater Drainage Requirements for Proposed Buildings	<ul style="list-style-type: none"> Policy only affects certain internal business units, and the wider community who plan to purchase and/or renovate buildings in the City.

Name of Local Government	Policy Name	Notes
Town of Victoria Park	Stormwater Runoff Containment	<ul style="list-style-type: none"> Policy only provides guidance on connections from private property to the Town's stormwater drainage system.
City of Vincent	Stormwater Drainage Connections	<ul style="list-style-type: none"> Policy only provides basic guidance on the controlled disposal of stormwater from commercial and residential properties and whether a property needs to apply for connection to the City's stormwater drainage system.

Name of Local Government	Policy Name	Notes
City of Wanneroo	Urban Water Management	<ul style="list-style-type: none"> All three policies mention stormwater management; however, policies incorporate other topic areas outside of stormwater management. Contains significant level of detail; not consistent with wording in the City of Nedlands policies.
	Wetlands	
	Public Open Space	
City of Rockingham	Urban Water Management	<ul style="list-style-type: none"> Policy applies to proposals that facilitate residential (on both rural and urban land), commercial and industrial zoning, subdivision or development. Consistent with responsibilities applied to the activities, works, services and programs conducted. Contains significant level of detail; not consistent with wording in the City of Nedlands policies.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our city will be an environmentally-sensitive, beautiful and inclusive place.

Values **Healthy and Safe**
Our City has clean, safe neighbourhoods where public health is protected and promoted.

Great Natural and Built Environment

We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.

High standard of services

We have local services delivered to a high standard that take the needs of our diverse community into account.

Priority Area

- Urban form - protecting our quality living environment
- Renewal of community infrastructure such as roads, footpaths, community and sports facilities

Budget/Financial Implications

The adoption of this policy will lead to an increase in rainfall run off being retained on private lots resulting in less storm water that the City needs to retain and capture within the road reserve and therefore less storm water infrastructure being required.

The adoption of this policy may lead to an increased cost of development within the City due to an increased requirement for drainage infrastructure on private property.

Legislative and Policy Implications

[City of Nedlands Stormwater Council Policy](#)

Decision Implications

Should Council resolve to endorse this Policy development costs within the City of Nedlands will increase slightly due to a larger volume of storm water needing to be retained on site.

If Council resolves not to endorse this Policy there is a higher likelihood of more frequent flooding events with a need for the City to dramatically upgrade the storm water infrastructure within City land this will include new kerbing, soak wells, drainage pipe, storm cells and other associated infrastructure to cope with the higher storm water run-off. The rate at which this would be required would need to be determined and closely monitored.

There is a significant volume of industry standard and guidelines available and required to be considered as part of drainage design, with the Institute of Public Works Engineers Australia's *Subdivisional Guidelines Edition 2.3 – November 2017* identifying 18 different standards (pp88-89). These are amended and reviewed to reflect best practice in their relevant component area and the policy proposed herein provides a balance between specific details and direction required for the City of Nedlands, with sufficient flexibility to adopt best practice as it evolves.

Conclusion

In response to increased urban infill and a reduction in permeable surfaces within the City of Nedlands there is a requirement for private developments to retain a higher intensity rain fall event wholly onsite to reduce the stormwater runoff into the public realm and reduce the likelihood of flooding occurring throughout the City.

City officers recommend that Council endorses the updated Stormwater Policy.

Further Information

Nil.

Stormwater

KFA	Natural and Built Environment
Status	Council
Responsible Division	Technical Services
Objective	To ensure stormwater is managed to protect environmental, social and economic values of the community.

Context

The City will manage stormwater to protect the community and environment from damage in accordance with engineering standards.

The City will achieve this in consideration of water sensitive urban design principles.

Statement

The City is committed to improving the built environment optimising the use and management of stormwater resources, consistent with current best management practice.

City operations should be consistent with the objectives and principles of the following documents:

- Local Government Act 1995 (s3.51, Schedule 3.2 and 9.1)
- State Planning Policy 2.9: Water Resources (Western Australian Planning Commission 2006)
- Better Urban Water Management (Western Australian Planning Commission 2008)
- Stormwater Management Manual for Western Australia (Department of Water 2007)
- IPWEA Guidelines for Subdivisional Development (v2.3 2017)

Wherever practicable, the City will manage stormwater resources in a manner that protects the local environment, enhances social values and protects the built environment.

Management of Stormwater Resources

The management of stormwater resources within the City will be in accordance with the following objectives outlined within the Stormwater Management Manual for Western Australia:

- a. Maintain or improve water quality of surface and groundwater resources.
- b. Maintain the total water cycle balance.
- c. Retain, use and infiltrate stormwater at source (retrofit to achieve retention of one in five-year storm event at 2-minute interval as part of City's road rehabilitation and drainage Capital Works projects).
- d. Conserve water through maximising the reuse of stormwater.
- e. Integrate stormwater treatment into the landscape.
- f. Retain natural drainage systems and protect ecosystem health.
- g. Implement stormwater management systems that are economically viable in the long term.
- h. Protect the built environment from flooding and water-logging (designed to protect up to one in hundred-year storm event).
- i. Ensure that social, health, aesthetic and cultural values are recognised and maintained when managing stormwater.
- j. Ensure the delivery of best practice stormwater management through planning and development.

Stormwater Drainage

The disposal of stormwater into natural areas can be detrimental to the environmental values of the City and therefore stormwater drainage will not be permitted in the following areas without appropriate flow and pollutant controls:

- a. Wetlands classified within the Geomorphic Wetlands of the Swan Coastal Plain dataset, developed and updated by the Department of Parks and Wildlife.
- b. Lands classified under the Metropolitan Region Scheme as "Parks and Recreation".
- c. Coastal reserves and coastal foreshore.
- d. Any other land which, in the opinion of the Chief Executive Officer, is likely to suffer adverse environmental impact from the effects of stormwater drainage.

Stormwater Management Planning

In order to ensure that development within the City integrates water cycle management and water sensitive urban design principles, planning and development should be in accordance with the principles of Better Urban Water Management.

No stormwater infiltration facilities are to be decommissioned unless alternative capacity is provided.

Related documentation

State Planning Policy 2.9: Water Resources (Western Australian Planning Commission 2006)

Better Urban Water Management (Western Australian Planning Commission 2008)

Stormwater Management Manual for Western Australia (Department of Water 2007)



IPWEA Guidelines for Subdivisional Development (v2.3 2017)

Related local law and legislation

Local Government Act 1995 (s3.51, Schedule 3.2 and Schedule 9.1)
Health Local Law 1997

Related delegation

Nil.

Review History

27 June 2017 (Report CPS16.17)

Stormwater

KFA	Natural and Built Environment
Status	Council
Responsible Division	Technical Services
Objective	To ensure stormwater is managed to protect environmental, social and economic values of the community.

Context

~~The City will manage stormwater to protect the community and environment from damage in accordance with engineering standards.~~ The City will effectively manage and control stormwater runoff to protect the community and environment from the adverse impacts of stormwater runoff.

The City will achieve this in consideration of industry best practice water sensitive urban design principles.

Statement

~~The City is committed to improving the built environment optimising the use and management of stormwater resources, consistent with current best management practice.~~

~~City operations should be consistent with the objectives and principles of the following documents:~~

- ~~• Local Government Act 1995 (s3.51, Schedule 3.2 and 9.1)~~
- ~~• State Planning Policy 2.9: Water Resources (Western Australian Planning Commission 2006)~~
- ~~• Better Urban Water Management (Western Australian Planning Commission 2008)~~
- ~~• Stormwater Management Manual for Western Australia (Department of Water 2007)~~
- ~~• IPWEA Guidelines for Subdivisional Development (v2.3 2017)~~

~~Wherever practicable, the City will manage stormwater resources in a manner that protects the local environment, enhances social values and protects the built environment.~~

Management of Stormwater Resources

The management of stormwater resources within the City will be in accordance with the following objectives outlined within the Stormwater Management Manual for Western Australia:

- a. Maintain or improve water quality of surface and groundwater resources.
- b. Maintain the total water cycle balance.
- c. Retain, use and infiltrate stormwater at source ~~(retrofit to achieve retention of one in five year storm event at 2 minute interval as part of City's road rehabilitation and drainage Capital Works projects).~~
- d. Conserve water through maximising the reuse of stormwater.
- e. Integrate stormwater treatment into the landscape.
- f. Retain natural drainage systems and protect ecosystem health.
- ~~g. Implement stormwater management systems that are economically viable in the long term.~~
- ~~gh. Protect the built environment from flooding and water-logging. (designed to protect up to one in hundred year storm event).~~
- ~~i. Ensure that social, health, aesthetic and cultural values are recognised and maintained when managing stormwater.~~
- ~~hj. Ensure the delivery of best practice stormwater management through planning and development.~~

Stormwater Volume Management

The City of Nedlands uses an Infiltration System approach to Stormwater Volume Management given the predominant high permeability of the natural soils occurring within the City limits.

It is a requirement for all lots within the City of Nedlands to retain stormwater fully onsite up to and including the 1% Annual Exceedance Probability (AEP) rainfall event. The storage capacity of these infiltration systems shall be determined using the following parameters:

- 1% AEP Rainfall event
- 8.0m / day infiltration coefficient
- 0.9 runoff coefficient

To assist with the determining the capacity of the most common onsite retention systems the City has prepared a capacity design spreadsheet that can be used to determine the suitability of the proposed soak well configuration given the above parameters. This spreadsheet is available on the City of Nedlands website.

Although soak wells are the most common infiltration system employed within the City of Nedlands, applicants are able to submit alternative infiltration designs provided, they are prepared by an experienced and qualified ~~civil~~ professional, such as an engineer or hydrologist, with the design to be ~~satisfactory to and~~ considered for approval by the City of Nedlands.

~~Stormwater Drainage~~ Stormwater Disposal into Natural Areas

The disposal of stormwater into natural areas can be detrimental to the environmental values of the City and therefore stormwater ~~drainage~~ runoff will not be permitted in the following areas without appropriate flow and pollutant controls:

- a. Wetlands classified within the Geomorphic Wetlands of the Swan Coastal Plain dataset, developed and updated by the ~~Department of Parks and Wildlife Biodiversity, Conservation and Attractions~~ responsible state government authority.
- b. Lands classified under the Metropolitan Region Scheme as “Parks and Recreation”.
- c. Coastal reserves and coastal foreshore.
- d. Any other land which, in the opinion of the Chief Executive Officer, is likely to suffer adverse environmental impact from the effects of stormwater drainage.

Stormwater Management Planning

In order to ensure that development within the City integrates water cycle management and water sensitive urban design principles, planning and development should be in accordance with the principles of the Department of Water and Environmental Regulations’ Better Urban Water Management as amended.

No stormwater infiltration facilities are to be decommissioned unless alternative equivalent or larger capacity is provided.

Related documentation

~~State Planning Policy 2.9: Water Resources (Western Australian Planning Commission 2006)~~ Book 9 – Runoff in Urban Areas, Australian Rainfall and Runoff: A Guide to Flood Estimation, Book 9 – Runoff in Urban Areas (2019)
 Better Urban Water Management (Western Australian Planning Commission, 2008)
 Stormwater Management Manual for Western Australia (~~Department of Water 2007~~ Department of Water and Environmental Regulation 2022)
 IPWEA Guidelines for Subdivisional Development (v2.3 2017)
Liveable Neighbourhoods (Western Australian Planning Commission, Perth Western Australia, 2007).

Related local law and legislation

Local Government Act 1995 (s3.51, Schedule 3.2 and Schedule 9.1)
Health Local Law 1997

Related delegation

Nil.



Review History

27 June 2017 (Report CPS16.17)

Stormwater

KFA	Natural and Built Environment
Status	Council
Responsible Division	Technical Services
Objective	To ensure stormwater is managed to protect environmental, social and economic values of the community.

Context

The City will effectively manage and control stormwater runoff to protect the community and environment from adverse impacts.

The City will achieve this in consideration of industry best practice water sensitive urban design principles.

Management of Stormwater Resources

The management of stormwater resources within the City will be in accordance with the following objectives outlined within the Stormwater Management Manual for Western Australia:

- a. Maintain or improve water quality of surface and groundwater resources.
- b. Maintain the total water cycle balance.
- c. Retain, use and infiltrate stormwater at source.
- d. Conserve water through maximising the reuse of stormwater.
- e. Integrate stormwater treatment into the landscape.
- f. Retain natural drainage systems and protect ecosystem health.
- g. Protect the built environment from flooding and water-logging.
- h. Ensure the delivery of best practice stormwater management through planning and development.

Stormwater Volume Management

The City of Nedlands uses an Infiltration System approach to Stormwater Volume Management given the predominant high permeability of the natural soils occurring within the City limits.

It is a requirement for all lots within the City of Nedlands to retain stormwater fully onsite up to and including the 1% Annual Exceedance Probability (AEP) rainfall event. The storage capacity of these infiltration systems shall be determined using the following parameters:

- 1% AEP Rainfall event

- 8.0m / day infiltration coefficient
- 0.9 runoff coefficient

To assist with the determining the capacity of the most common onsite retention systems the City has prepared a capacity design spreadsheet that can be used to determine the suitability of the proposed soak well configuration given the above parameters. This spreadsheet is available on the City of Nedlands website.

Although soak wells are the most common infiltration system employed within the City of Nedlands, applicants are able to submit alternative infiltration designs provided they are prepared by an experienced and qualified professional, such as an engineer or hydrologist, with the design to be considered for approval by the City of Nedlands.

Stormwater Disposal into Natural Areas

The disposal of stormwater into natural areas can be detrimental to the environmental values of the City and therefore stormwater runoff will not be permitted in the following areas without appropriate flow and pollutant controls:

- a. Wetlands classified within the Geomorphic Wetlands of the Swan Coastal Plain dataset, developed and updated by the responsible state government authority.
- b. Lands classified under the Metropolitan Region Scheme as “Parks and Recreation”.
- c. Coastal reserves and coastal foreshore.
- d. Any other land which, in the opinion of the Chief Executive Officer, is likely to suffer adverse environmental impact from the effects of stormwater drainage.

Stormwater Management Planning

In order to ensure that development within the City integrates water cycle management and water sensitive urban design principles, planning and development should be in accordance with the principles of the Department of Water and Environmental Regulations’ *Better Urban Water Management* as amended.

No stormwater infiltration facilities are to be decommissioned unless alternative equivalent or larger capacity is provided.

Related documentation

Australian Rainfall and Runoff: A Guide to Flood Estimation, Book 9 – Runoff in Urban Areas (2019)

Better Urban Water Management (Western Australian Planning Commission, 2008)

Stormwater Management Manual for Western Australia (Department of Water and Environmental Regulation 2022)

IPWEA Guidelines for Subdivisional Development (v2.3 2017)



Liveable Neighbourhoods (Western Australian Planning Commission, Perth Western Australia, 2007).

Related local law and legislation

Local Government Act 1995 (s3.51, Schedule 3.2 and Schedule 9.1)
Health Local Law 1997

Related delegation

Nil.

Review History

27 June 2017 (Report CPS16.17)

17.2 TS04.02.23 Princess Road Parking Controls

Meeting & Date	Council Meeting – 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Aaron MacNish – Coordinator Transport and Development
Director	Matthew MacPherson - Director Technical Services
Attachments	1. Broadway Precinct Parking Restriction Plan (amended) 2021-202-02-01

Purpose

To amend parking restrictions along Princess Road between Broadway and Kingsway from 'No Parking' to 'No Stopping'.

Recommendation

That Council approve the proposed amendment to Broadway Precinct Parking Restrictions to include 'No Stopping' along the West bound carriageway of Princess Road between Broadway and Kingsway as presented in attachment 1 of this report.

Voting Requirement

Simple.

Background

At the ordinary council meeting held February 2022 a Broadway Precinct Parking Restriction report (PD07.02.22 refers) went to Council to expand upon the parking restrictions within the Broadway Precinct to alleviate parking impacts on residents and businesses in response to increased construction activities.

At this meeting, the resolution was that:

“Council:

1. approves the recommended parking restrictions presented in Table 1; subject to Table 1: List of Parking Restrictions Current and Proposed under the heading Street - Broadway, Section Princess Road – Esplanade be amended as from 1/2P Mon-Fri to 1P Mon-Sat (amended table below):

Street	Section	Current Restriction	New Restriction
Broadway	Princess Rd – Esplanade	1/2P Mon-Fri	1P Mon-Sat

2. acknowledges the proposed consultation with residents, businesses and community organisations in relation to the proposed changes; and
3. acknowledges that no parking restriction changes are currently proposed to the Charles Court Parking Station and authorises the Chief Executive Officer to amend the parking restrictions if required after consultation with relevant businesses and sporting clubs.”

At the time of the Council report Princess Road between Broadway and Kingsway was signed as ‘No Parking 2P Mon – Fri’ and ‘3P Mon – Fri’. The council report proposed to extend this parking restriction to include Saturdays for the same duration.

Prior to the decision and implementation, the ‘No Parking’ controls have existed along this section of road as far back as 2007 according to past aerial imagery.

Discussion

In September 2022 a Councillor sought explanation from the City’s administration regarding the use of ‘No Parking’ controls in this section of Princess Road instead of ‘No Stopping’ controls. The Councillor expressed concerns over the safety of ‘No Parking’ controls which permit vehicles to stop for a short period of time for the purpose of taking up or setting down passengers or goods due to the limitations in sight distance along the road.

Sight distance is limited along this section of road due to a crest in Princess Road between Broadway and Kingsway.

In response it was advised that the parking restrictions along this section of Broadway are in response to a Council decision in February 2022 with the restriction at this location being adopted as ‘No Parking’, not ‘No Stopping’. The Administration’s advice was that the Administration agrees that ‘No Stopping’ would be preferable in this location given the poor sightlines. An amended parking plan has been prepared and is found as attachment 1 to this report.

Given the application of the existing parking controls at this location was an outcome of a formal resolution of Council, the Administration considers it appropriate that any proposed changes to these parking controls are likewise presented back to the Council for consideration.

Consultation

No consultation has occurred on this specific item for the purpose of an amendment to the current parking restrictions.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our City will be an environmentally sensitive, beautiful and inclusive place.

Values **Healthy and Safe**
Our City has clean, safe neighbourhoods where public health is protected and promoted.

High standard of services
We have local services delivered to a high standard that take the needs of our diverse community into account.

Great Governance and Civic Leadership
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Easy to Get Around
We strive for our City to be easy to get around by preferred mode of travel, whether by car, public transport, cycle or foot.

Priority Area

- Managing parking

Budget/Financial Implications

The works are estimated to cost \$2,000 ex GST and can be accommodated within the existing signage maintenance operational budget.

Legislative and Policy Implications

Nil.

Decision Implications

Should Council approve the recommendation to change the parking controls in this location from No Parking to No Stopping any vehicle caught stopping on the carriageway or verge in this location could be subject to infringement.

Conclusion

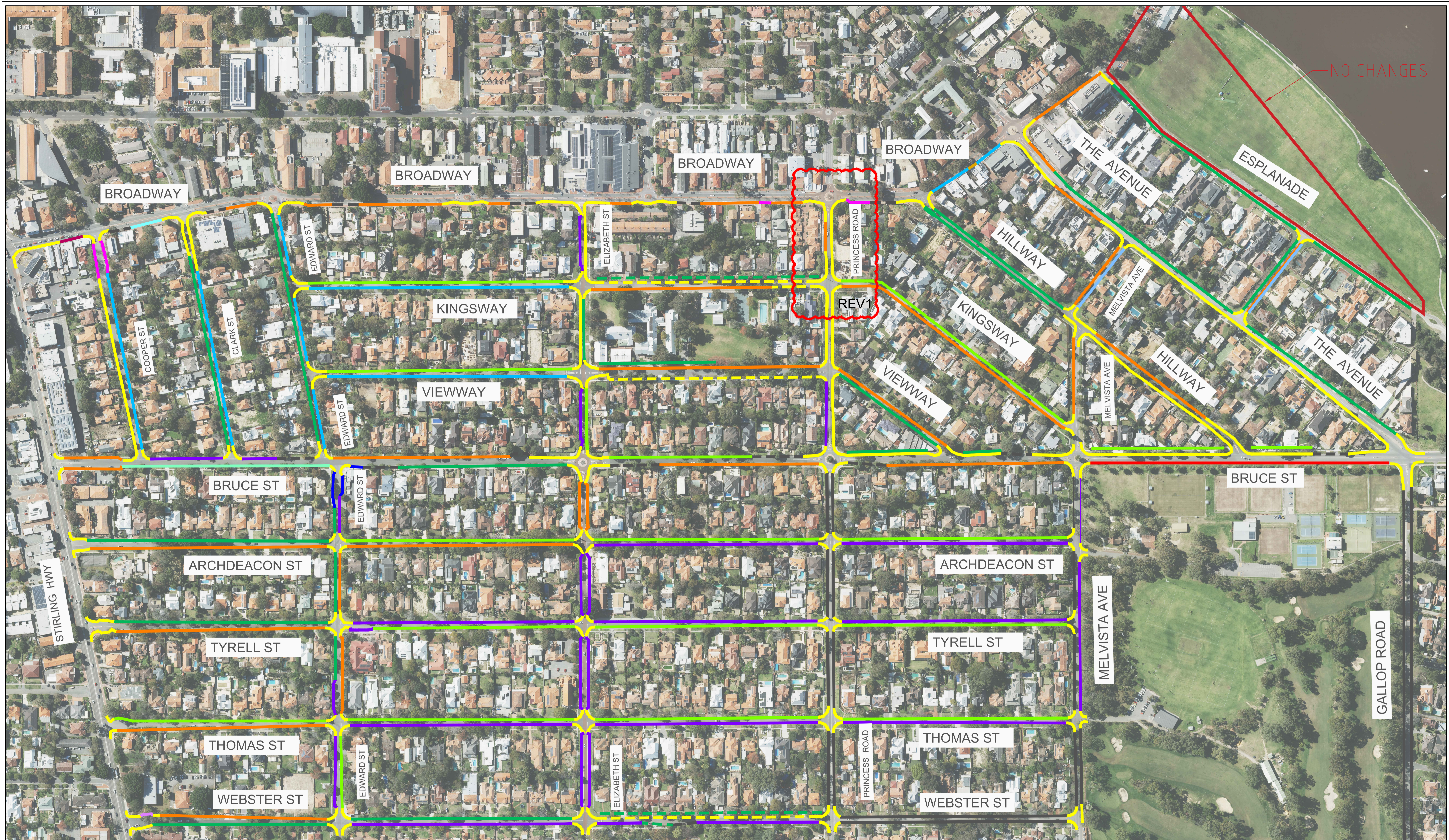
The difference between No Parking and No Stopping is considered minor. The presence of an unbroken dividing line already legally prevents drivers from overtaking a vehicle stopped on the carriageway of Princess Road.

Although there does not appear to be any historical issues of near misses or concerns regarding a high volume of vehicles stopping in this location the cost of change of control from 'No Parking' to 'No Stopping' is low and would result in parking controls being consistent on both sides of the street.

As such the Administration is recommending that Council approval the proposed amendment to Broadway Precinct Parking Restrictions to include 'No Stopping' along the West bound carriageway of Princess Road between Broadway and Kingsway.

Further Information

Nil.



- NO STOPPING
- NO STOPPING 7.30am to 9.00am. 2.30pm to 4.00pm Mon- Sat
- NO PARKING
- NO PARKING 7.30am to 9.00am. 2.30pm to 4.00pm Mon- Sat
- NO PARKING 8.00am to 5.00pm Mon- Sat
- NO PARKING 8.00am to 6.00pm Mon- Sat
- NO PARKING 5.00pm to 11.30pm Wed- Sun
- 30 MINUTES PARKING 8.00am- 5.00pm Mon- Sat
- 1 HOUR PARKING 8.00am- 5.00pm Mon- Sat
- 15 MINUTES PARKING 8.00am- 5.00pm Mon- Sat
- 2 HOUR PARKING 8.00am- 6.00pm Mon- Sat
- 3 HOUR PARKING 8.00am- 5.00pm Mon-Fri
- RESERVED PARKING DISABLE PERSON
- AUTHORISED PARKING ONLY
- BUS
- UNRESTRICTED PARKING

L:\Scott\Existing Parking Overview\2023.01.23Parking overview 2 - Princess Road Amendment.dwg 02/2/2023 - 3:44pm

REV. No.	NOTES	CHECKED	DATE
REV 0		REV 0	REV 0
REV 1	UPDATE PRINCESS ROAD NO PARKING TO NO STOPPING	A.M.	02.02.23

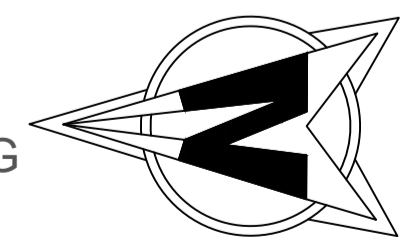
SCALE:	DESIGNED:	CHECKED / DATE:
NTS	N/A	A.MACNISH 02.02.2023
COUNCIL MINUTES:	DRAWN:	APPROVED / DATE:
	A.MACNISH	F.MACLEOD 02.02.2023

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City of Nedlands
 71 STIRLING HIGHWAY
 NEDLANDS WA 6909
 PO BOX 9 NEDLANDS WA 6909
 PH (08) 9273 3500 FX (08) 9273 3670 TTY (08) 9273 3646
 Email: council@nedlands.wa.gov.au
 www.nedlands.wa.gov.au

TITLE: PROPOSED PARKING RESTRICTIONS

A1 DWG NO: 2021-202-02-01 SHEET 02



18. Divisional Reports - Corporate & Strategy Report No's CPS01.02.23 to CPS09.02.23

18.1 CPS01.02.23 Adoption of Advertising of Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy

Meeting & Date	Council Meeting – 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Peter Scasserra – Coordinator Land and Property
Director	Michael Cole – Director Corporate Services
Attachments	1. Draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy 2. Draft - Lease, Licence, Exclusive Licence and Hire of Community Facilities Survey

Purpose

The purpose of this report is for Council to consider the City of Nedlands draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy (draft Policy), included as Attachment 1 and, if supported, resolve to advertise the draft Policy and directly consult with existing tenants currently occupying a community facility.

Recommendation

That Council:

- 1. authorises the Chief Executive Officer to advertise the City of Nedlands draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy for a minimum period of 30 days; and**
- 2. authorises the Chief Executive Officer to undertake direct consultation with existing Tenants of Community Facilities by way of a survey in relation to proposed tenure changes and refer the results back to Council for consideration.**

Voting Requirement

Simple Majority.

Background

The City of Nedlands (City) manages properties comprising of buildings and structures, as well as reserve land over an area of approximately 20km², either as freehold or managed property which is reserved or dedicated under the *Land Administration Act 1997*.

Properties used for recreation and community purposes are considered community facilities and are managed by the City for the benefit and in the best interest of the residents and ratepayers in accordance with the terms and conditions of the current 'Use of Council Facilities for Community Purposes' Policy (current Policy), adopted in March 2015.

At a Committee Meeting held July 2021, the Elected Members were asked to consider a new lease for a not-for-profit entity for a community facility. Notwithstanding the key lease terms presented to Council were at the time consistent with the provisions of the current Policy, the Elected Members raised concerns that the expectation for volunteer run groups to undertake structural maintenance on City owned facilities seemed on face value as inappropriate. Additional concerns were also raised in relation to tenants inappropriately insuring the City's assets.

Subsequent discussions acknowledged that the current Policy terms and conditions may not necessarily reflect up to date best practice or align with the requirements of the City. Consequently, a need for a full review of the City's framework for how it manages property tenure was identified and has since been undertaken with consideration to the concerns raised and the information exchange arising from the March 2022 and November 2022 Elected Member Concept Forums.

Beyond addressing the concerns raised, the review also sought to understand the financial position of the City's assets from a cost recovery perspective to align the management of community facilities with best practice.

The proposed draft Policy amendments aim to achieve the following objectives:

1. To guide lease, licence, exclusive licence and hire practices for Council facilities used for community purposes.
2. To realise a level of financial return to reduce reliance on the municipal budget for maintenance.
3. To achieve a level of social return through the delivery of services or activities aimed at providing a community benefit.
4. To support a fit for purpose property portfolio that meets the needs of the City of Nedlands.
5. To ensure the appropriate use of a Council facility for a bona fide community purpose or function to an eligible user, which includes the review of financial statements on a regular basis.
6. To promote consistent and equitable terms and conditions and establish a minimum standard.
7. To ensure lease, licence, exclusive licence and hire practices contribute to a sustainable City.

8. To assist with responsibly managing and mitigating any risk to the City of Nedlands. It is intended that the approach adopted for the Policy review will enable Elected Members to consider improvements, where possible.

Aligning the Policy with best practice will require tenants to occupy community facilities in accordance with new conditions of tenure, in the interests of financial and environmental sustainability and the longevity of the building assets provided by the City for community purposes.

Making community facilities available for third parties able to provide recreational and community-based services and activities will also deliver community benefits that support inclusion and diversity principles.

Discussion

The draft Policy provides an equitable and transparent approach to better manage community facilities under the City's ownership, care and control.

It includes the following key elements:

Methodology

A cost recovery methodology has been adopted, taking into consideration the social, environmental and socio-economic risks and opportunities which contribute to the assets potential to enable the City to realise a level of financial and social return.

Risk Management

The draft Policy ensures appropriate risk avoidance, control and transfer measures are in place by requiring all occupancy agreements to:

1. Release and indemnify the City for all claims resulting from any damage, loss, death or injury in connection with the premises unless such claims arise out of the City's negligence.
2. Maintain adequate public liability insurance.
3. Ensure the appropriate documentation and insurance is in place for use of the premises.
4. Require tenants to comply with emergency evaluation procedures and risk management practices implemented by the City
5. Only use appropriately qualified tradespeople to undertake repairs

Occupancy Agreements

Community facilities may be administered through one of four occupancy agreement types to assist with building asset utilisation, these include:

1. Lease – exclusive use;
2. Licence – non-exclusive use;
3. Exclusive Licence – to facilitate shared seasonal use; and
4. Hire Arrangement – casual use

Evaluation Process

Proposals to occupy a community facility pursuant to a lease, licence or exclusive licence will be evaluated by the City's evaluation panel to assess appropriate utilisation of the building asset with consideration to community benefit deliverables, social and economic outcomes.

Applicants will be assessed on:

1. Completeness;
2. Compliance and Qualitative Criteria; and
3. References

Financial Contributions and Costs

Subject to the type of occupancy agreement the following charges may apply to tenants/facility users under the draft Policy:

- Annual Maintenance Contribution – based on a minimum cost recovery target rate set by Council as part of its budget process. This applies to leases.
- Annual Licence Fee – based on a discounted minimum cost recovery target rate set by Council as part of its budget process to acknowledge non-exclusive use. This applies to licences.
- Annual Environmental Levy – based on a set fee determined by Council as part of its budget process. This applies to leases and licences.
- Hire Fee – hourly hire rates will be charged in accordance with the City's schedule of fees and charges and may be determined on an appropriate rate of cost recovery to offset the cost of maintaining the facility.
- Preventative Maintenance Costs. This applies to leases.
- Non-Structural Maintenance Costs. This applies to leases.
- Structural Maintenance Fund Contribution (to be determined by the City – if applicable).
- Utility Costs and Outgoings. This applies to leases and licences and may be proportionate for shared use arrangements.
- Operating Costs. This applies to leases, licences and hire arrangements.
- Fit-out Costs. This applies to leases, licences and hire arrangements (if applicable).
- Legal Costs for the preparation, execution and registration of the occupancy agreement. This applies to leases and licences.
- Capital Upgrade Costs. This applies to leases (if applicable).
- Insurance Costs. This applies to leases, licences and hire arrangements.
- Building Insurance Premium and Excess. This applies to leases and licences and may be proportionate for shared use arrangements.
- Cleaning Costs. This applies to leases, licences and hire arrangements.
- Security Costs. This applies to leases and licences (if applicable).

Environmental

The draft Policy advocates 'green' leases to ensure that the ongoing use and operation of its community facilities minimise environmental impacts by using the proceeds raised from the environmental levy to fund eco-friendly upgrades.

Discount

Tenants may be able to apply for a discount. All applications for a discount will be subject to a social cost benefit and cost effectiveness analysis to evaluate the level of social return being provided to the community.

Tenure Conditions

Standard tenure conditions effectively non-negotiable terms that will define the parameters of each occupancy agreement in a consistent and equitable manner and clearly outline the tenants' responsibilities to ensure community facilities are appropriately managed.

Signage Conditions

Controls have been introduced to effectively manage any signage requirements.

Maintenance Focus

Maintenance responsibilities are predominantly determined by the type of occupancy agreement and now fall within the following three categories:

1. Preventative;
2. Non-structural; and
3. Structural maintenance

Provided the tenant's use and operation of the facility is not deemed to have a commercial element, the City will be responsible for structural maintenance.

Preventative and/or non-structural maintenance will be the responsibility of the tenant depending on the occupancy agreement.

The draft Policy also ensures:

- Maintenance responsibilities are clearly defined.
- Inspection audits and condition assessments are undertaken.
- Assessments associated with fit-for-purpose, functionality and capacity are undertaken.
- Building assets deliver services of a specified quality.
- Whole of life costs are captured, including on-going operating costs and future capital replacement for when components are reaching end of useful life.
- Capital upgrades meet required standards.

Legislative and Compliance

Controls have been introduced to ensure compliance with all current legislative and regulatory requirements.

Strategic Future of the underlying Land Asset

In preparation for any forthcoming land development projects, all leases, licences and exclusive licences will contain a redevelopment clause, whereby if the City wishes to significantly redevelop the site the occupancy agreement can be terminated by the City giving adequate written notice to the tenant to vacate the premises.

Approvals

All lease, licences and exclusive licences of City owned property must be approved by Council, unless authority to approve has been formally delegated by Council to the CEO.

The use and lease, licence or exclusive licence of community facilities on Crown land will be subject to approval from the Minister for Lands as the land owner.

Due to the significant changes proposed, it is recommended that the City's current 'Use of Council Facilities for Community Purposes' Policy be revoked and replaced with the draft 'Lease, Licence, Exclusive Licence and Hire of Community Facilities' Policy.

Consultation

The City has carried out engagement with internal stakeholders and feedback has been incorporated within the revised policy.

Further consultation proposed

The purpose of this report is for Council to consider the draft Policy, and if supported, resolve to proceed with consultation. There is no legislative requirement regarding advertising of a policy of this nature, however a minimum 30-day consultation period is recommended.

This will involve consulting with all existing tenants occupying a community facility pursuant to a lease or licence. It is envisaged to commence on 20 March and conclude 21 April and include the following methods of consultation:

- Notice in the West Australian
- Notice on the City's Notice board
- Notice on the City's Your Voice engagement portal
- Notice on the City's social media channels
- Direct correspondence to all existing tenants occupying a community facility by way of a survey questionnaire

All submissions will be presented in a further report to Council. Council will have another opportunity to consider the draft Policy before final endorsement is considered.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Values

Great Governance and Civic Leadership

We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Great Communities

We enjoy places, events and facilities that bring people together. We are inclusive and connected, caring and support volunteers. We are strong for culture, arts, sport and recreation. We have protected amenity, respected our history and have strong community leadership.

Budget/Financial Implications

If Council proceeds with the draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy, there will be no immediate cost to the City other than those associated with advertising.

Should the policy be adopted, the City will be taking on responsibility for all building maintenance and this will need to be factored into future budgets. The cost will be offset by the proposed financial contributions proposed in the draft policy.

Legislative and Policy Implications

Section 2.7 of the *Local Government Act 1995* requires:

1. That Council:
 - a. governs the local government's affairs; and
 - b. is responsible for the performance of the local government's functions.
2. Without limiting subsection (1), the Council is to:
 - a. oversee the allocation of the local government's finances and resources; and
 - b. determine the local government's policies.

Decision Implications

Should Council resolve to endorse the recommendation, the draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy will be advertised in accordance with the process outlined above and all existing tenants of the City's community facilities will be consulted accordingly.

If Council resolves not to endorse the recommendation, the Policy will not be advertised or progressed. Doing so will mean the current 'Use of Council Facilities for Community Purposes' Policy will remain in use by the City when considering and negotiating Lease, Licence or Hire agreements for community facilities.

Conclusion

The draft Policy seeks to balance appropriate management and responsible use the City's community facilities for the benefit of the community and ensure sound financial management and effective administration of these assets in an equitable and consistent manner.

At some point in time many of the City's community facilities will require significant capital expenditure to ensure they are compliant with statutory requirements. It is therefore prudent for the City to start collecting funds from these leasing and licensing opportunities.

It is recommended that Council adopts the recommendation and formally advertises the draft Lease, Licence, Exclusive Licence and Hire of Community Facilities Policy and engage in direct consultation with existing tenants currently occupying a community facility.

Further Information

Nil.



Lease, Licence, Exclusive Licence and Hire of Community Facilities

Status	Council
Department	Corporate and Strategy
Objectives	<ol style="list-style-type: none"> 1. To guide lease, licence, exclusive licence and hire practices for Council facilities used for community purposes. 2. To realise a level of financial return to reduce reliance on budget for maintenance. 3. To achieve a level of social return through the delivery of services or activities aimed at providing a community benefit. 4. To support a fit for purpose property portfolio that meets the needs of the City of Nedlands. 5. To ensure the appropriate use of a Council facility for a bona fide community purpose or function to an eligible user, which includes the review of financial statements on a regular basis. 6. To promote consistent and equitable terms and conditions and establish a minimum standard. 7. To ensure lease, licence, exclusive licence and hire practices contribute to a sustainable City. 8. To assist with responsibly managing and mitigating any risk to the City of Nedlands.

Scope

This policy applies to all land and building assets owned or controlled by the City of Nedlands used for community purposes. It excludes land and building assets used for residential or commercial purposes.

Definitions

Community facilities include halls, pavilions, change-rooms, clubrooms, and other buildings used for community purposes.

Community purpose means a purpose that is primarily for the provision of educational, social, or recreational activities or services that aim to promote the welfare of the community through the delivery of community benefits.

Discount means a reduction in the user contribution for an eligible user to support their sustainable operating capacity to deliver a social return.

Eligible User means a non-commercial entity including sporting clubs, community groups, not-for-profit incorporated organisations, government agencies and individual community members (also referred to as tenant within this policy).



- Exclusive Licence** means a contract outlining the terms and conditions under which one party is granted permission to jointly use a facility owned by another party. The intention is to allow multiple parties to collocate under a share-use arrangement for a medium term, therefore a portion of the facility is made available at set times to facilitate seasonal use.
- Facility User** means a non-commercial entity including sporting clubs, community groups, not-for-profit incorporated organisations, government agencies, individual community members and commercial entities.
- Hire Arrangement** means an agreement to hire out a facility or a portion of a facility pursuant to the City of Nedlands Local Law Relating to Council Halls. Fees and charges for facility hire are adopted on a yearly basis by Council as part of the annual budget process as determined by the City of Nedlands and based on a proportion of cost recovery. The basis of hire may be casual (one off) or regular (usually seasonal) and is generally intended for a short term.
- Lease** means a contract outlining the terms and conditions under which one party agrees to exclusively use a facility owned by another party for a specified term. It confers an interest in the land and is capable of being secured against the title. The intention is to provide formal security of tenure for one party over a long term.
- Licence** means a contract outlining the terms and conditions under which one party is granted permission for non-exclusive use of a facility owned by another party for a specified term. It does not create an interest in the land. The intention is to allow multiple parties to collocate under an ad hoc arrangement for a medium term, therefore a portion of the facility is made available for hire during the licence term.
- Non-Structural Maintenance** means the continuous, diligent, and ongoing inspection, maintenance and repair of all non-structural components that do not have an intrinsic bearing on the support to any other integral member of the facility such as, by limitation, the roof structure, posts, load bearing walls, foundations, girders, floor joists, footings, and other load bearing members.
- Preventative Maintenance** aims to reduce significant expenses arising from unexpected repairs by proactively managing the facility through routine and programmatic maintenance, including but not limited to fire servicing



equipment, mechanical services, hydraulic services, gutter cleaning, pest control and electrical compliance testing.

Social Return means the delivery of services, initiatives and activities that provide benefits which support the needs of the community and assists the City in the delivery of its strategic objectives.

Structural Maintenance means the continuous, diligent, and ongoing inspection, maintenance, and repair of all structural components of the facility that ensures good state of repair and safe usage, in compliance with all applicable laws including all required alterations, replacements, major repairs, modifications or upgrades to the structural components of the facility.

Structural Maintenance Fund means a reserve fund set aside to fund the structural maintenance of the City's buildings and the replacement of any structures or improvements. The fund may also be used for capital development.

User Contribution means the cost payable by an eligible user to occupy a community facility (includes maintenance contribution and licence fee only).

Statements

- Council recognises the key contribution that sporting clubs, community groups and not-for-profit organisations make to the local community and aims to provide a range of facilities for their use, as well as use by individual community members.
- Council will ensure the level of financial contribution is based on a methodology that considers balancing cost recovery with social return in a way that is financially sustainable for Council.
- Council will acknowledge the social return achieved through the delivery of community benefits from the use of Council facilities for community purposes.
- The utilisation of Council facilities is to be considered in the context of the best approach to support or facilitate the delivery of services in a way that is efficient and minimises unnecessary cost.
- To maximise use of Council facilities, multiple users collocating under a non-exclusive shared use arrangement are preferred. However, under some circumstances Council will consider offering exclusive use of a facility to one specific user, formalised by a lease.

- Council will make its community facilities available to eligible users based on a lease, licence, exclusive licence, or facility hire arrangement, subject to evaluation and approval process.
- Council reserves the right to decide whether a particular facility (or part of a facility) is offered for use based on a lease, licence, exclusive licence or hire arrangement.
- Lease, licence, exclusive licence and facility hire arrangements impose certain obligations on landlords and tenants with respect to maintenance and upkeep, engagement and interaction with neighbours and ongoing compliance with applicable laws and regulations. The conditions of tenure will consider matters relating to obligations, costs and compliance.
- Council is committed to delivering services within its agreed budgets and financial plans and to ensure the highest possible value for money is achieved. Therefore, lease, licence, exclusive licence or facility hire arrangements will only occur where there is a budget identified and the proposed costs or revenues are in line with budgets.
- Council is committed to transparency and maintaining the highest standards so far as the use of ratepayer's funds are concerned. Therefore, Council will strictly observe and enforce its policy and procedures in relation to related-party transactions, conflict of interest and confidentiality in all its dealings regarding the leasing, licensing, exclusive licensing and hiring of facilities.

Principles

To provide consistent and equitable terms and conditions of tenure, the utilisation of Council facilities will be based on the following principles:

- Supporting local groups/clubs.
- Social return through community benefits.
- Environmental sustainability through considered future upgrade works/alterations.
- Financial sustainability through considered fiscal management.
- Equity.
- Transparency.
- Consistency.
- A healthy community.
- Strategic future of underlying land assets.

Tenure Conditions

- Occupancy agreements over the City of Nedlands facilities will be administered in a consistent and equitable manner through standard tenure conditions based on a lease, licence, exclusive licence, or facility hire arrangements.
- The standard conditions of tenure within this policy are non-negotiable terms.

Leases

Purpose

Leases are formal occupancy agreements that aim to provide Tenants with secure long-term tenure of a community facility and the right to its exclusive use.

Eligibility

- Lease proposals and renewals will be assessed against the evaluation criteria.
- The City of Nedlands may undertake a social cost-benefit analysis should a proposal for lease not achieve a cost neutral outcome.

Conditions of Tenure

A lease will be subject to the following standard conditions of tenure:

LEASE		
Term	10 years	
Further term	5 years	
Use	Community purpose	
Possession	Exclusive	
Share use venue	No	
Bond	N/A	
Maintenance inspection clause	Yes	
Change over clause	N/A	
Redevelopment clause	Yes	
Capital improvements	Permitted with prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Alcohol	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Signage	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Alterations/Additions	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Sublease	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Responsibilities	Tenant	City of Nedlands
Annual maintenance contribution	✓	

Annual environmental levy	✓	
Preventative maintenance	✓	
Non-structural maintenance	✓	
		The City of Nedlands may offer to undertake structural maintenance provided the Tenant contribute to a Structural Maintenance Fund in addition to the annual maintenance contribution.
Structural maintenance	✓	
Cleaning and general presentation	✓	
Immediate surrounds	✓	
Operating costs	✓	
Utility costs and outgoings	✓	
Building insurance premium and excess	✓	
Fit-out costs	✓	
Legal costs (agreement preparation, execution & registration)	✓	
Capital upgrade costs	✓	
Public liability insurance	✓	
Contents insurance	✓	
Workers compensation (if applicable)	✓	
Building insurance		✓
Delivery of social benefits to the community	✓	
Access and security	✓	
Annual financial statements and occupancy statistics	✓	

Maintenance Contribution

- The maintenance contribution will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a minimum cost recovery target for the subject facility to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system, to fund structural repairs and maintenance as determined by the City's capital works program.
- Council may consider the cost of providing the City of Nedlands community facilities portfolio as a whole; and decide on an appropriate minimum rate of cost recovery, to be implemented through the City of Nedlands leases.

Environmental Levy

- The environmental levy will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a set fee to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system, to fund environmental initiatives.

Compliance

Tenants must comply with:

- all terms and conditions within their occupancy agreement including the standard conditions of tenure;
- all statutes and local laws;
- all consents, approvals, authorities, licences and permits;
- all relevant state and commonwealth law and all relevant codes;
- any obligations relating to the payment of fees and charges; and
- all orders, notices, requisitions or directions of any competent authority relating to the facility or to the business/operation the Tenant undertakes at the facility.

Approval

All leases must be approved by Council. To consider an approval the City of Nedlands must be satisfied that the use is consistent with the nature of the land and building asset and the applicant can ensure the safe and appropriate use of the facility.

Licences

Purpose

Licences are formal occupancy agreements for non-exclusive use and aim to provide Tenants with secure, medium-term tenure of a community facility that is shared with other users.

Eligibility

- Licence proposals and renewals will be assessed against the evaluation criteria.
- The City of Nedlands may undertake a social cost-benefit analysis should a proposal for licence not achieve a cost neutral outcome.

Conditions of Tenure

A licence will be subject to the following standard conditions of tenure:

LICENCE	
Term	5 years
Further term	N/A



Use	Community purpose	
Possession	Non-Exclusive	
Share use venue	Yes	
Bond	N/A	
Maintenance inspection clause	Yes	
Change over clause	Yes - Minimum 2 weeks required	
Redevelopment clause	Yes	
Capital improvements	N/A	
Alcohol	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Signage	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Alterations/Additions	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Sublicence	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Responsibilities	Tenant	City of Nedlands
Annual licence fee	✓	
Annual environmental levy	✓	
Preventative maintenance		✓
Non-structural maintenance		✓
Structural maintenance		✓
General presentation	✓	
Immediate surrounds	✓	
Cleaning		✓
Cleaning costs	✓	
Operating costs	✓	
Utility costs and outgoings (proportionate)	✓	
Building insurance premium and excess (proportionate)	✓	
Fit-out costs	✓	
Legal costs (agreement preparation & execution)	✓	
Capital upgrade costs		✓
Public liability insurance	✓	
Contents insurance	✓	
Workers compensation (if applicable)	✓	
Building insurance		✓
Delivery of social benefits to the community	✓	
Annual financial statements and occupancy statistics	✓	
Access and security	✓	
Card access set up		✓

Licence Fee

- The licence fee will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a minimum cost recovery target for the subject facility to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system, to fund preventative, non-structural and structural repairs and maintenance as determined by the City's capital works program.
- Council may consider the cost of providing the City of Nedlands community facilities portfolio as a whole; and decide on an appropriate minimum rate of cost recovery, to be implemented through the City of Nedlands licences.

Environmental Levy

- The environmental levy will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a set fee to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system to fund environmental initiatives.

Compliance

Tenants must comply with:

- all terms and conditions within their occupancy agreement including the standard conditions of tenure;
- all statutes and local laws;
- all consents, approvals, authorities, licences and permits;
- all relevant state and commonwealth law and all relevant codes;
- any obligations relating to the payment of fees and charges; and
- all orders, notices, requisitions or directions of any competent authority relating to the facility or to the business/operation the Tenant undertakes at the facility.

Approval

All licences must be approved by Council unless authority to approve has been formally delegated by Council to the Chief Executive Officer. To consider an approval the City of Nedlands must be satisfied that the use is consistent with the nature of the land and building asset and the applicant can ensure the safe and appropriate use of the facility.

Exclusive Licences

Purpose

Exclusive licences are formal occupancy agreements for non-exclusive use and aim to provide sporting clubs and other community-based user groups with secure, medium-term tenure of a community facility that is shared with other users on a seasonal basis.

Eligibility

- Exclusive licence proposals and renewals will be assessed against the evaluation criteria.
- The City of Nedlands may undertake a social cost-benefit analysis should a proposal for an exclusive licence not achieve a cost neutral outcome.

Conditions of Tenure

An exclusive licence will be subject to the following standard conditions of tenure:

EXCLUSIVE LICENCE		
Term	5 years	
Further term	5 years	
Use	Community purpose	
Possession	Seasonal	
Share use venue	Yes	
Bond	N/A	
Maintenance inspection clause	Yes	
Change over clause	Yes - Minimum 2 weeks required	
Redevelopment clause	Yes	
Capital improvements	N/A	
Alcohol	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Signage	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Alterations/Additions	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Sublicence	Prohibited without prior written consent from the City. Approval may be withheld or subject to conditions.	
Responsibilities	Tenant	City of Nedlands
Seasonal licence fee	✓	
Seasonal environmental levy	✓	
Preventative maintenance during period of occupancy	✓	
Non-structural maintenance during period of occupancy	✓	
Structural maintenance		✓
General presentation	✓	
Immediate surrounds	✓	
Cleaning		✓
Cleaning costs	✓	
Operating costs	✓	
Utility costs and outgoings (proportionate)	✓	

Building insurance premium and excess (proportionate)	✓	
Fit-out costs	✓	
Legal costs (agreement preparation & execution)	✓	
Capital upgrade costs		✓
Public liability insurance	✓	
Contents insurance	✓	
Workers compensation (if applicable)	✓	
Delivery of social benefits to the community	✓	
Annual financial statements and occupancy statistics	✓	
Access and security	✓	
Card access set up		✓

Exclusive Licence Fee

- The licence fee will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a minimum cost recovery target for the subject facility to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system, to fund structural repairs and maintenance as determined by the City's capital works program.
- Council may consider the cost of providing the City of Nedlands community facilities portfolio as a whole; and decide on an appropriate minimum rate of cost recovery, to be implemented through the City of Nedlands exclusive licences.

Environmental Levy

- The environmental levy will be determined in accordance with the City of Nedlands adopted Schedule of Fees and Charges, based on a set fee to be quarantined in a Building Maintenance Contribution reserve with reference to the specific lease area in the reserve subsidiary ledger within the City's financial management system, to fund environmental initiatives.

Compliance

Tenants must comply with:

- all terms and conditions within their occupancy agreement including the standard conditions of tenure;
- all statutes and local laws;
- all consents, approvals, authorities, licences and permits;
- all relevant state and commonwealth law and all relevant codes;
- any obligations relating to the payment of fees and charges; and
- all orders, notices, requisitions or directions of any competent authority relating to the facility or to the business/operation the Tenant undertakes at the facility.

Approval

All exclusive licences must be approved by Council unless authority to approve has been formally delegated by Council to the Chief Executive Officer. To consider an approval the City of Nedlands must be satisfied that the use is consistent with the nature of the land and building asset and the applicant can ensure the safe and appropriate use of the facility.

Facility Hire

Purpose

Facility hire occupancy agreements facilitate regular or ad hoc non-exclusive use and aim to provide users with short term tenure of a community facility that is shared with other users to allow the finite resources of the City of Nedlands to be utilised appropriately.

Eligibility

Community groups and organisations, sporting clubs, individuals and businesses are all eligible to use the City of Nedlands hire facilities. However, priority will be given to the following users:

- Incorporated, not-for-profit, community organisations and sporting clubs; and
- Informal community groups.

Maximising Use

- To maximise use of its hire facilities, Council may allow bookings by individuals and businesses. However, priority for bookings may be given to community groups and organisations.
- When evaluating facility hire, consideration may be given to the appropriateness of a facility to be utilised for a particular purpose to ensure the effective control and management of the City of Nedlands community facilities through colocation opportunities.

Conditions of Tenure

A hire arrangement will be subject to the following standard conditions of tenure:

FACILITY HIRE	
Term	1 hour to 1 year
Further term	N/A
Use	Community/Commercial purpose
Possession	Non-Exclusive
Share use venue	Yes
Bond	Yes
Maintenance inspection clause	Yes

Change over clause	N/A	
Redevelopment clause	N/A	
Capital improvements	N/A	
Alcohol	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions. Restricted to limited facilities.	
Signage	Prohibited without prior written consent from the City of Nedlands. Approval may be withheld or subject to conditions.	
Alterations/Additions	N/A	
Sublease	N/A	
Responsibilities	Facility User	City of Nedlands
Hire fee	✓	
Preventative maintenance		✓
Non-structural maintenance		✓
Structural maintenance		✓
General presentation during period of hire	✓	
Immediate surrounds		✓
Cleaning following period of hire	✓	
Cleaning costs (if applicable)		✓
Operating costs (if applicable)	✓	
Utility costs and outgoings		✓
Building insurance premium and excess		✓
Fit-out costs	✓	
Capital upgrade costs		✓
Public liability insurance (if applicable)	✓	
Contents insurance (if applicable)	✓	
Workers compensation (if applicable)	✓	
Building insurance		✓
Access and security		✓
Card access set up		✓

Storage

In addition to facility hire arrangements the City of Nedlands provides allocated storage to regular users of community facilities. These storage areas are allocated to user groups on application to the City of Nedlands and are determined on a case-by-case basis, based on a demonstrated need. Standard fees and charges apply which are specified in the City of Nedlands Schedule of Fees and Charges.

Hire Fee

- Facility users will be charged a hire fee in accordance with the City of Nedlands adopted Schedule of Fees and Charges to off-set the cost of maintaining its community facilities.
- Commercial rates apply to facility users who occupy a community facility under a commercial arrangement.

- Council may consider the cost of providing the City of Nedlands community facilities portfolio as a whole and decide on an appropriate rate of cost recovery, to be implemented through the City of Nedlands Hall hire fees.

Compliance

Facility users must comply with:

- all terms and conditions within their occupancy agreement including the standard conditions of tenure;
- all statutes and local laws;
- all consents, approvals, authorities, licences and permits;
- all relevant state and commonwealth law and all relevant codes;
- any obligations relating to the payment of fees and charges; and
- all orders, notices, requisitions or directions of any competent authority relating to the facility or the Facility users use of the facility.

Approval

Bookings for the hire of the City of Nedlands community use facilities are approved by administrative staff with consideration to utilisation and maximising use.

Summary of Key Terms

The key terms for lease, licence, exclusive licence and hire arrangements are summarised below:

	LEASE	LICENCE	EXCLUSIVE LICENCE	HIRE
Financial Contribution				
Maintenance Contribution	Quarterly	N/A	N/A	N/A
Environmental Levy contribution	Quarterly	Annual	Annual	N/A
Licence Fee	N/A	Annual	Annual	N/A
Hire Fee	N/A	N/A	N/A	Yes
Bond	N/A	N/A	N/A	Yes
Maintenance Responsibilities				
Non-Structural	Tenant	City of Nedlands	Tenant	City of Nedlands
Preventative	Tenant	City of Nedlands	Tenant	City of Nedlands
Structural	City of Nedlands/Tenant	City of Nedlands	City of Nedlands	City of Nedlands
Cleaning	Tenant	City of Nedlands	City of Nedlands/Tenant	City of Nedlands/Facility User
Costs				
Utilities	Tenant	Tenant	Tenant	City of Nedlands
Operating	Tenant	Tenant	Tenant	Facility User
Fit Out	Tenant	Tenant	Tenant	N/A
Legal	Tenant	Tenant	Tenant	N/A
Cleaning	Tenant	Tenant	Tenant	City of Nedlands/Facility User
ESL	Tenant	Tenant	Tenant	City of Nedlands
Waste Removal	Tenant	Tenant	Tenant	City of Nedlands

Insurance				
Public Liability	Tenant	Tenant	Tenant	City of Nedlands/Facility User
Building	City of Nedlands	City of Nedlands	City of Nedlands	City of Nedlands
Contents	Tenant	Tenant	Tenant	Facility User
Workers Compensation	Tenant	Tenant	Tenant	Facility User
Term				
Initial	10 years (maximum)	5 years (maximum)	5 years (maximum)	1 year (maximum)
Further Option	5 years (maximum)	N/A	N/A	N/A
Use				
	Tenant to provide a social return for community use	Tenant to provide a social return for community use	Tenant to provide a social return for community use	Community/Commercial
Other Conditions				
Redevelopment Clause	Yes	Yes	Yes	N/A
Tenure	Exclusive	Non-Exclusive	Seasonal	Non-Exclusive
Signage	With prior written consent from City of Nedlands	With prior written consent from City of Nedlands	With prior written consent from City of Nedlands	With prior written consent from the City of Nedlands
Capital Improvements	With prior written consent from City of Nedlands	City of Nedlands	City of Nedlands	N/A

Evaluation Criteria for Leases, Licences and Exclusive Licences

- An evaluation methodology will be applied in respect of new lease, licence and exclusive licence proposals and renewals to ensure proposals are checked for completeness and compliance and are assessed against the following compliance and qualitative criteria.
- Meeting the eligibility criteria does not confer a right to a lease, licence, or exclusive licence. Council reserves the right to decide whether a facility is offered based on a lease, licence, or exclusive licence; and if so, to whom it is offered.

Discount

- Eligible users may apply for a discount to reduce the user contribution payable to occupy a community facility pursuant to an occupancy agreement. Applications are subject to a social cost benefit and cost effectiveness analysis that is determined against a criteria based assessment undertaken by the City of Nedlands to identify the level of social return being provided.
- Should an application for a discount be approved, a monetary value will be applied against the user contribution to offset the amount payable by the eligible user.
- Discounts are not applicable for hire arrangements.

Maintenance

The City of Nedlands facilities are managed under a decentralised model. While ownership rests with the City of Nedlands, maintenance responsibilities are predominantly determined by the type of occupancy agreement.

Preventative Maintenance

- Lease – The Tenant is responsible for all the preventative maintenance at their cost and will be required to provide a maintenance schedule and record evidencing the work has been addressed for the duration of their lease.
- Licence – The City of Nedlands is responsible for all preventative maintenance however will on-charge the carpet cleaning costs to the Tenant once yearly or as required.
- Exclusive Licence – The Tenant is responsible for all preventative maintenance excluding gutter cleaning and cleaning between Tenants. The City of Nedlands will arrange for the gutter cleaning and cleaning between Tenants then on-charge these costs to the Tenant at the end of each season for their respective occupancy periods.
- Hire – The City of Nedlands is responsible for all preventative maintenance.

		LEASE	LICENCE	EXCLUSIVE LICENCE	HIRE
Preventative Maintenance	Activities				
Mechanical Services	Air-conditioning Service	Tenant	City of Nedlands	Tenant	City of Nedlands
	Auto Doors/Gates/Roller Door Service	Tenant	City of Nedlands	Tenant	City of Nedlands
Fire Services	Extinguishers in date/operational	Tenant	City of Nedlands	Tenant	City of Nedlands
	Reels operational	Tenant	City of Nedlands	Tenant	City of Nedlands
	Hydrants operational	Tenant	City of Nedlands	Tenant	City of Nedlands
	Fire Detection/Smoke Alarms operational	Tenant	City of Nedlands	Tenant	City of Nedlands
Electrical Services	RCD and Emergency Lighting Service	Tenant	City of Nedlands	Tenant	City of Nedlands
	Fire Panel Service	Tenant	City of Nedlands	Tenant	City of Nedlands
	Alarm/Security Systems/CCTV Service Defibrillators	Tenant Tenant	Tenant City of Nedlands	Tenant Tenant	Tenant City of Nedlands
Hydraulic Services	Sewer Pump/Grease Trapping Service	Tenant	City of Nedlands	Tenant	City of Nedlands
	Septic System Service	Tenant	City of Nedlands	Tenant	City of Nedlands
Pest Treatment	Pest Treatment/Control Termite Inspection	Tenant Tenant	City of Nedlands City of Nedlands	Tenant Tenant	City of Nedlands City of Nedlands
Gutter Clean	Gutter Clean	Tenant	City of Nedlands	City of Nedlands	City of Nedlands

Carpet Clean	Carpet Clean	Tenant	On-charged	On-charged	City of Nedlands
Painting	External and Internal (Every 8 years or as required)	Tenant	City of Nedlands	City of Nedlands	City of Nedlands

Non-Structural Maintenance

- Lease – The Tenant will be responsible for all non-structural maintenance.
- Licence – The City of Nedlands will be responsible for all non-structural maintenance however the Tenant will be responsible for repairs, maintenance or replacements that are required because of:
 - Any damage caused by the Tenant or the Tenants Invitees;
 - The Tenants particular use or occupation of the facility; and
 - Any act, omission, default or negligence of the Tenant or the Tenants Invitees.
- Exclusive Licence – The City of Nedlands will be responsible for all non-structural maintenance however the Tenant will be responsible for repairs, maintenance or replacements that are required because of:
 - Any damage caused by the Tenant or the Tenants Invitees;
 - The Tenants particular use or occupation of the facility; and
 - Any act, omission, default or negligence of the Tenant or the Tenants Invitees.
- Hire – The City of Nedlands will be responsible for all non-structural maintenance.

Capital Improvements

Subject to approval, the City of Nedlands may undertake or oversee the project management of the capital improvements at its discretion.

Inspections

Ad-hoc inspections, including but not limited to environmental health inspections, are conducted by the City of Nedlands to ensure the facility is maintained to a safe, clean and acceptable standard. Tenants will be given notice of these inspections.

Condition Audits

Maintenance and condition audits take place on an annual basis to:

- Identify if required maintenance previously identified has been conducted.
- Identify any other maintenance defects.
- Identify any renewal items that need to be added to the City of Nedlands maintenance and capital works programs.

Renewal of Building Components

Through regular inspection, the City of Nedlands identifies renewal works with consideration to a components age and deterioration. These components are then listed for potential renewal in a works plan and then prioritised by risk in the City of Nedlands 10-year capital works plan. Generally, the City of Nedlands will replace building components when they reach a poor condition and/or are approaching the end of their useful life with consideration to target and intervention service levels.

Upgrade of Building Components

The need for new and/or upgraded components (e.g. an extension to meet a service deficiency) may be identified from several potential sources. If identified, potential projects are investigated and considered by the City of Nedlands. Where valid, projects are prioritised against other City of Nedlands commitments. Approved projects are then prioritised in the City of Nedlands 10-year capital works plan taking into consideration the City of Nedlands informing Strategies and Plans.

Operating Costs

General day to day operating activities are determined by the type of occupancy agreement. This is set out in the table below:

		LEASE	LICENCE	EXCLUSIVE LICENCE	HIRE
Operating Costs	Activities				
Insurance	Insurance - Building	On-charged	Proportion on-charged	Proportion on-charged	City of Nedlands City of Nedlands/Facility User
	Insurance - Public Liability	Tenant	Tenant	Tenant	
Utilities	Electricity/Power costs	Tenant	On-charged	On-charged	City of Nedlands
	Water consumption	Tenant	On-charged	On-charged	City of Nedlands
	Gas consumption	Tenant	On-charged	On-charged	City of Nedlands
	Internal Security	Tenant	On-charged	On-charged	City of Nedlands
	Phone/Internet charges	Tenant	On-charged	On-charged	City of Nedlands
Cleaning	General presentation and up-keep of facility	Tenant	On-charged	On-charged	City of Nedlands
	Sweeping and litter removal of surrounds	Tenant	On-charged	On-charged	City of Nedlands
	Gardens and surround (if applicable)	Tenant	On-charged	On-charged	City of Nedlands
	Windows	Tenant	On-charged	On-charged	City of Nedlands
	Waste removal	Tenant	On-charged	On-charged	City of Nedlands
	Toilet requisites/consumables/sanitary	Tenant	On-charged	On-charged	City of Nedlands
	Kitchen and oven	Tenant	On-charged	On-charged	City of Nedlands
Flooring such as carpet steam/shampoo, tile and grout cleaning etc.	Tenant	On-charged	On-charged	City of Nedlands	

Signage

- All temporary or permanent signs advertised, displayed or erected on property owned or managed by the City of Nedlands is subject to City approval being obtained and/or a Permit also issued, where required.



- Sign construction and location will be in accordance with but not limited to the following requirements:
 - Signs must:
 - be constructed of material that will not have an adverse effect on the safety or convenience of any person, movement of persons, vehicles or land;
 - be constructed in accordance with the size and dimensions approved by the City of Nedlands;
 - be placed in a location acceptable to the City of Nedlands and at least 25 metres from a signalised traffic intersection or pedestrian activated crossing, and at least 2 meters from any adjacent infrastructure or trees;
 - be placed so as to not restrict the sight distance of other signs and traffic control devices or impede the vision of a driver of a vehicle using a street;
 - comply with any disability access and inclusion requirements for the visually impaired;
 - be adequately secured;
 - all posts which support a sign must be safe, not be erected/positioned in a dangerous manner and be capped with protective covers on their ends and
 - contain clear and legible writing or symbols.
 - Signs must not:
 - cause a safety hazard to pedestrians or traffic;
 - cause an obstruction or impair any access to a person or vehicle;
 - be placed in the median strip, traffic island or attached to road furniture/infrastructure, parking pole, traffic signs or street/verge trees;
 - be illuminated, move, flash, rotate or unreasonably reflect so as to be an undue distraction to drivers;
 - be adhesive in nature or affixed to any other structure;
 - be placed as to cover any other City of Nedlands signs or markings; or
 - resemble or be reasonable mistaken by road users as a traffic control device.
- The City of Nedlands reserves the right to prohibit the display of any sponsors name or logo, if it is deemed inappropriate and/or advertising/promoting a political party.
- The number of signs advertised, displayed or erected must not exceed the number of signs approved by the City of Nedlands.
- All costs pertaining to the sign (including installation, removal and any damage caused to the City of Nedlands and other service providers assets) will be at the Tenants expense.

Crown Land

Crown land reserves may be vested to a local government by way of a management order and are generally subject to conditions. Notwithstanding a local government may have the care, control and management of the land, consent is required from the Minister for Lands prior to the disposal of a property by way of lease or licence.

Insurance and Indemnities

Insurance

- Tenants will be responsible for:
 - Taking out and maintaining public liability insurance.
 - Liability for all actions or omissions of the Tenant's employees, contractors, invitees and agents.
 - Taking out and maintaining workers compensation insurance where the Tenant employs persons.
 - Taking out and maintaining insurance for their own contents and equipment left on the Premises.
- Facility users may be responsible for taking out public liability insurance if applicable.
- The City of Nedlands is responsible for taking out and maintaining insurance against those City of Nedlands constructed buildings or structures located on the Premises. Subject to the type of occupancy agreement this cost may be on-charged to the Tenant.

Indemnity

- The Tenant will be responsible for indemnifying the City of Nedlands against all actions, claims and costs made or suffered by the City of Nedlands unless caused by the negligent or wrongful act of the City of Nedlands.

Legislative and Compliance Requirements

- Local Governments must comply with all Governing Laws.
- Where Council proposes to enter into a new lease, it must comply with section 3.58 of the *Local Government Act 1995*. Section 3.58 of the Act states that a local government can dispose of property (including by way of lease) other than by way of public auction or public tender if, before agreeing to dispose of the property it has undertaken the public consultation process as prescribed by section 3.58(3) of the Act.
- Department agencies, charitable incorporated associations, cultural, educational, recreational, sporting and community body's or body's of other like nature are

eligible for an exemption to section 3.58 of the *Local Government Act 1995* pursuant to Regulation 30 of the *Local Government (Functions and General) Regulations 1996* therefore, the disposal of land by way of lease is not required to be advertised.

WA Safety Guidelines

Where the Western Australian Government issue directions under the *Emergency Management Act 2005* and the *Public Health Act 2016* in response to the COVID-19 Pandemic or similar events, Tenants and Landlords will be required to comply with any measures/requirements prescribed within the *Emergency Management Act 2005* and the *Public Health Act 2016*. Penalties may apply should any party fail to comply with these requirements.

Related documentation

Management Practice– Use of Council Facilities for Community Purposes (not yet developed)
Council Policy – Capital Grants for Sporting Clubs
Asset Management Policy

Related Local Law/legislation

Property Law Act 1969 (WA)
Disability Services Act 1993 (WA)
Local Government Act 1995 (WA)
Local Government (Functions and General) Regulations 1996 (WA)
Land Administration Act 1997 (WA)
City of Nedlands Local Law Relating to Council Halls
Emergency Management Act 2005
Public Health Act 2016

Related delegations

Nil.

Review History

23 February 2021(CEO Report 13.1)
24 March 2015 (Report CPS07.15)

Community Facilities Survey (DRAFT)

An essential part of how the City best manages its Community facilities is to understand the way clubs and groups are currently using these facilities, and how they would prefer to use these facilities in the future.

This survey is designed to help us understand that.

This survey will take approximately 10 - 15 minutes to complete.

Club or Groups Details:

Club or Group Name

Facility and/or Ground(s) used

State Association / Governing Body that your club/group is affiliated to? (if applicable)

Postal Address

Does your club or group have an ABN? If so please provide

Is your club/group non-for-profit?

(Choose all that apply)

Yes

No

Your Voice Nedlands

Is your club incorporated?

(Choose all that apply)

Yes

No

Please nominate one individual who will act as the direct point of contact for all lease or licence related matters

Please provide full name, position, email and phone number

Please nominate one individual who will act as point of contact for all marketing related enquiries

Please provide full name, position, email and phone number

Please nominate one individual who will complete the survey

Please provide full name, position, email and phone number

Club or group website address

Number of active memberships as at 1 January 2023?

How many of your active members are residents from the City of Nedlands?

Use of facility or grounds

Is the premises used only by the lease or licence holder all year round?

(Choose all that apply)

Yes

No

Answer this question only if you have chosen No for Is the premises used only by the lease or licence holder all year round?

Which months is the premises used by the lease or licence holder

(Choose all that apply)

January

February

March

April

May

June

July

August

September

October

November

December

Answer this question only if you have chosen Yes for Is the premises used only by the lease or licence holder all year round?

Typical days the premises is used only by the lease or licence holder

(Choose all that apply)

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

Sunday

Answer this question only if you have chosen Yes for Is the premises used only by the lease or licence holder all year round?

Number of hours the premises is used only by the lease holder in a standard week:

(Choose all that apply)

- 10 hours or less per week
- 11 - 20 hours
- 21 - 30 hours
- 31 - 40 hours
- 40 hours or more

Does your club or group currently share the facility with another club or group? If the answer is yes, please list the name of the club or group below (if known)

Proposed Policy

The City is proposing

(insert draft policy here as a link)

Costs

Currently the City's average cost recovery rate or its community facilities (under a lease license or hire occupancy agreement) is approximately 20%.

What cost recovery rate do you think the City should be achieving?

(Choose any one option)

- 20%
- 30%
- 50%
- I do not support the proposed cost recovery model

Answer this question only if you have chosen I do not support the proposed cost recovery model for What cost recovery rate do you think the City should be achieving?

Please provide details of the reasons why you don't support this model

Utilisation

Would you consider relocating or collocating to assist with improving the utilisation of the facility and contribute to better financially sustainable outcomes (shared costs?)

(Choose any one option)

- Yes
- No
- I'd like to take to someone at the City about this option

Would you be open to discussing changes to the way you currently use the City facilities if it meant higher cost recovery for your group

Your Voice Nedlands

Would you be open to discussing changes to the way you currently use the City facilities if it meant higher cost recovery for your group or club? Options may include changing the day or time you currently operate.

(Choose any one option)

- Yes
- No
- I'd like to take to someone at the City about this option

Would you be open to discussing moving from your current facility to another within the City of Nedlands if it meant higher cost recovery for your group or club? Options may include changing the day or time you currently operate.

(Choose any one option)

- Yes
- No
- I'd like to take to someone at the City about this option

Maintenance

Do you prefer the City maintains the structure of the facility?

(Choose all that apply)

- Yes
- No

If there is a decrease in the service level/building condition quality, will you be able to continue operating from the facility?

(Choose all that apply)

- Yes
- No

In principle, are you open to a fee increase if it results in the City managing the maintenance of the facility?

(Choose all that apply)

- Yes
- No

Do you prefer the City manages the cleaning of the facility?

(Choose all that apply)

- Yes
- No

Social

Are you prepared to offer additional community benefits by way of activities and/or services to the community to offset a portion of the proposed user contribution?

(Choose all that apply)

- Yes
- No

Environmental

Should tenants and facility users contribute towards reducing the carbon footprint throughout the lifecycle of a public facility used for community purposes?

(Choose all that apply)

- Yes
- No

Marketing

Would you like to explore further options to promote the services your club or group provides through the City of Nedlands marketing platforms?

(Choose all that apply)

- Yes
- No

What marketing platforms does your club/group utilise to promote/advertise club activities? (Tick all that apply)

(Choose all that apply)

- Facebook
- Instagram
- e-Newsletter
- Website
- Posters/Brochures/Flyers
- Other (please specify)

Other feedback

Please rate your current level of service with the City of Nedlands

(Choose any one option)

- Very Poor
- Poor
- Average
- Good
- Excellent
- Other (please specify)

Please provide any feedback you have on the proposed Policy provided in this survey

Please provide further feedback on your experience with occupying facilities in the City

Thank you for completing this survey.

If you would like to be contacted by a City of Nedlands Officer to directly discuss your club or group's requirements please email:

INSERT DETAILS

18.2 CPS02.02.23 Fellowship of Australian Writer WA – Request for Financial Assistance for Tom Collins House, portion of Reserve 7804, Lot 500 on Deposited Plan 73170, Swanbourne

Meeting & Date	Council Meeting - 28 February 2023
Applicant	Fellowship of Australian Writers (WA Section) Inc
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Peter Scasserra, Coordinator Land and Property
Director/CEO	Michael Cole, Director Corporate Services
Attachments	Nil.

Purpose

To consider a request for financial assistance from the Fellowship of Australian Writers (WA Section) Inc to undertake conservation works to Tom Collins House, Allen Park Heritage Precinct.

Recommendation

That Council:

1. approve financial assistance of up to \$14,800 to the Fellowship of Australian Writers WA for conservation works at Tom Collins House, Allen Park Heritage Precinct Swanbourne; and
2. notes a budget amendment for \$14,800 has been listed for consideration in the 2022/23 Mid Year Budget Review.

Voting Requirement

Absolute Majority.

Background

Tom Collins House is located on a portion of Reserve 7804, being Lot 500 on Deposited Plan 73170, Swanbourne.

Reserve 7804 has been vested to the City for the designated purpose of 'Park and Recreation'. The Management Order provides the City with power to lease for the designated purpose for any term subject to the approval of the Minister for Lands pursuant to section 18 of the *Land Administration Act 1997*.

The City has leased Tom Collins House to the Fellowship of Australian Writers WA (FAWWA) for a term of 21 years for the permitted purpose to provide advocacy, training and support and friendship to the Western Australian writing community and uses reasonably ancillary thereto.

FAWWA are a not-for-profit founded in 1938 to support Western Australian writers, and promote the literature created by them. Their activities are based at two historic homes, Tom Collins House and Mattie Furphy House, which are situated side by side at the Swanbourne Heritage Precinct at Allen Park.

Tom Collins House was built by the famous Australian writer Joseph Furphy in 1907. The dwelling is aesthetically significant as an example of a modest timber house/workers cottage of simple design with weatherboards and an iron roof. Gable fronted with projecting front room and verandah. There is also considerable aesthetic value in the interior decorative works such as the rare beaten copper panels which are set in the fireplace surrounds and various doors in the house. These panels exhibit artistic excellence of design and execution.



Due to its historic significance, Tom Collins House was registered by the National Trust in 1978 and was granted a Heritage Listing by the Heritage Council of Western Australia in 1999. The State of Western Australia further regard Tom Collins House as one of Australia's leading literary museums.

FAWWA had applied for a grant of \$29,610 for conservation works comprising painting the interior and exterior of Tom Collins House. They have recently been advised that the Minister for Heritage has approved a State Heritage grant of up to \$14,800. However, it is a matching grant.

When applying for the grant FAWWA were not aware that they must match any grant offered and they have confirmed with the City they are not in a position to do so. Accordingly, FAWWA have approached the City for financial assistance.

Discussion

Under the Council Provided Grants, Subsidies and Donations Policy, Council provides a range of grants, subsidies or donations aimed at strengthening the capacity of the community to meet its own needs.

Any financial support provided by Council will be on a partnership basis and does not generally intend to be the sole source of financial support for the funded project. Partnering with the applicant and other organisations will maximise the effectiveness of the public funds provided, while strengthening the capacity of the applicant organisation.

The request for financial assistance from FAWWA falls within the policy. Under the policy, such requests for funds from Council will be presented to Council for a decision. The City has received from FAWWA a copy of their annual financials from June 2022. With consideration to their current financial position, assistance by way of a financial contribution to match this funding is required.

A financial contribution for heritage conservation works will contribute to preserving the integrity of the original fabric of Tom Collins House and increase the effectiveness of maintaining its condition for the benefit of the community.

Consultation

Internal stakeholders have been consulted and are supportive of the project as it will assist in the conservation and maintenance of this heritage building, which aligns with the values in the City's Strategic Community Plan.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

- Vision** Our city will be an environmentally-sensitive, beautiful and inclusive place.
- Values**
- Great Natural and Built Environment**
We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.
 - Great Communities**
We enjoy places, events and facilities that bring people together. We are inclusive and connected, caring and support volunteers. We are strong for

culture, arts, sport and recreation. We have protected amenity, respect our history and have strong community leadership.

Reflects Identities

We value our precinct character and charm. Our neighbourhoods are family-friendly with a strong sense of place.

Priority Area

- Renewal of community infrastructure such as roads, footpaths, community and sports facilities
- Retaining remnant bushland and cultural heritage

Budget/Financial Implications

There are currently no funds for this project allocated in the 2022/23 Annual Budget. Accordingly, the request for \$14,800 has been listed for consideration in the Mid Year Budget Review.

Legislative and Policy Implications

[Council Provided Grants, Subsidies and Donations Policy](#)

Decision Implications

Should Council support the request for financial assistance, Administration will prepare a grant agreement to ensure the funds are used for the purpose of conservation works for Tom Collins House and acquitted on completion of the works.

Should Council not support this request, FAWWA will be advised. If FAWWA is unable to attract matching funding, they will need to also forgo the State Heritage Council grant.

Conclusion

Conservation of heritage assets in the Allen Park Heritage Precinct is the responsibility of the Lessee. FAWWA have been proactive in seeking grant funding from the State Heritage Council and their request for matching funding is submitted to Council for consideration.

Further Information

Nil.

18.3 CPS03.02.23 Access Licence Agreements for Christ Church Grammar School Playing Fields

Meeting & Date	Council Meeting – 28 February 2023
Applicant	Christ Church Grammar School Inc
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Peter Scasserra – Coordinator Land and Property
Director	Michael Cole – Director Corporate Services
Attachments	Attachment 1: CONFIDENTIAL - Feedback from Consultation Attachment 2: CONFIDENTIAL - Feedback from Consultation

Purpose

The purpose of this report is for Council to consider two reciprocal access licence agreements between the City of Nedlands and Christ Church Grammar School Inc to provide public pedestrian access to the Christ Church Grammar School playing fields through a portion of Reserve 48631.

Recommendation

That Council:

1. approves the access licence agreement for Lot 816 on Deposited Plan 28294 between the City of Nedlands and Christ Church Grammar School Inc for the permitted purpose of public pedestrian access;
2. approves the access licence agreement for Lot 38 on Diagram 94815 between the City of Nedlands and Christ Church Grammar School Inc for the permitted purpose of public pedestrian access; and
3. authorises the Chief Executive Officer and Mayor to execute all documents necessary to give effect to these access licence agreements and apply the City's Common Seal.

Voting Requirement

Simple Majority.

Background

Reserve 48631 (Reserve) comprises Lot 38 on Diagram 94815 and is land owned by the State of WA that has been vested to the City of Nedlands (City) by way of a Management Order.

The Management Order for the Reserve provides the City with a statutory right to manage and control the Crown land for the purpose of drainage.

Adjoining the Reserve along its western and northern boundaries is Lot 816 on Deposited Plan 28294 (Lot 816). Lot 816 was previously part of a landfill site that was subsequently acquired and remediated by Christ Church Grammar School Inc (CCGS) in collaboration with the State of WA to create recreational facilities for CCGS and the local community. This land is also known as the St John's Wood Playing Fields.

Also adjoining the Reserve at its southwest corner is Lot 55 on Plan 22386 (Lot 55). Lot 55 is owned by the State of WA and was created for the purpose of a right of way. It currently serves as a pedestrian access way that provides access to the Reserve from Blenheim Lane.





CCGS have since acquired the balance of the former landfill site to consolidate its other playing fields with view to providing a cohesive school sporting precinct. The use of this land for sporting and recreational purposes considers a requirement to allow public access to the playing fields.

Currently, public access is permitted through various access points excluding Lot 55 because its boundary does not abut the boundary of the playing fields. Additionally, Lot 55 is closed at one end by a locked gate to prevent public access to the drainage Reserve.



Notwithstanding the installation of the locked gate, the public have been accessing the playing fields via Lot 55 then through the drainage Reserve by various means to circumvent having to travel a greater distance to a permitted access point.

Members of the community and have since requested the City provide official access along this route to ensure better and safer pedestrian movement.

Discussion

An appropriate mechanism by which to create the necessary pedestrian access rights relatively quickly and ensure flexibility in terms of being able to alter any arrangements with ease and with lesser cost is via the grant of reciprocal access licences between the City and CCGS.

A licence is contractual in nature, is legally binding on the parties to the licence, cannot be created in perpetuity and is not capable of being registered against the certificates of title to the affected lots as a licence does not create an interest in land.

To ensure the City and CCGS are not bound to an arrangement in the event circumstances change, the licences have been drafted so that they are for a specific term but terminated on the happening of certain events.

Accordingly, to put into effect a legal mechanism to create public pedestrian access, the draft reciprocal access licence agreements were prepared and subsequently presented to CCGS for consideration and review. The key terms have been negotiated as follows:

Key Terms

Proposed Access Licence Agreement for Lot 38 - Christ Church Grammar School (Inc)	
The City grants CCGS a licence for shared use of a portion of Lot 38 subject to the terms and conditions as set out in the licence agreement in exchange for CCGS granting the City the right to access Lot 816.	
Key Terms	
Licence Term	Details
Land	Lot 38 on Diagram 94815
Licence Area	As per Sketch.
Licensee	Christ Church Grammar School Inc.
Commencement Date	Upon execution by both parties
Term of Licence	5 years with an additional 5 year option.
Permitted Purpose	Public Pedestrian Access.
Licence Fee	N/A
Reviews	Annual.
Insurance	The City shall maintain a policy of insurance in respect of the land.
Maintenance	The City shall maintain the land.
Termination	Either party may terminate by giving the other party 30 days written notice.
Signage on Gate	Not permitted.
Special Conditions	1. Subject to City of Nedlands Council approval.

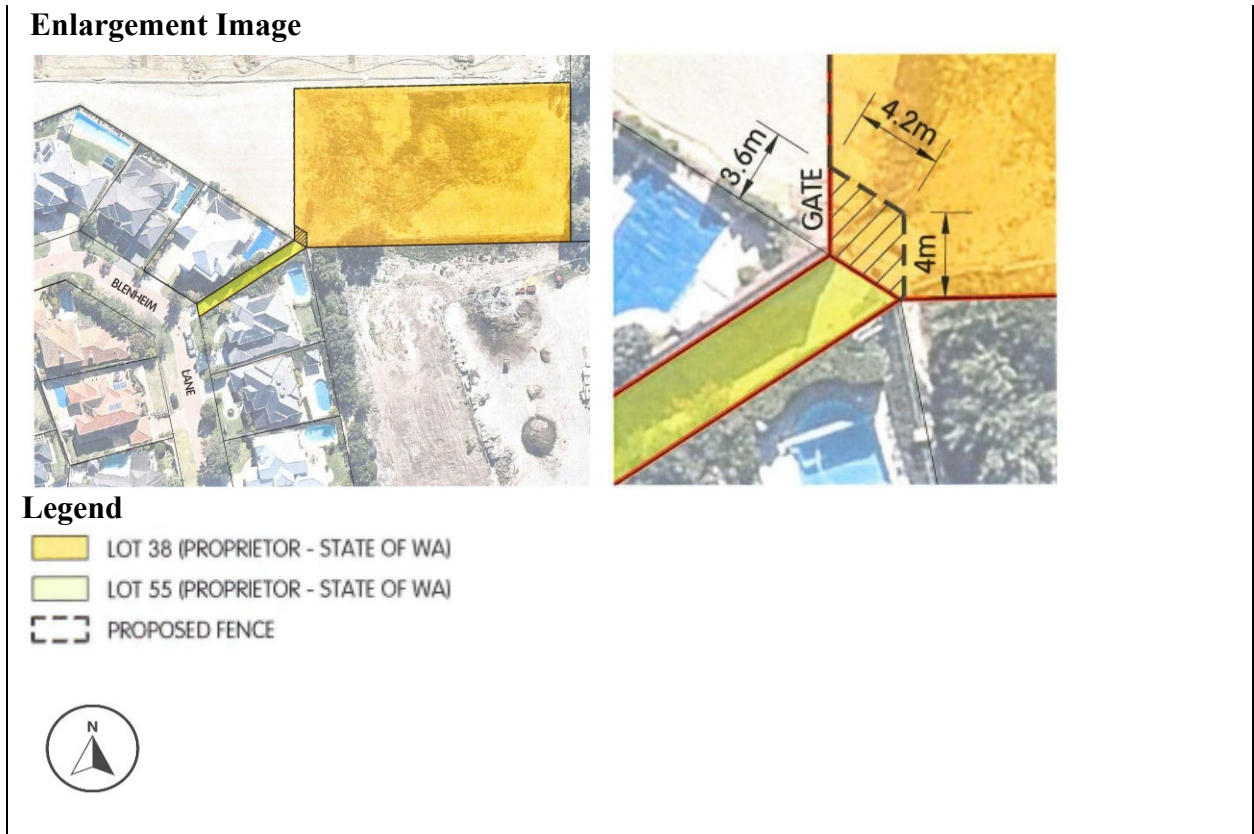
Proposed Access Licence Agreement for Lot 816 - Christ Church Grammar School (Inc)
CCGS grants the City a licence to use the permitted area for shared access subject to the terms and conditions as set out in the licence in exchange for the City granting to CCGS the rights under the City's licence to CCGS.

Key Terms	
Licence Term	Details
Land	Lot 816 on Deposited Plan 25294
Licence Area	As per Sketch.
Licensor	Christ Church Grammar School Inc.
Commencement Date	Upon execution by both parties
Term of Licence	5 years with an additional 5 year option.
Permitted Purpose	Public Pedestrian Access.
Licence Fee	N/A
Reviews	Annual.
Insurance	Christ Church Grammar School Inc shall maintain a policy of insurance in respect of the land.
Maintenance	Christ Church Grammar School Inc shall maintain the land.
Termination	Either party may terminate by giving the other party 30 days written notice.
Signage on Gate	Not permitted.
Special Conditions	1. Subject to Christ Church Grammar School Inc approval.

Licence Area Sketch

The licence area sketch is displayed below.





The recommendation proposes Council consider approving access rights via the grant of reciprocal licences between the City and CCGS for the permitted purpose of public pedestrian access and arrange for the existing gate between Lot 55 and the drainage Reserve to be repositioned to create space for a paved pathway connecting the pedestrian access way to the playing fields.

Consultation

The City has carried out the following consultation:

DPLH

The City approached the Department of Planning, Lands and Heritage (DPLH) to determine whether public pedestrian access through a portion of the Reserve could be permitted, and if permitted, whether DPLH would be agreeable to an access licence.

DPLH acknowledged the City has the Management Order for the Reserve which provides the City with the authority to reposition the subject gate in consultation with the adjacent freehold landowner to provide direct access between the pedestrian access way and playing fields.

DPLH also confirmed they do not need to provide approval for an access licence in this instance.

CCGS

The draft reciprocal access licence agreements have been reviewed by CCGS’s lawyers. CCGS have advised they are happy to proceed in accordance with the terms and conditions.

Landowners adjacent to the pedestrian access way.

The adjacent landowner’s feedback has been provided to the Elected Members in full in the confidential attachment.

From the feedback received, one objected to the proposed access licences and one was in support of the proposed access licences.

The table below displays a breakdown of the comments received.

Feedback	Officer Comments
<p>Support</p> <p>Landowner was supportive of the proposed access licence agreements and requested the City consider the installation of gates that minimise noise by way of quiet soft close operation hinges/gate locks. Additionally, they requested the City also consider providing access to the playing fields during works.</p>	<p>Support noted.</p> <p>Regarding noise management, the access licence agreements have included a requirement for both parties to ensure that the hinges and gate locks forming part of the gate provides quiet opening at all times. Access during works will be in accordance with any safety guidelines and requirements.</p>
<p>Objection</p> <p>Landowner raised nuisance concerns relating to noise created by high volumes of people congregating on the laneway and within close proximity to nearby residences. Should the City reject their position, the landowner requested the following conditions be incorporated within the access licence agreements:</p> <ol style="list-style-type: none"> 1. Arrangement is temporary and subject to trial and review after 6 to 12 months. 2. CCGS are not to publicise the arrangement to their stakeholders. 	<p>Objection noted.</p> <p>Should the Council proceed with an access arrangement the City will ensure the access agreements include an annual review and prohibit any signage and advertising.</p>

Strategic Implications

This item relates to the following elements from the City’s Strategic Community Plan.

Values

Great Governance and Civic Leadership

We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Easy to Get Around

We strive for our City to be easy to get around by preferred mode of travel, whether by car, public transport, cycle or foot.

Budget/Financial Implications

Each party is to bear its own cost with respect to the negotiation, preparation, execution and stamping of the access licence agreements.

Should elected members endorse the recommendation as proposed, the City will need to construct a path between Lot 55 and Lot 816, reposition the exiting gate and install quiet soft close hinges and locks at its own cost.

The City and CCGS will be jointly responsible for one half of the cost of the repair and maintenance of the gate.

Legislative and Policy Implications

The City is not required to advertise the proposed grant of a licence as the grant of a licence is not caught by section 3.58 of the [Local Government Act 1995](#).

The grant of licence does not constitute a disposal of an interest in property for the purposes of section 3.58.

Decision Implications

Should Council resolve to approve the reciprocal access licence agreements, Officers will instruct the City's solicitor to prepare final versions of the agreements for execution and the public will be permitted to access the CCGS playing fields through a portion of the Reserve.

If Council do not resolve to approve the reciprocal access licence agreements, the public will not be permitted to access the CCGS playing fields through a portion of the Reserve.

Conclusion

The public have been accessing the CCGS playing fields via Lot 55 and subsequently through the drainage Reserve for a significant period, despite the installation of a locked gate. To allow better public access and safe pedestrian movement the City is seeking Council approval to allow the public to continue to access the CCGS playing fields via this route by way of reciprocal access licence agreements for the permitted purpose of public pedestrian access.

Officers believe this request can be accommodated without significant changes to the current gate installation. Additionally, the proposal presents an opportunity to connect the public to sporting and recreational facilities contributing to the health and well-being of the community.

Further Information

Nil.

18.4 CPS04.02.23 Mid-Year Budget Review 2022-2023

Meeting & Date	Council Meeting – 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Stuart Billingham – Manager Financial Services
Director	Michael Cole – Director Corporate Services
Attachments	1. Mid-Year Budget Review 2022-23

Purpose

To present to Council the Mid-Year Budget Review for the period ending 31 January 2023, detailing budget amendments and any material variances which may impact upon the 2022-23 budget and provide recommendations on how to accommodate these variations.

Recommendation

That Council:

1. **adopts the 2022-23 Mid-Year Budget Review as contained within the attached; and**
2. **approves the budget amendments contained in the 2022-23 Mid-Year Budget Review.**

Voting Requirement

Absolute Majority.

Background

This is a statutory review of the budget, undertaken, in accordance with the *Local Government Act 1995* and regulation 33 of the *Local Government (Financial Management) Regulations 1996*. The purpose of this review is to identify significant variations from the Annual Budget and to recommend any amendments that may be necessary.

Changes to the Annual Budget are required during the year, as circumstances change from when the annual Budget was adopted by Council at the beginning of the financial year. Amendments to the Annual Budget will ensure that tight fiscal control is maintained on the City's finances.

The 2022-23 Mid-Year Budget Review for the period ending 31 January 2023 has been undertaken by the organisation and final position consolidated by the Executive Management Team and Financial Services.

Discussion

In accordance with legislation, the City has undertaken a review of its annual budget and now recommends that review for adoption. Please note that the opening position is a preliminary result for the year ended 30 June 2022 as the 2021-22 Financial Statements are still being finalised with the City's Auditors and as a result will be subject to change.

Material variances by nature or type, as defined by a previous decision of Council, from the September Amended Budget to the Mid-Year Review Budget for revenue and expenditure or key items are detailed below.

Operating Activities

Operating grants, subsidies, and contributions

Unfavourable movement of \$505,600 primarily due to anticipated grant funding of \$500,000 associated with the Nedlands Community Care program not coming to fruition.

Fees and charges

Favourable movement of \$42,217 primarily due to:

- a. increased course bookings at Tresillian Art Centre resulting in anticipated increased revenue of \$126,848
- b. This is offset by reduced revenue in Urban Planning of \$50,000 and Building Services \$17,900 from fewer development and building applications being submitted.

Service charges

Favourable movement of \$31,373 due to recognition of Underground Power service charges for ratepayers who elected yearly instalments.

Interest earnings

Favourable movement of \$416,471 due to continuously increase interest rates on investments.

Other revenue

No movement analysis required as variance to budget is less than 10%.

Employee costs

No movement analysis required as variance to budget is less than \$20,000 and 10%.

Materials and contracts

Unfavourable movement of \$532,369 primarily due to:

- a. increase contract service cost for Waste Services of \$164,729
- b. additional audit fees from internal audits being conducted of \$100,000

- c. pre-payment expenditure recognition not identified in annual budget process resulted in increase of \$99,202 in Information & Communication Technology
- d. additional powerline tree pruning as contract now in place and winter tree planting focus resulting in increase of \$82,836 with Arboriculture
- e. additional \$55,000 for the review of the Strategic Community Plan as quote was higher than original estimate
- f. additional course materials for Tresillian Art Centre of \$34,500
- g. additional legal expensed organisation wide of \$40,960.

Utility charges

Favourable movement of \$165,988 due to saving identified from budget to actuals analysis.

Depreciation and amortisation

No movement analysis required as variance to budget is less than 10%.

Insurance expenses

Favourable movement of \$61,987 due to actual insurance premium increase from the prior year being lower than estimate made during the annual budget.

Interest expenses

No amendment requirement identified.

Other expenditure

No movement analysis required as variance to budget is less than 10%.

Loss on disposal of assets

No amendment requirement identified.

Investing Activities

Non-operating grants, subsidies, and contributions

Favourable movement of \$141,000 primarily due to Cash-in-lieu of Public Open Space payment of \$110,500 received for the development at 11 Webster Street, Nedlands.

Proceeds from disposal of assets

Favourable movement of \$103,227 due to sale and trade-in values of fleet assets being higher than expected.

Purchase of property, plant, and equipment

Unfavourable movement of \$195,515 primarily due to increased carry forward budgets for projects not finalised by 30 June 2022 as initially expected, and higher than expected quote submissions for 2022-23 projects.

Purchase and construction of infrastructure

Unfavourable movement of \$306,992 primarily due to increased carry forward budgets for projects not finalised by 30 June 2022 as initially expected, and higher than expected quote submissions for 2022-23 projects.

Purchase of right of use assets

No movement analysis required as variance to budget is less than \$50,000 and 10%.

Payments for intangible assets

No movement analysis required as variance to budget is less than \$50,000 and 10%.

Financing Activities

Repayment of borrowings

No amendment requirement identified.

Principle portion of new lease liability

No movement analysis required as variance to budget is less than \$50,000 and 10%.

Recoup of self-supporting loans

No amendment requirement identified.

Payment for principal portion of lease liability

No amendment requirement identified.

Transfer to reserves

Increased transfer to reserve movement of \$315,595 due to increased interest earned on investments of \$151,990, payment received for Cash-in-lieu of Public Open Space of \$110,500, and review of operating surplus for Waste Services of \$51,105 after reallocation of internal cost allocations.

Transfer from reserves

Increased transfer from reserve movement of \$413,695 primarily due to:

- a. \$140,000 from the Swanbourne Development Reserve for the Whadjuck Trail project
- b. \$220,000 from the Major Projects Reserve for the Swanbourne Surf Life Saving Club
- c. \$117,000 from the Welfare Reserve to fund Positive Aging operations,

offset by other minor changes to transfers from reserve to align with cost changes in the capital works program.

Rates

No amendment requirement identified.

Consultation

All business units within the City of Nedlands have been consulted as part of the Mid-Year Review process.

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

Vision Our city will be an environmentally sensitive, beautiful, and inclusive place.

Values **Great Governance and Civic Leadership**
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Budget/Financial Implications

The closing 30 June 2023 position remains balanced after the budget amendments contained within this report.

At the Special Council Meeting on 11 August 2022, item CPS36.08.22, Council adopted the following thresholds for the reporting of material financial variances in the monthly statement of financial activity reports:

- a. Operating items – Greater than 10% and a value greater than \$20,000
- b. Capital items – Greater than 10% and a value greater than \$50,000

pursuant to regulation 34(5) of the *Local Government (Financial Management) Regulations 1996*, and *Australian Accountings Standard AASB 1031 Materiality*.

Legislative and Policy Implications

The *Local Government Act 1995* and its regulations require a local government to review its annual budget between 1 January and 31 March each year.

Regulation 33A of the [Local Government \(Financial Management\) Regulations 1996](#) requires as follows:

- (1) Between 1 January and 31 March in each year a local government is to carry out a review of its annual budget for that year.
- (2) Within 30 days after a review of the annual budget of a local government is carried out it is to be submitted to the council.
- (3) A council is to consider a review submitted to it and is to determine* whether or not to adopt the review, any parts of the review or any recommendations made in the review.
- (4) Within 30 days after a council has made a determination, a copy of the review and determination is to be provided to the Department.

*Absolute majority required.

Decision Implications

It is a statutory requirement that Council endorse or reject the mid-year budget review. Accepting the review will allow the City to progress with its service delivery across multiple operational and infrastructure areas.

Council not adopting the January 2023 Mid-Year Budget Review would affect budget allocations required for this year's projects and funding.

Conclusion

The outcome of the 2022-23 Mid-Year Budget Review remains as a nil surplus as in the Annual Budget adopted in August 2022.

It is recommended Council approves the above listed amendments for the 2022-23 Budget.

The Mid-Year Budget Review for the period ending 31 January 2023 recommends budget amendments resulting in a rebalanced 2022-23 Statement of Financial Activity.

Further Information

Nil.



City of Nedlands Statement of Financial Activity

2022-23 Mid Year Review
By Nature or Type

	Adopted Budget	Amended Budget	MYR Budget	MYR Movement (\$)	MYR Movement (%)	Actuals 31 January 2023
Operating Activities						
Net current assets - Opening surplus/(deficit)	2,518,831	2,968,004	3,300,420	332,416	11.20%	3,300,420
Revenue						
Operating grants, subsidies, and contributions	2,374,464	2,374,464	1,868,864	(505,600)	-21.29%	304,275
Fees and charges	7,999,894	7,675,193	7,717,410	42,217	0.55%	6,197,623
Service charges	0	0	31,373	31,373	No Budget	33,085
Interest earnings	373,371	373,371	789,842	416,471	111.54%	455,232
Other revenue	326,560	257,620	282,601	24,981	9.70%	223,354
	11,074,289	10,680,648	10,690,090	9,442	0.09%	7,213,568
Expenses						
Employee costs	(16,400,146)	(16,400,146)	(16,393,322)	6,824	-0.04%	(9,822,941)
Materials and contracts	(12,668,047)	(12,723,579)	(13,255,948)	(532,369)	4.18%	(5,846,482)
Utility charges	(943,574)	(943,574)	(777,586)	165,988	-17.59%	(522,231)
Depreciation and amortisation	(6,538,604)	(6,538,604)	(6,458,604)	80,000	-1.22%	(3,721,607)
Insurance expenses	(466,808)	(466,808)	(404,821)	61,987	-13.28%	(409,258)
Interest expenses	(77,770)	(77,770)	(77,770)	0	0.00%	(57,814)
Other expenditure	(928,551)	(928,551)	(856,660)	71,891	-7.74%	(625,191)
Loss on disposal of assets	(44,871)	(44,871)	(44,871)	0	0.00%	0
	(38,068,371)	(38,123,903)	(38,269,581)	(145,678)	0.38%	(21,005,524)
Non-cash amounts excluded from operating activities	6,583,475	6,583,475	6,503,475	(80,000)	-1.22%	3,780,343
Amount attributable to operating activities	(17,891,776)	(17,891,776)	(17,775,596)	116,180	-0.65%	(6,711,192)
Investing Activities						
Non-operating grants, subsidies, and contributions	3,669,804	3,752,959	3,893,959	141,000	3.76%	562,062
Proceeds from disposal of assets	96,700	96,700	199,927	103,227	106.75%	24,091
Purchase of property, plant, and equipment	(3,466,201)	(3,514,201)	(3,709,716)	(195,515)	5.56%	(1,065,245)
Purchase and construction of infrastructure	(7,769,390)	(7,852,545)	(8,159,537)	(306,992)	3.91%	(2,630,461)
Purchase of right of use assets	0	0	(21,483)	(21,483)	No Budget	(21,483)
Purchase of intangible assets	(1,834,198)	(1,786,198)	(1,742,198)	44,000	-2.46%	(580,777)
Amount attributable to investing activities	(9,303,285)	(9,303,285)	(9,539,048)	(235,763)	2.53%	(3,711,813)
Financing Activities						
Repayment of borrowings	(1,109,194)	(1,109,194)	(1,109,194)	0	0.00%	(745,863)
Principal portion of new lease liability	0	0	21,483	21,483	No Budget	21,483
Recoup from self supporting loans	18,506	18,506	18,506	0	0.00%	8,714
Payments for principal portion of lease liability	(65,506)	(65,506)	(65,506)	0	0.00%	(37,971)
Transfers to reserves	(1,239,743)	(1,239,743)	(1,555,338)	(315,595)	25.46%	(110,500)
Transfers from reserves	3,771,605	3,771,605	4,185,300	413,695	10.97%	0
Amount attributable to financing activities	1,375,668	1,375,668	1,495,251	119,583	8.69%	(864,138)
Surplus/(deficit) before imposition of general rates	(25,819,393)	(25,819,393)	(25,819,393)	0	0.00%	(11,287,144)
Total amount raised by general rates	25,819,393	25,819,393	25,819,393	0	0.00%	25,608,523
Surplus/(deficit) after imposition of general rates	0	0	0	0	No Budget	14,321,380



City of Nedlands Net Current Assets

2022-23 Mid Year Review

	Adpoted Budget 30-Jun-22	Amended Budget 30-Jun-22	MYR Budget 30-Jun-22*	Actuals 31-Jan-23
Current Assets				
Cash and cash equivalents	18,261,380	18,261,281	6,159,497	4,260,066
Other financial assets	17,133	17,133	12,118,917	20,521,932
Trade and other receivables	2,426,770	2,638,125	1,812,104	8,486,453
Inventories	40,738	40,738	40,738	144,934
Other assets	13,500	40,021	44,747	(407,460)
Total Current Asstes	20,759,521	20,997,298	20,176,003	33,005,925
Current Liabilities				
Trade and other payables	(4,516,000)	(5,091,088)	(5,061,932)	(5,814,298)
Lease liabilities	(65,506)	(65,506)	(65,506)	(31,171)
Borrowings	(1,138,739)	(1,138,739)	(1,136,520)	(390,657)
Provisions	(2,923,409)	(2,961,711)	(2,942,779)	(2,866,682)
Other liabilities	(1,458,554)	(1,696,222)	(590,595)	(1,621,501)
Total Current Liabilities	(10,102,208)	(10,953,266)	(9,797,332)	(10,724,310)
Adjustments to NCA				
Less: Reserves	(9,342,727)	(8,263,140)	(8,263,144)	(8,373,644)
Less: Self Supporting Loans	0	(17,133)	(17,133)	(8,419)
Add: Borrowings	1,138,739	1,138,739	1,136,520	390,657
Add: Leases	65,506	65,506	65,506	31,171
Total Adjustments	(8,138,482)	(7,076,028)	(7,078,251)	(7,960,236)
Net Current Asstes	2,518,831	2,968,004	3,300,420	14,321,380

*Unaudited Actuals from 2021-22 Financial Statements



City of Nedlands

Statement of Comprehensive Income

2022-23 Mid Year Review
By Business Unit

	Adopted Budget	Amended Budget	MYR Budget	MYR Movement	Actuals 31 January 2023
Revenue					
Office of the CEO	35,000	35,000	40,000	5,000	6,760
Human Resources	0	0	2,635	2,635	2,635
Corporate & Financial Services	27,639,106	27,245,465	27,662,934	417,469	26,506,194
Information & Communication Technology	119,184	119,184	119,184	0	85,394
Community Support Services	2,696,452	2,696,452	2,193,452	(503,000)	713,110
Community Development	476,306	476,306	598,729	122,423	496,684
Urban Planning	706,508	706,508	656,508	(50,000)	412,364
Building Services	847,900	847,900	830,000	(17,900)	545,005
Health & Compliance	541,764	541,764	542,368	604	350,338
Technical Services	0	0	33,291	33,291	35,003
City Projects & Programs	39,378	39,378	39,378	0	88,847
Parks Services	82,492	82,492	82,492	0	64,084
Assets	3,709,592	3,709,592	3,708,512	(1,080)	3,515,672
	36,893,682	36,500,041	36,509,483	9,442	32,822,091
Expenses					
CEO Office	(1,736,273)	(1,736,273)	(1,773,673)	(37,400)	(871,199)
Human Resources	0	0	(2,635)	(2,635)	(535,280)
Corporate Communications	(497,283)	(482,583)	(470,598)	11,985	(177,229)
Corporate & Financial Services	(1,025,234)	(1,025,234)	(1,107,448)	(82,214)	(1,337,144)
Information & Communication Technology	(133,185)	(147,885)	(119,184)	28,701	(1,717,337)
Community Support Services	(4,191,641)	(4,191,641)	(4,083,678)	107,963	(1,719,693)
Community Development	(1,871,229)	(1,871,229)	(1,849,433)	21,796	(891,933)
Planning & Development Services	(305,713)	(305,713)	(306,250)	(537)	(179,916)
Urban Planning	(2,698,680)	(2,698,680)	(2,681,791)	16,889	(969,552)
Building Services	(1,419,217)	(1,419,217)	(1,443,816)	(24,599)	(566,309)
Health & Compliance	(2,921,431)	(2,921,431)	(2,885,943)	35,488	(1,272,131)
Technical Services	(700,871)	(601,431)	(600,742)	690	(428,850)
City Projects & Programs	(9,611,163)	(9,650,265)	(9,639,174)	11,091	(5,069,498)
Parks Services	(6,277,662)	(6,277,662)	(6,415,058)	(137,396)	(2,666,495)
Assets	(4,633,917)	(4,749,787)	(4,845,287)	(95,500)	(2,602,957)
	(38,023,499)	(38,079,031)	(38,224,709)	(145,678)	(21,005,524)
Net Operating	(1,129,817)	(1,578,990)	(1,715,226)	(136,236)	11,816,567
Non-operating grants, subsidies and contributions	3,669,804	3,752,959	3,893,959	141,000	562,062
Loss on Disposal of Assets	(44,871)	(44,871)	(44,871)	0	0
	3,624,933	3,708,088	3,849,088	141,000	562,062
Net Result for the Period	2,495,116	2,129,098	2,133,862	4,764	12,378,629
Other Comprehensive Income					
	0	0	0	0	0
Total Other Comprehensive Income	0	0	0	0	0
Total Comprehensive Income for the Period	2,495,116	2,129,098	2,133,862	4,764	12,378,629



City of Nedlands Reserve Movements

2022-23 Mid Year Review

Reserve	Adopted Budget				MYR Budget				Actuals 31 January 2023			
	Opening Balance	Transfer To	Transfer From	Closing Balance	Opening Balance	Transfer To	Transfer From	Closing Balance	Opening Balance	Transfer To	Transfer From	Closing Balance
Plant Replacement Reserve	284,544	695	(249,800)	35,439	284,544	1,494	(255,241)	30,797	284,528	0	0	284,528
City Development Reserve	1,439,166	1,507	(1,363,811)	76,862	1,439,166	3,240	(1,314,407)	127,999	1,439,110	0	0	1,439,110
North Street Reserve	136,868	2,737	0	139,605	136,868	5,885	0	142,753	136,636	0	0	136,636
Welfare Reserve	827,286	16,546	0	843,832	827,286	35,573	(117,000)	745,859	826,605	0	0	826,605
Service Reserve	12,794	256	0	13,050	12,794	548	0	13,342	12,590	0	0	12,590
Insurance Reserve	65,452	1,309	0	66,761	65,452	2,814	0	68,266	65,457	0	0	65,457
Underground Power Projects	2,191,096	954,599	(598,777)	2,546,918	2,191,096	1,004,994	(598,777)	2,597,313	2,189,974	0	0	2,189,974
Waste Management Reserve	1,291,004	139,845	(255,000)	1,175,849	1,291,004	222,643	(220,000)	1,293,647	1,290,573	0	0	1,290,573
Building Replacement Reserve	563,328	11,267	(532,867)	41,728	563,328	24,223	(559,397)	28,154	562,932	0	0	562,932
Swanbourne Development Reserve	135,429	2,709	0	138,138	135,429	5,823	(140,000)	1,252	135,379	0	0	135,379
Public Art Reserve	73,227	1,465	(40,000)	34,692	73,227	3,149	(40,000)	36,376	73,213	0	0	73,213
Business System Reserve	243,276	1,100	(188,279)	56,097	243,276	2,365	(168,279)	77,362	243,141	0	0	243,141
All Abilities Play Space	413,452	8,269	0	421,721	413,452	17,778	0	431,230	413,558	0	0	413,558
Major Projects	589,682	11,794	(395,000)	206,476	589,682	25,358	(615,000)	40	589,449	0	0	589,449
Lawler Park Infrastructure Reserve	4	0	0	4	4	0	0	4	0	0	0	0
Public Open Space Reserve	0	0	0	0	0	110,500	0	110,500	0	110,500	0	110,500
PRCC Reserve	143,746	85,645	(148,071)	81,320	143,746	88,951	(157,199)	75,498	0	0	0	0
Reserve Total	8,410,354	1,239,743	(3,771,605)	5,878,492	8,410,354	1,555,338	(4,185,300)	5,780,392	8,263,144	110,500	0	8,373,644

18.5 CPS05.02.23 Monthly Financial Report – December 2022

This item will be dealt with at the Ordinary Council Meeting.

18.6 CPS06.02.23 Monthly Investment Report – December 2022

This item will be dealt with at the Ordinary Council Meeting.

18.7 CPS07.02.23 List of Accounts Paid – December 2022

This item will be dealt with at the Ordinary Council Meeting.

18.8 CPS08.02.23 Monthly Financial Report – January 2023

This item will be dealt with at the Ordinary Council Meeting.

18.9 CPS09.02.23 Monthly Investment Report – January 2023

This item will be dealt with at the Ordinary Council Meeting.

18.10 CPS10.02.23 List of Accounts Paid – January 2023

This item will be dealt with at the Ordinary Council Meeting.

19. Reports by the Chief Executive Officer CEO02.02.23

19.1 CEO02.02.23 Major Review – Strategic Community Plan & Corporate Business Plan

Meeting & Date	Council Meeting - 28 February 2023
Applicant	City of Nedlands
Employee Disclosure under section 5.70 Local Government Act 1995	Nil.
Report Author	Gemma Johnstone – Corporate Planning Officer
CEO	Bill Parker
Attachments	1. Council Plan Example – Shire of Esperance 2. Community Engagement Plan

Purpose

The purpose of this report is to request Council endorse the Community Engagement Plan to facilitate the major review of the City of Nedlands' Strategic Community Plan and Corporate Business Plan.

Recommendation

That Council:

1. approves the Community Engagement Plan, as detailed in Attachment 2, to facilitate major review of the Strategic Community Plan and Corporate Business Plan; and
2. approves Option A, that the community survey be posted as unaddressed mail to all households, as part of Community Engagement Plan (Attachment 2), to reach a robust and representative community sample.

Voting Requirement

Simple Majority.

Background

In accordance with Section 5.56 of the *Local Government Act 1995* all local governments are required to plan for the future of their local government area. Regulation 19C and 19DA of the *Local Government (Administration) Regulations 1996* prescribes how this is achieved,

through adoption of a Strategic Community Plan and subsequently, a Corporate Business Plan.

Integrated Planning and Reporting Framework

Integrated Planning and Reporting Framework (IPRF) provides the mechanism for local governments to comply with the statutory requirements above.

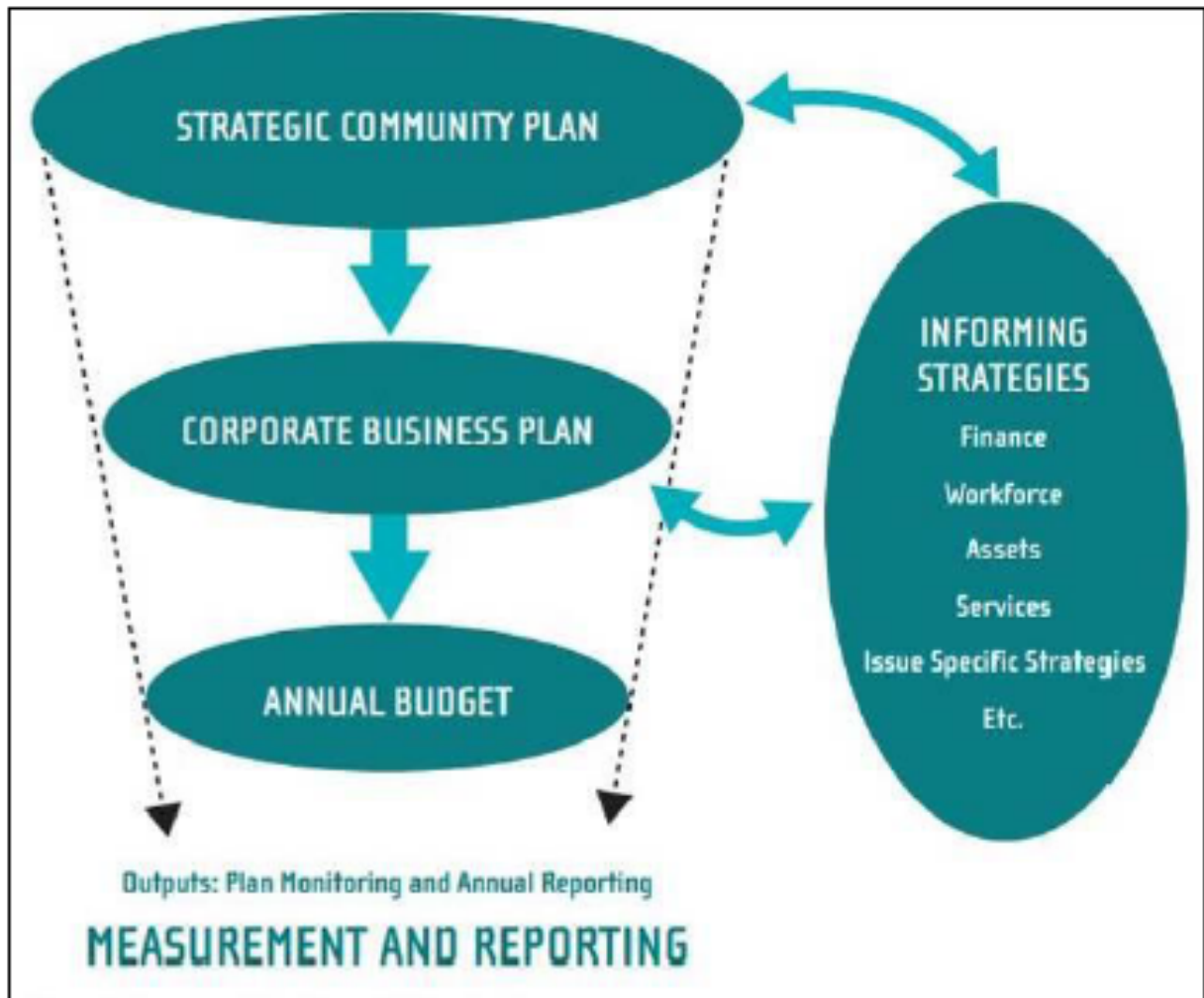


Figure 1: IPRF

Strategic Community Plan

The Strategic Community Plan (SCP) forms the foundation of the IPRF. It establishes the community's vision, aspirations and objectives for the local government area in the long-term (**10+ years, rolling**), guides all decision-making the Council makes on behalf of the community, and drives the development of local plans, resourcing strategies and service levels required.

To remain contemporary and relevant, the SCP is required to be reviewed and updated every two years, alternating between major and minor reviews, with major reviews occurring every four years and requiring extensive community consultation.

Corporate Business Plan

The Corporate Business Plan (CBP) is a business planning tool which translates the first **four years** of the SCP (the community's vision etc.) into the services and projects (operations) delivered to the community by the City, within the resources (financial/budget & workforce) available. The Annual Budget provides the costs for **year one** (current year) of the CBP. The CBP is required to be reviewed annually.

Status at the City of Nedlands

The City's current SCP, Nedlands 2018-2028, was adopted by Council at its meeting held on 22 May 2018 and is due for major review. The City does not currently have a valid CBP, as the previous CBP 2013-2017/18, was never updated in accordance with statutory requirements.

Major Review

As both the City's SCP and CBP are due for major review and these actions form part of the CEO's 2023-24 Key Result Areas (KRAs), the City has commenced the major review process. Catalyse was appointed in December 2022 to facilitate major reviews of both plans, to be completed by December 2023.

Furthermore, in recognition of the inherent overlap and duplication that often occurs between SCP and CBPs, as well as the need for transparency, value-add and translation to the community, the City will be developing a 'Council Plan', which will combine both documents into one plan. A 'Council Plan', a product already successfully delivered by Catalyse to other local governments (see Shire of Esperance's Council Plan – Attachment X), meets statutory requirements, is aligned to State Government reform recommendations, and follows best practice community-led strategic planning principles.

Discussion

Community Consultation

When developing or modifying a SCP, it is a statutory requirement that the community is consulted. The community's input is fundamental, as the SCP is essentially their plan. The SCP articulates the community's vision, aspirations and objectives for the next 10 years (and rolling), and then is used to guide the Council's decision-making for the local area, as well as other strategic documents and plans, resourcing requirements and levels of service provided by the City to the community.

To ensure the community's vision, aspirations and objectives are effectively captured, comprehensive community engagement is proposed (see Community Engagement Plan – Attachment 2).

In accordance with the State Government Integrated Planning and Reporting Advisory Standard, to meet the minimum requirements (an 'Achieving Standard'), community engagement must involve at least 500 or 10% of community members (whichever is fewer) and be conducted through at least two documented mechanisms. As detailed in the Community Engagement Plan (Attachment 2), community engagement will include a community survey (participation via post and email invitation) and facilitated community workshops.

Community Survey

- **Email participation** – Using contact information obtained from the City’s Customer Databases (i.e., rates, community services, compliance registration, planning and building applications, e-newsletters registration, Your Voice Nedlands registration etc.), community survey invitations will be emailed out to a random sample of community members.
- **Post participation** – Two options are provided for Council’s consideration:
 - **Option A** – This option involves the survey being mailed out to **all households** as unaddressed mail. It provides all community members the opportunity for ‘opt-in’ participation and is considered the most effective way to achieve a robust and representative community sample to inform the major review of the SCP.
 - **Option B** – This option meets the minimum requirement for community engagement (at least 500 or 10% of community members, whichever is fewer) for a SCP major review. It involves the survey being mailed out to a random sample of **2,000 households** using contact details from the City’s Customer Databases and provides a small community sample the opportunity to participate in the major review of the SCP.

Council Consultation & Oversight

The Community Engagement Plan (Attachment 2) has been specifically developed to ensure there are multiple ‘touch points’ with Council as the major review progresses. See below:

Phase	Detail
1	Council Decision-Making Process: Community Engagement Plan
2	Community Consultation
3	Council Decision-Making Process: Draft Council Plan for Public Comment
	Council Decision-Making Process: Final Council Plan

Promotion

The City will also be promoting the major review, in particular, participation in the community survey, through its various communication channels (i.e., website, social media – Facebook, LinkedIn, e-newsletters, noticeboard etc.) and at local events, service centres and facilities.

Officer’s Comments

It is recommended that Council endorse the Community Engagement Plan as detailed in Attachment 2. Furthermore, given the significance of the major review, it is also recommended that Council endorse Option A, that the community survey be mailed out to **all households** as unaddressed mail. See reasons following:

- It provides all community members the opportunity to 'opt-in' and participate in the major review and development of the new Council Plan.
- It is the the most effective way to achieve a robust and representative community sample to inform the major review and development of the new Council Plan.
- It provides the opportunity to create a new and robust Customer Database, based on community members 'opting-in' and choosing to being contacted by the City for community engagement purposes. Not only would this be valuable resource for the City, to be used on future community consultations as well help improve community participation rates on targeted projects, it also mitigates privacy concerns, as community members opt-in and chose to be part of such communications.

Consultation

At this point in the major review process, consultation has involved Catalyse, the Corporate Planning Officer and the Executive Management Team (EMT). The Community Engagement Plan (Attachment 2) details the extensive consultation processes moving forward, including consultation with the community, Council and the City (EMT/Managers).

Strategic Implications

This item relates to the following elements from the City's Strategic Community Plan.

- Vision** Our city will be an environmentally-sensitive, beautiful and inclusive place.
- Values**
- Healthy and Safe**
Our City has clean, safe neighbourhoods where public health is protected and promoted.
- Great Natural and Built Environment**
We protect our enhanced, engaging community spaces, heritage, the natural environment and our biodiversity through well-planned and managed development.
- High Standard of services**
We have local services delivered to a high standard that take the needs of our diverse community into account.
- Great Governance and Civic Leadership**
We value our Council's quality decision-making, effective and innovative leadership, transparency, accountability, equity, integrity and wise stewardship of the community's assets and resources. We have an involved community and collaborate with others, valuing respectful debate and deliberation.

Great Communities

We enjoy places, events and facilities that bring people together. We are inclusive and connected, caring and support volunteers. We are strong for culture, arts, sport and recreation. We have protected amenity, respect our history and have strong community leadership.

Reflects Identities

We value our precinct character and charm. Our neighbourhoods are family-friendly with a strong sense of place.

Great for Business

Our City has a strong economic base with renowned Centres of Excellence and is attractive to entrepreneurs and start-ups.

Easy to Get Around

We strive for our City to be easy to get around by preferred mode of travel, whether by car, public transport, cycle or foot.

Budget/Financial Implications

Cost

It is anticipated that the major reviews of the SCP and CBP, and the final Council Plan outcome, will cost approximately between:

- \$84,000 (exclusive GST) including Option B, 2,000 households sample post option,
- \$88,000 (exclusive GST) including Option A, all households unaddressed post option.

Note, the above costs include the processing of 500 community survey responses only, Processing of any responses over and above this amount will incur additional costs (\$5 per response, exclusive GST).

Budget

There are adequate funds within the 2022/23 Budget to accommodate the major reviews of the SCP and CBP and development of the Council Plan.

Legislative and Policy Implications

- Section 5.56 of the [Local Government Act 1995](#) – All local governments are required to plan for the future of their local government area.
- Regulation 19C and 19DA of the [Local Government \(Administration\) Regulations 1996](#) – Prescribes how Section 5.56, through adoption of a Strategic Community Plan and Corporate Business Plan, is achieved.
- Council Policy [Community Engagement](#) – All community engagement and consultation will be carried out in accordance this policy.

- [Privacy Statement](#) – Regarding community member privacy, the Privacy Statement articulates (under the ‘Disclosure and use of personal information’ section) that any personal information collected by the City of Nedlands will only be used for the purpose for which it has been collected, or for other purposes involved in carrying out the City’s activities and functions – including to undertake market research using consultants (acting on behalf of the City) to develop the City’s services.
- [Privacy Act 1988](#) – Privacy protection framework when using personal information.
- [Australian Privacy Principles](#) – Privacy protection framework when using personal information.

Decision Implications

If Council endorses the Officer’s Recommendation, the community consultation process for the major review will commence, including the community survey. If Council does not endorse the Officer’s Recommendation, the major review will be delayed until a consensus can be reached.

Conclusion

It is proposed that to facilitate an effective major review of the Strategic Community Plan and Corporate Business Plan, and develop a new Council Plan, Council approves the Community Engagement Plan, as detailed in Attachment 2, inclusive of Option A.

Further Information

Nil.

Our plan for the future

SHIRE OF ESPERANCE | COUNCIL PLAN

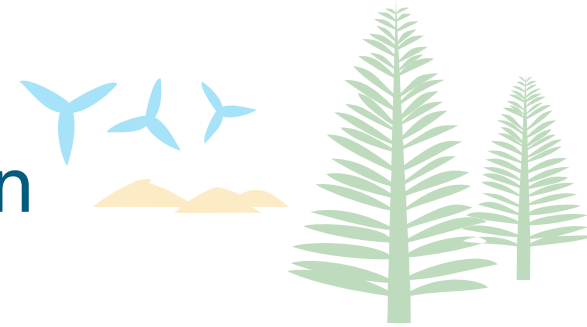
1 July 2022 to 30 June 2032



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Introduction



Welcome to the Shire of Esperance Council Plan. This plan combines our Strategic Community Plan and Corporate Business Plan into one succinct document.

This plan has been developed with more than 900 community members and key partners to consider:

- Where are we now?
- Where do we want to be?
- How do we get there?

This plan embraces the FUTYR® strategic planning approach, follows the Integrated Planning and Reporting Framework guidelines and satisfies a legislative requirement for all local governments to have a plan to shape the future.

This plan describes:

- A future vision for the Shire of Esperance
- How the Shire will achieve and resource its objectives
- How success will be measured and reported

Executive Message

The Shire of Esperance acknowledges the Kapa Kurl Wudjari people of the Nyungar nation and Ngadju people, who are the traditional custodians of this land, and their continuing connection to land, waters and community. We pay our respect to their Elders past, present and emerging and we extend that respect to other Aboriginal Australians today.

Our Council Plan identifies our vision, aspirations and priorities for the future. It provides guidance on how we should allocate resources, balancing our aspirations against our capacity. Most importantly our Council Plan should provide inspiration, reflecting our values, our goals – our community.

In late 2021 the Shire commenced a significant engagement program to gather information from the diverse community for the review of the Strategic Community Plan. Workshops with the community as well as significant amounts of information from the MARKYT® Community Scorecard have been used to create a Council Plan which incorporates the Strategic Community Plan and Corporate Business Plan.

One of the most significant changes is a simplification of our vision to "*Esperance, together we make it happen*". We aim to be an inclusive community where things can get done if we pull together with a common goal.

The community provided input on what they felt were current challenges and opportunities in our Shire and the important focus areas for Council. The workshops and scorecards highlighted some changing needs in our community. There is a strong appetite for the Shire to be more involved in driving tourism and economic development in our business sector, together with a continued emphasis on road upgrades and renewals, and community safety and crime prevention.

There is strong support for developing new industries that will attract more employment opportunities and diversify our labour market. Some innovative suggestions included attracting a marine research facility or a remote university campus. More private investment in the aquaculture and agriculture industries were mentioned as potential key drivers for our region.

The challenges raised were diverse and highlighted some major concerns in our community. Social issues including mental health and drug usage were raised as challenges that we must all work together to resolve. Improving communication technology, safety and having a voice for our youth were rated highly as challenges for our community.

While Council is responsible for developing and reviewing the plan, its implementation is a shared responsibility with partners such as State Government agencies, community groups and community members. The aim of the plan is to encourage everyone to work together to achieve our vision for our future.

There is no doubt there are some complex challenges in our community and there are also some fantastic opportunities. We would like to say thank you to everyone who contributed by attending a workshop, inviting us to their board meeting, filling in a scorecard or forwarding suggestions. Without community input it is difficult to have a plan that truly reflects our community's values and our community's needs. By working together we can create a wonderful future.

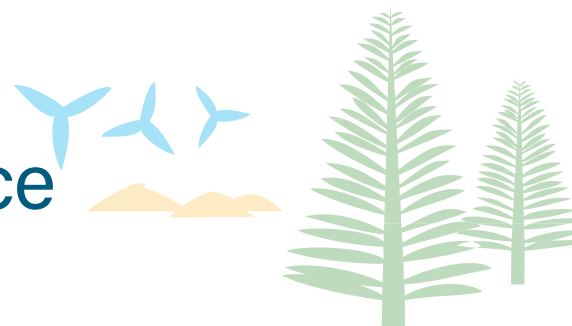


Ian Mickel
Shire President



Shane Burge
Chief Executive Officer

Shire of Esperance at a glance



Named Kepa Kurl by Nyungar people, meaning “where the water lies like a boomerang”, and named Esperance Bay by French navigator Antoine Raymond Joseph de Bruni d’Entrecasteaux in 1792, meaning “hope or promise”, history and heritage serve as an important aspect of Esperance’s identity.

Located on the south coast of Western Australia, Esperance is close to 700 km from Perth, accessible via a 90 minute flight or 7.5 hour drive. One of the more remote settlements, the Shire covers 44,000 km² of land, with 12,950 km² of agricultural land, and five national parks and reserves covering 5,900 km².

Aboriginal People are thought to have lived on country for perhaps as long as 50,000 years. Today, Aboriginal and Torres Strait Islander People make up 4.1% of the local population. Strong traditional ties to land have created a significant range of native title claims and determinations, including Esperance Nyungar, managed by Esperance Tjaltjraak Native Title Aboriginal Corporation, and Ngadjju, managed by Ngadjju Native Title Aboriginal Corporation.

European settlement first occurred in 1864 when the pioneering Dempster Brothers drove sheep, cattle and horses from Northam to establish the Esperance Bay Pastoral Station. The township of Esperance was gazetted in the 1890s to accommodate the growing Eastern Goldfields. By the 1960s the Esperance sand-plain had transformed Esperance into a major agricultural region.

The agricultural sector continues to thrive today with the Esperance township, rural settlements and farms home to over 14,000 residents. Serving as a sub-regional centre within the wider Goldfields-Esperance Region, there were 6,171 jobs in Esperance as at the 2016 ABS Census. The Gross Regional Product was reported at \$1.164 billion

in June 2020 with the main employment sector being Agriculture, Forestry and Fishing, followed by Retail Trade.

Captivating coastline to rival any in the world, the picturesque Recherche Archipelago with some 100 uninhabited islands, and iconic kangaroos on pristine white beaches help to attract large numbers of visitors.

Management of the coast, coastal reserves and facilities remains a focus of the Shire, including the need to balance recreational and tourism activities with conservation and protection measures. Recognising the importance of Esperance’s natural assets, the Shire has endorsed a position on climate change, in addition to signing up to the Cities Power Partnership.

Sports, recreation, arts and cultural participation are important qualities of the Esperance way of life. The Esperance community relies heavily upon social capital and volunteers to support these activities. Recently, the Greater Sports Ground Redevelopment has allowed for the continued growth and accommodation of community sporting groups and multi-purpose facilities. Access to arts and cultural activities continues to be a focus of the Shire, and it is hoped that the James Street Cultural Precinct Master Plan will enhance both residents’ and visitors’ experiences in the region.

Population



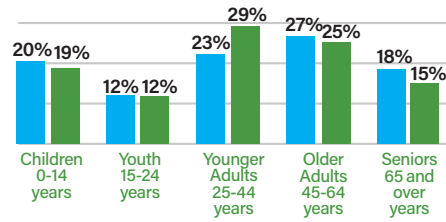
14,500 → **14,240**

ABS Census

Projected (Band C)
WA Planning
Commission

Age Profile

ABS Estimated Resident Population,
30 June 2020



■ Shire of Esperance ■ WA
Median age: 41 Median age: 38

Households that speak a non-English language



3.4%

WA: 19.4%
2016, ABS Census

Aboriginal and/or Torres Strait Islander people



4.1%

WA: 3.1%
2016, ABS Census

Disability

Needs assistance with core activities



3.5%

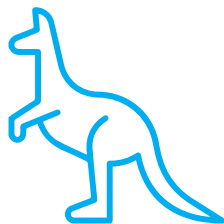
WA: 3.9%
2016, ABS Census

Length of coast



550KM

National Parks



5,900KM²

Highest value industries

Marginal economic value added by industry sector, 2019/20 Remplan



Agriculture, forestry and fishing

\$177M



Rental, hiring and real estate services

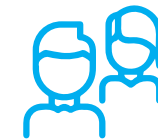
\$158M



Transport, postal and warehousing

\$119M

Visitors per year



220,000

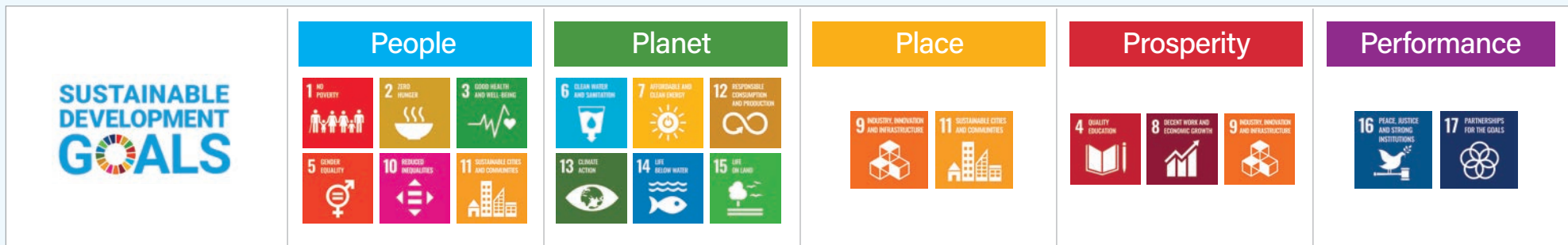
3 year average
2017-2019, Tourism WA

Priorities

Priorities shift over time in response to what's happening locally and globally. To provide quality of life outcomes, the Shire of Esperance must stay abreast of and adapt to changes in the political, environmental, social, technological, economic and legal landscape. We must also respond to changing community expectations.

Global Priorities

The United Nations' Sustainable Development Goals (SDGs) provide a global roadmap to increase prosperity, end social injustice and poverty, and improve health and wellbeing, all while protecting the environment for current and future generations. 17 goals were agreed by all UN member states, including Australia. The Shire of Esperance will be a catalyst for change; promoting and facilitating the achievement of goals and relevant targets in the local community. Learn more about the SDGs at <https://sdgs.un.org/goals>.



State Priorities

In 2020, the COVID-19 pandemic exposed worldwide vulnerabilities, drawing attention to the need for healthy communities and resilient economies. The State Government of Western Australia responded with a WA Recovery Plan. Learn more about the Government of Western Australia's priorities at www.wa.gov.au/government/wa-recovery.



Local Priorities

To understand local needs and priorities, the Shire of Esperance commissioned an independent review. In 2021, 900 community members completed a MARKYT® Community Scorecard. The top priorities were economic development, roads, tourism, safety, and the town centre.

MARKYT Community Priorities

COMMUNITY PRIORITIES (% of respondents)



People

- 1 Youth services / facilities
- 2 Family / children services
- 3 Seniors services / facilities
- 4 Disability access and inclusion
- 5 Aboriginal recognition and respect
- 6 Volunteer support and recognition
- 7 Community safety and crime prevention
- 8 Animal management
- 9 Health and community services
- 10 Sport and recreation
- 11 Bay of Isles Leisure Centre
- 12 Library services
- 13 Festivals, events, art and culture



Planet

- 14 Conservation and environmental
- 15 Sustainability / climate change
- 16 Waste collection services
- 17 Natural disaster management
- 18 Food, health, noise, and pollution



Place

- 19 Responsible growth and development
- 20 Planning and building approvals
- 21 History and heritage
- 22 Community buildings and halls
- 23 Playgrounds, parks and reserves
- 24 Streetscapes, trees and verges
- 25 Local roads
- 26 Traffic management on local roads
- 27 Parking management
- 28 Footpaths, trails and cycleways
- 29 Lighting of streets and public places
- 30 Marine facilities



Prosperity

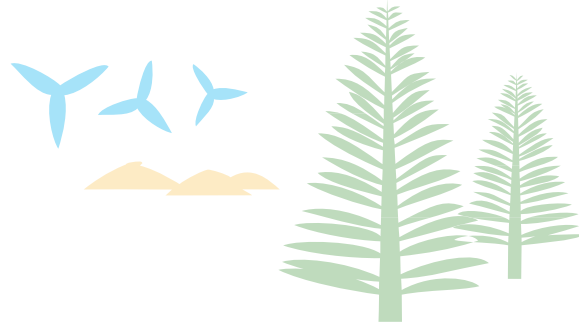
- 31 Economic development and job creation
- 32 Tourism attractions and marketing
- 33 Town centre
- 34 Access to goods and services
- 35 Education and training



Performance

- 36 Council's leadership
- 37 Advocacy and lobbying
- 38 Communication
- 39 Consultation
- 40 Change, innovation and technology
- 41 Customer service

Our Purpose



The Shire of Esperance exists to meet the needs of current and future generations through an integration of environmental protection, social advancement and economic prosperity.

We fulfil our purpose through the following roles:



Advocate

We lead and represent the community on key issues.



Facilitate

We coordinate local groups and agencies to achieve positive community benefits.



Partner

We collaborate with other organisations to deliver services and projects.



Provide

We provide community infrastructure, essential services and community engagement activities to meet local needs.



Fund

We help to fund organisations to deliver essential community services.



Regulate

We enforce statutory requirements..

Our Vision



Esperance, together
we make it happen.








Our plan on a page

To achieve the vision, the community helped shape a plan for the future.

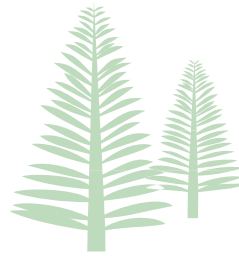
There are five core performance areas in this plan - people, planet, place, prosperity and performance. These areas are interrelated, and each must be satisfied to deliver excellent quality of life in the Shire of Esperance.

For each area, there is an overarching aspirational statement and desired outcomes, summarised below. Over the following pages, we explore each area in more detail. We describe the current situation, recent achievements, what we will keep doing, and our plan for the future. "What we will keep doing" covers business as usual activities, with a focus on continuous improvement. "Our plan for the future" describes priority projects to meet local needs and objectives. When deciding on priority projects, Council considers a range of comprehensive supporting strategies and community suggestions.

					
	People	Planet	Place	Prosperity	Performance
ASPIRATION	A healthy, inclusive, active and safe place to live	Our natural environment is conserved for everyone to enjoy	High quality planning and infrastructure serves local needs	Growing and thriving, Esperance is a great place to live, work, invest and visit	We have a clear direction for the future and a robust plan to make it happen
OUTCOMES	<ol style="list-style-type: none"> 1. A safe community. 2. A healthy and active community. 3. A welcoming, inclusive and connected community. 	<ol style="list-style-type: none"> 4. The natural environment is valued, protected and enjoyed. 5. Shared responsibility for climate action and sustainability. 6. Greater community readiness and resilience to cope with natural disasters and emergencies. 	<ol style="list-style-type: none"> 7. Responsible planning and development. 8. Access to adequate, safe and affordable housing for everyone. 9. Attractive and welcoming places. 10. Safe, affordable, accessible and sustainable transport systems. 	<ol style="list-style-type: none"> 11. Access to quality education and lifelong learning opportunities. 12. A prosperous and diverse economy. 13. A vibrant and welcoming tourism destination. 	<ol style="list-style-type: none"> 14. Community confidence and trust in Council. 15. Operational excellence and financial sustainability. 16. A well informed and engaged community.



People



A healthy, inclusive, active and safe place to live

Current situation

Esperance has a strong, connected community. Our strong sense of community spirit is characterised by our high number of volunteers and strong sporting, recreation, arts and culture participation. The resulting social capital is the backbone of Esperance.

The Shire of Esperance is considered to be a leading council in supporting and recognising volunteers, achieving the highest score in the MARKYT® Community Scorecard.

Sport and recreation performance ratings are up from 58 points in 2019 to 76 points in 2021, now 9 points above the MARKYT® industry average.

Ratings for festivals, events, art and cultural activities are also up from 61 points in 2019 to 70 points in 2021, now 6 points above the industry average.

Community safety is a growing community priority with concerns about drug issues, theft, and anti-social behaviour.

Recent achievements



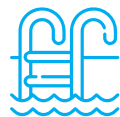
Pump Track

Since our new pump track was installed in December 2021, it has been well used by BMX and mountain bike users of all ages.



Beach Wheelchair

Thanks to funding assistance from Southern Ports, the Rotary Club of Esperance Bay and Esperance Home Care, a new beach wheelchair was purchased that is now available for loan.



Lap Pontoon and Shark Barrier

Installation of a new lap pontoon and shark barrier was completed in time for the Christmas holidays and provides a safe swimming area to use close to town.



Shark Warning Towers

Three land-based shark warning towers were installed at West Beach, Kelp Beds and Twilight Beach, featuring audio and visual warning systems that are activated when tagged sharks are detected or sighted.



Esperance CCTV strategy

In 2021, Council endorsed a strategy to upgrade and roll out the Shire's CCTV network to provide local Police with high definition video images to help follow up thefts, accidents and antisocial behaviour.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the People aspiration and outcomes.

- Community Development
- Esperance Volunteer Resource Centre
- Community Grants Program
- Citizenship Ceremonies
- Youth Services
- Seniors Services
- Disability Services
- Esperance Home Care
- Esperance Public Library
- Esperance Museum
- Esperance Civic Centre
- Bay of Isles Leisure Centre
- Club Development
- Esperance Skate Park
- Animal Management Facility
- Ranger Services

Our plan for the future

Outcome 1. A safe community

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
1.1. Improve community safety and crime prevention infrastructure, programs and services.	1.1.1. Advocate for increased police presence.		Chief Executive Officer	●	●	●	●
	1.1.2. Implement Stage Two of the CCTV Strategy for the Pink Lake Road Area.	Esperance CCTV Strategy 2021	Manager Asset Planning		●		
	1.1.3. Implement Stage Three of the CCTV Strategy for the Esperance Foreshore.	Esperance CCTV Strategy 2021	Manager Asset Planning	●			
	1.1.4. Advocate for improved access to safe, affordable accommodation and support services for vulnerable people (such as people affected by domestic violence, homeless people, people with mental health issues and young offenders).		Chief Executive Officer	●	●	●	●
1.2. Encourage responsible animal management.	1.2.1. Advocate for animal welfare organisations, such as RSPCA, to have a greater presence in Esperance to respond to local animal welfare issues.		Director External Services	●	●	●	●
	1.2.2. Provide a fenced dog park at Wildcherry Park.		Manager Parks and Environment	●			

Outcome 2. A healthy and active community

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
2.1. Improve access to quality health services.	2.1.1. Advocate for improved access to health services with a focus on attracting and retaining local GPs, visiting specialists, telehealth services, and mental health support services.	Public Health Plan 2021; Age-Friendly Communities Report 2015	Chief Executive Officer	●	●	●	●
	2.1.2. Fund expanded delivery of suicide prevention initiatives through the WA Primary Health Activities Alliance Grant.		Manager Development and Statutory Services	●			

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
2.2. Increase participation in sport and recreation activities.	2.2.1. Lead implementation of the Esperance Greater Sports Ground Redevelopment Masterplan.	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●	●	●	●
	2.2.2. Provide a third soccer pitch at the Greater Sports Ground.	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management		●		
	2.2.3. Review Graham Mackenzie Stadium Redevelopment plans.	Esperance Greater Sports Ground Redevelopment Masterplan 2021-2041	Director Asset Management	●	●		
	2.2.4. Provide an extension of the Scaddan Country Club.		Director Asset Management	●			
	2.2.5. Develop a Bay of Isles Leisure Centre Management Plan.		Manager Council Enterprises	●			
2.3. Grow community involvement in arts and cultural activities.	2.3.1. Design and construct an integrated community and cultural complex in the James Street Cultural Precinct to co-locate the library, museum and visitor centre	Town Centre Revitalisation Plan 2015-2035; James Street Plan	Director Asset Management	●	●	●	●
	2.3.2. Facilitate James Street Cultural Precinct Advisory Groups focusing on the requirements for a new library, museum and visitor centre.		Manager Community and Economic Development	●	●		
	2.3.3. Implement the Interpretation Plan for Esperance Museum, including an Aboriginal interpretive section.		Manager Community Support	●	●		
	2.3.4. Review library technology upgrade requirements including the Library Electronic Management System.		Manager Community Support	●			
	2.3.5. Develop an Events Strategy.	Esperance Tourism Strategy	Manager Community and Economic Development	●	●		
2.4. Grow community capacity by supporting community groups and volunteers.	2.4.1. Explore sustainable funding sources to attract, manage and support local volunteers.		Manager Community Support	●	●	●	●
	2.4.2. Provide standardised induction protocols for Shire volunteers.		Manager Community Support	●			
	2.4.3. Explore options to recognise, reward and incentivise volunteers.		Manager Community Support	●			

Outcome 3. A welcoming, inclusive and connected community

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
3.1. Grow understanding and respect for cultural diversity, history and heritage.	3.1.1. Provide an Aboriginal Heritage Agreement to guide respectful consultation with Traditional Owners.	Reconciliation Action Plan 2019-2020	Director Asset Management	●			
	3.1.2. Provide assistance with events, activities and promotions to encourage greater awareness and participation in NAIDOC Week.	Reconciliation Action Plan 2019-2020	Manager Community and Economic Development	●	●	●	●
	3.1.3. Facilitate Aboriginal dual naming of significant places.		Director Asset Management	●	●	●	●
	3.1.4. Partner with traditional custodians to develop cultural trails with maps and interpretive signs to raise awareness, knowledge and understanding about local Aboriginal history and stories	Tourism Strategy 2021; Reconciliation Action Plan 2019-2020	Director Asset Management	●	●		
3.2. Address the needs of children and youth.	3.2.1. Advocate for increased child care services through promotional campaigns		Chief Executive Officer	●			
	3.2.2. Review youth needs to establish any gaps in youth services and facilities (such as access to drop in spaces, mentoring and mental health support services).	Youth Friendly Communities Report Stage 1	Manager Community and Economic Development	●			
3.3. Support vulnerable groups, including aged persons and those with disability.	3.3.1. Advocate for improved aged care facilities and palliative care.		Chief Executive Officer	●	●	●	●
	3.3.2. Advocate for community and care services to support active aging in home.	Age-Friendly Communities Report 2015	Manager Aged Care and Disability Service	●	●	●	●
	3.3.3. Upgrade Esperance Home Care Centre.		Director Asset Management	●			
	3.3.4. Provide flexible working arrangements at Esperance Home Care Centre to attract and retain staff.		Manager Aged Care and Disability Service	●	●	●	●
	3.3.5. Review NDIS registration arrangements for Esperance Home Care.		Manager Aged Care and Disability Service	●			
	3.3.6. Partner with local service providers to develop a campaign to attract community support workers to address current staff shortages.	Public Health Plan 2021	Manager Aged Care and Disability Service	●	●		
	3.3.7. Advocate for local shops, hospitality and entertainment venues to improve access and employment opportunities for people with disability.	Disability Access and Inclusion Plan 2020-2025	Chief Executive Officer	●	●	●	●

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
3.3. Support vulnerable groups, including aged persons and those with disability.	3.3.8. Provide appropriate level of ACROD parking bays.	Disability Access and Inclusion Plan 2020-2025	Manager Asset Development	●	●	●	●
	3.3.9. Provide improved beach access for people with disability.	Coastal Management Plan 2014	Director Asset Management	●	●	●	●
	3.3.10. Implement actions and initiatives resulting from DAIP discussions and forums.	Disability Access and Inclusion Plan 2020-2025	Manager Community Support	●	●		





Planet



Our natural environment is conserved for everyone to enjoy

Current situation

Hosting Ramsar wetlands of international importance, significant national parks, and pristine coastline, it is critical to manage and preserve the local environment for social, environmental and economic benefit.

Climate action, sustainability and conservation are of high importance to community members.

The Shire's recent efforts to promote and adopt environmentally sustainable practices, such as renewable energy, reducing waste and reducing water use, have been noted by the community. The performance score increased from 52 in 2019 to 58 in 2021, now 5 points ahead of the MARKYT® industry average. However, there is need for work to continue in this space. The community would like the Shire to be a leader in sustainability.

Emergency management, including education, communication, prevention and relief for bushfires and flooding also increased from 55 to 66 points, now 9 points ahead of the industry average.

Recent achievements



Climate Change Declaration

Adopted a Climate Change Declaration in August 2021 with a commitment to adopt mitigation and adaption strategies to minimise the effects of climate change on our community, environment and economy.



Cities Power Partnership

Council joined the Cities Power Partnership with a pledge to:

- install renewable energy on Shire buildings
- adopt best practice energy efficiency measures
- ensure Shire fleet purchases meet strict greenhouse gas emissions requirements
- provide adequate cycle lanes, bike parking and end of-ride facilities
- develop procurement policies



Solar Energy

Solar panels have been installed on the Bay of Isles Leisure Centre and Shire Administration.



Waste Disposal Arrangement

Council resolved to transport local waste to Coolgardie when Wylie Bay Landfill is no longer available. Work has begun to develop a detailed concept design for the Community Drop Off and Waste Transfer Station.



Eastern Suburbs Water Supply Upgrade

Updated aging infrastructure, established a more reliable and efficient program for public open space irrigation and moved to a cloud based irrigation management system.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Planet aspiration and outcomes.

- Environmental Health
- Emergency Services
- Waste Management

Our plan for the future

Outcome 4. The natural environment is valued, protected and enjoyed

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
4.1. Sustainably care for, preserve and enhance natural habitats.	4.1.1. Partner with Traditional Owners to manage culturally sensitive nature reserves.	Reconciliation Action Plan 2019-2020	Manager Parks and Environment	●	●	●	●
	4.1.2. Seek Government funding and support for the recovery of the colour and ecological health of Pink Lake and surrounding wetlands.		Manager Parks and Environment		●	●	
	4.1.3. Provide a Coastal Hazard Risk Management Adaption Plan (CHRMAP) for West Beach.	Coastal Hazard Adaptation Strategy 2016	Manager Parks and Environment		●	●	
	4.1.4. Review the Coastal Management Plan.	Coastal Management Plan 2014	Manager Parks and Environment	●			
	4.1.5. Implement the Dempster Head Management Plan.	Dempster Head Management Plan 2018	Manager Parks and Environment	●	●	●	●
	4.1.6. Evaluate the sand back-passing trial at Bandy Creek Boat Harbour to establish if this solution will help to manage beach erosion in Esperance Bay.		Director Asset Management	●			
	4.1.7. Implement the Lake Monjingu Reserve Management Plan.	Lake Monjingu Reserve Management Plan	Manager Parks and Environment	●	●	●	●
	4.1.8. Provide a new Weed Management Strategy.		Manager Parks and Environment		●		
	4.1.9. Stay informed about the State's plans for a Marine Park and keep the community informed.		Chief Executive Officer	●	●		
4.2. Sustainably develop and manage tracks and trails.	4.2.1. Provide a new Trails Master Plan.		Director Asset Management	●			
	4.2.2. Upgrade Piggery Mountain Bike trails – stage 1	Mountain Biking Feasibility Study 2020	Director Asset Management	●			

Outcome 5. Shared responsibility for climate action and sustainability

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
5.1. Encourage the adoption of sustainable practices.	5.1.1. Provide a carbon emissions audit to get a baseline measure and enable realistic targets to be set.		Director Asset Management	●			
	5.1.2. Install renewable energy (solar PV and battery storage) on council buildings where feasible.	Cities Power Partnership pledges	Chief Executive Officer	●	●	●	●
	5.1.3. Facilitate adoption of best practice energy efficiency measures across all council buildings, and support community facilities to adopt these measures.	Cities Power Partnership pledges	Chief Executive Officer	●	●	●	●
	5.1.4. Trial eco-friendly vehicles as options become viable.	Cities Power Partnership pledges	Chief Executive Officer	●	●	●	●
	5.1.5. Support installation of electric charging stations to encourage and facilitate greater use of electric vehicles and e-rideables.		Chief Executive Officer	●	●	●	●
5.2. Develop a sustainable, low waste, circular economy.	5.2.1. Introduce a third-bin kerbside collection program for Food Organics and Garden Organics (FOGO).		Manager Council Enterprises	●	●	●	
	5.2.2. Provide a Community Drop Off and Transfer Station at Myrup Truck Wash and Liquid Waste Facility to encourage sustainable waste management.	Waste Strategy 2018-2023	Director Asset Management	●	●		
	5.2.3. Advance Esperance's Waste Revolution education platform to improve waste diversion rates and promote a circular waste economy.		Manager Council Enterprises	●	●	●	●

Outcome 6. Greater community readiness and resilience to cope with natural disasters and emergencies.

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
6.1. Minimise risk and support recovery from bushfires, storms, drought and other natural disasters.	6.1.1. Implement the Bush Fire Risk Management Plan including accessing funding opportunities within the State Government's Mitigation Activity Fund.	Bush Fire Risk Management Plan	Manager Community Support	●	●	●	●
	6.1.2. Facilitate innovative initiatives and networks to help build drought resistance and resilience.		Director Asset Management	●	●	●	●
	6.1.3. Advocate for more emergency services personnel in Esperance.		Chief Executive Officer	●	●	●	●



Place



High quality planning and infrastructure serves local needs

Current situation

Community ratings for footpaths, trails and cycleways improved 10 index points between 2015 and 2021. At 68 out of 100, the Shire achieved the highest score in the MARKYT® Community Scorecard.

With average ratings of okay, roads were rated by the community as the second highest priority for the Shire to address. Community members feel rural roads are not built to carry heavy vehicles, resulting in damage to roads and safety concerns for other road users. They are also concerned with heavy rains and flooding washing away road surfaces, potholes, loose gravel and blue metal, tree roots and overgrown vegetation.

Responsible growth and development, planning and building approvals, and streetscapes, trees and verges also rate among the community's top priorities.

Some feel growth is being restricted by insufficient housing, strict development regulations and red tape. They would like more timely approvals and more consistency with approvals.

The general appearance of streetscapes could be improved with better verge maintenance, weed control, litter management, and planting more trees.

Recent achievements



Noel White Centre Refurbishment

Renovated the Noel White Centre to include a meeting room, function room, storage cages and offices for community groups to use.



Esperance Jetty Opening

Esperance Jetty was officially opened in March 2021 with dignitaries, community members and visitors from across the state gathering at the Jetty Headland to celebrate the historic occasion.



Completed Esperance Indoor Stadium

\$7.8 million was invested in the construction of the Esperance Indoor Stadium. It is expected to attract regional sporting events with four full size courts, a kiosk, commercial kitchen, match day facilities, sprung wooden flooring, retractable grandstand seating and additional parking.



Civic Centre Refurbishment

In celebration of the Civic Centre's 40th birthday in 2021, a new mural was painted on the façade, rigging was upgraded, exterior walls were rendered, the roof was repaired, and there were major interior upgrades.



Improved Road Safety

Attracted a \$2.3 million Government grant to provide audible line markings on local roads to improve road safety.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Place aspiration and outcomes.

- Land and Property
- Development
- Drafting
- Surveying
- Parks and Reserves
- Asset Management
- Roads, Drains and Footpaths
- Transport licensing
- Building Maintenance
- Fleet Management
- Fixed Plant
- Depot and Stores
- Esperance Cemetery
- Airport



Our plan for the future

Outcome 7. Responsible planning and development

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
7.1. Enable access to land and development opportunities to meet local needs.	7.1.1. Design and construct Flinders subdivision stage 3 and 4.		Director Asset Management	●	●	●	
	7.1.2. Advocate for provision of adequate, affordable utilities and communications infrastructure to support population and economic growth.		Chief Executive Officer	●	●	●	●
	7.1.3. Develop an Esperance Cemetery Master Plan.		Director Asset Management	●	●		

Outcome 8. Access to adequate, safe and affordable housing for everyone

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
8.1. Facilitate access to diverse housing options.	8.1.1. Advocate for more social and low-income housing for vulnerable people (including seniors, people with disability and low-income earners).	Age-Friendly Communities Report	Chief Executive Officer	●	●	●	●
	8.1.2. Advocate for a new lifestyle village for seniors.		Chief Executive Officer	●	●	●	●
	8.1.3. Advocate for greater availability of housing to meet community needs (e.g. land and property owners to build apartments, villas, units, and mixed use developments) including engagement with State Government on housing management practices (e.g. GROH housing).	Growth Plan Implementation Schedule 2012-2016; Local Planning Strategy 2016; Age-Friendly Communities Report	Chief Executive Officer	●	●	●	●

Outcome 9. Attractive and welcoming places

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
9.1. Develop an attractive and welcoming town centre.	9.1.1. Implement the CBD Concept Landscaping Design.		Manager Parks and Environment	●	●	●	●

Outcome 9. Attractive and welcoming places (continued)

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
9.2. Enhance streetscapes.	9.2.1. Provide attractive and welcoming entrances into Esperance.	Growth Plan Implementation Schedule 2012-2016	Chief Executive Officer	●	●	●	●
	9.2.2. Facilitate more tree planting across the Shire.		Manager Parks and Environment	●	●	●	●
9.3. Provide quality community facilities, parks and spaces.	9.3.1. Implement Civic Centre improvements.		Director Asset Management	●	●	●	
	9.3.2. Implement the Playgrounds and Public Open Space Strategic Plan 2015-2025.	Playgrounds and Public Open Space Strategic Plan 2015-2025	Manager Parks and Environment	●	●	●	●
	9.3.3. Prepare a new 10 year plan for Playgrounds and Public Open Space Strategic Plan 2025-2035.		Manager Parks and Environment	●			

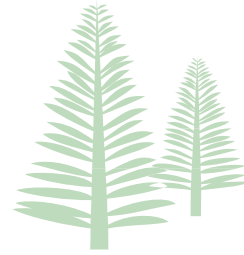
Outcome 10. Safe, affordable, accessible and sustainable transport systems

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
10.1. Encourage more people to walk, ride or use other active transport.	10.1.1. Implement the Esperance 2050 Cycling Strategy.	Esperance 2050 Cycling Strategy	Director Asset Management	●	●	●	●
	10.1.2. Construct sealed shoulders along the tourist loop and Fisheries Road (Norseman Road to Dempster Road) to improve safety for cyclists and vehicles.		Manager Asset Operations	●	●	●	●
	10.1.3. Provide safety measures along The Esplanade and Fisheries Road to improve pedestrian crossings.	Parking, Traffic and Pedestrian Strategy Implementation Plan 2016	Director Asset Management	●	●		

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
10.2. Deliver an efficient and safe road network	10.2.1. Develop a Road Safety Strategy.	Driving Change – Road Safety Strategy	Director Asset Management	●			
	10.2.2. Advocate for Main Roads to provide road upgrades and more passing lanes.		Director Asset Management	●	●	●	●
	10.2.3. Partner with Main Roads WA to undertake a Corridor Upgrade Plan for Harbour Road from Mungan Street to Barney Hill, including South Coast Hwy Intersection upgrade, Pink Lake Road Intersection Upgrade and the Barney Hill Realignment.		Director Asset Management	●			
	10.2.4. Implement the Shire of Esperance Road Construction and Maintenance Program.		Manager Asset Operations	●	●	●	●
10.3. Improve access to parking.	10.3.1. Implement the Esperance Town Centre Parking, Traffic and Pedestrian Strategy.	Parking, Traffic and Pedestrian Strategy Implementation Plan 2016	Director Asset Management	●	●	●	●
	10.3.2. Pursue opportunities to secure land to link Dempster Street and RSL public car parks.	Town Centre Revitalisation Plan 2015-2035	Director Asset Management		●		
	10.3.3. Investigate options to accommodate additional parking within the verge area between The Esplanade and Yacht Club.	Parking, Traffic and Pedestrian Strategy Implementation Plan 2016	Director Asset Management	●			
	10.3.4. Provide concepts for parking improvements around Forrest Street.	Parking, Traffic and Pedestrian Strategy Implementation Plan 2016	Manager Asset Development	●			
10.4. Improve public and shared transport services.	10.4.1. Support a public bus service trial.		Chief Executive Officer	●			
	10.4.2. Investigate options for local ride share services.		Chief Executive Officer	●			
	10.4.3. Implement the Esperance Airport Masterplan (including an upgrade to the main runway, replacement of the runway lighting system, and additional apron space)	Esperance Airport Master Plan 2020	Manager Council Enterprises	●	●	●	●



Prosperity



Growing and thriving, the Esperance region is a great place to live, work, invest and visit

Current situation

The Shire of Esperance has been steadily improving as a place to live. MARKYT® Community Scorecard ratings increased a further 5 points in 2021, now 81 out of 100 and 6 points above the industry average.

As a place to work or operate a business, there is room to improve. Economic development, tourism attractions and marketing are top priorities for the local community.

Community members would like to attract new enterprises in emerging and high growth sectors to generate more local jobs, more housing to accommodate local workers, and more training opportunities and apprenticeships to retain local youth.

The current housing shortage is considered to be a critical barrier to overcome for economic growth and prosperity, along with the recruitment of much needed roles in the health and community care sector.

As a tourist destination, the Shire is performing well. The place to visit score is up 6 points to 82, 14 points above the industry average and only trailing the industry leader by 6 points (currently the Shire of Denmark). To perform better, the community would like the town centre to be revitalised, shops and restaurants to be open longer hours, greater diversity and promotion of attractions, and improved visitor accommodation.

Recent achievements



Esperance Tourism Strategy

In 2021, Council endorsed a five-year strategy to guide a coordinated approach to tourism development, sustainable growth, and yield improvement into the future.



James Street Precinct Plan

Extensive consultation was undertaken with the community to understand needs and expectations for the James Street Cultural Precinct. It is expected that the Plan will be finalised in the 2021/22 financial year.



COVID-19 Relief Initiatives

In response to COVID-19, we adopted a range of community and business relief initiatives to help with the recovery effort, including 0% rates and fee increases in 2020/21. We extend our thanks to IGO Limited for making a \$150k donation in support of these initiatives.



Supporting innovation

The Shire is working with Beam Mobility to conduct a 12 month trial and evaluation of e-scooter hire services for short point-to-point journeys in Esperance.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Prosperity aspiration and outcomes.

- Economic development
- Town centre development
- Tourism
- Esperance Visitor Centre
- Events

Our plan for the future

Outcome 11. Access to quality education and lifelong learning opportunities

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
11.1. Facilitate access to quality education, training and development opportunities.	11.1.1. Advocate for South Regional TAFE to develop and promote specialist courses in relevant areas.	Youth Friendly Communities Report 2016 Stage 1; Age-Friendly Communities Report 2015	Chief Executive Officer	●	●	●	●
	11.1.2. Advocate for urgent upgrades and a rebuild of Esperance Senior High School.		Chief Executive Officer	●	●		
	11.1.3. Facilitate discussions with universities to explore options for a remote student services campus in Esperance.		Chief Executive Officer	●	●	●	●
	11.1.4. Facilitate an annual review of the Goldfields Designated Area Migration Agreement to ensure it remains relevant to the community.		Manager Community and Economic Development	●	●	●	●

Outcome 12. A prosperous and diverse economy

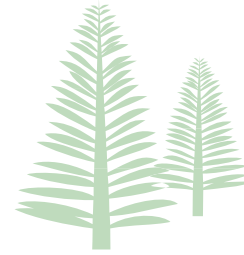
Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
12.1. Attract and retain diverse industries and enterprises to grow the economy and local jobs.	12.1.1. Provide an Economic Development Strategy for the Shire of Esperance.		Manager Community and Economic Development	●			
	12.1.2. Support proponents in priority industry sectors to establish businesses and develop projects in Esperance.		Chief Executive Officer	●	●	●	●
	12.1.3. Promote Esperance as a suitable centre for research and development, and pilot projects.	Growth Plan Implementation Schedule 2012-2016	Chief Executive Officer	●	●	●	●
	12.1.4. Participate in the Small Business Friendly Initiative.		Manager Development and Statutory Services	●			
	12.1.5. Advocate for a shared work space facility in Esperance where start-ups, small businesses and visitors can be co-located to network and support one another.		Manager Community and Economic Development	●	●	●	●

Outcome 13. A vibrant and welcoming tourism destination

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
13.1. Lead the promotion of Esperance as a destination of choice.	13.1.1. Implement the Esperance Tourism Strategy.	Tourism Strategy 2021	Manager Community and Economic Development	●	●	●	●
	13.1.2. Fund a Tourism Development Manager (4 year contract) in partnership with Australia's Golden Outback.	Tourism Strategy 2021	Director Corporate and Community Services	●	●	●	●
	13.1.3. Provide more digital marketing and advertising opportunities to promote local experiences at Council facilities (eg. Esperance Airport)		Manager Marketing and Communications	●	●	●	●
13.2. Improve tourism infrastructure, services and experiences.	13.2.1. Advocate for development of a 4 to 5 star accommodation offering.	Tourism Strategy 2021	Chief Executive Officer	●	●	●	●
	13.2.2. Implement the recommendations from the Tourist and Worker Accommodation Study.		Manager Community and Economic Development	●	●	●	●
	13.2.3. Advocate for Traditional Owners to develop and promote cultural heritage tourism activities.	Tourism Strategy 2021	Chief Executive Officer	●	●	●	●
	13.2.4. Advocate for the development and promotion of tourism experiences.	Tourism Strategy 2021	Chief Executive Officer	●	●	●	●
	13.2.5. Develop wayfinding and interpretive tourism signage.	Tourism Strategy 2021	Director Asset Management	●	●	●	●



Performance



We have a clear direction for the future and a robust plan to make it happen

Current situation

After the Shire's governance score fell from 55 to 39 index points between 2013 and 2019, it rebounded to 59 points in the 2021 MARKYT® Community Scorecard, up 20 points. Performance is now 3 points above the industry average.

The community feels Council's leadership had the greatest improvement over the past two years, up 29 points, with ratings increasing from 31 to 60 points. Ratings are now 10 points above the industry average.

Improvements were also noted with consultation, communication, the Shire's understanding of local needs, and customer service. Customer service has been trending up since 2011, moving from 47 to 62 points.

The community feels the Shire has performed well in embracing technology and innovation, with scores increasing from 40 in 2019 to 60 in 2021.

Overall, it seems confidence is growing in the Shire's leadership team and ability to deliver value for money. The value for money rating is 4 points above average.

Recent achievements



Recording Council Meetings

New audio visual technology was installed in Council Chambers to live stream council meetings.



Audio Improvements for Chambers

Fitted an audio loop in Council Chambers and provided new microphones with speakers in the public area to assist people with compromised hearing to attend and participate in these meetings.



Ward and Representation Review

Following community engagement, Council resolved to adjust the ward boundaries and representation. Town Ward increased, with the number of Elected Members increasing from six to seven. Rural Ward decreased, with the number of Elected Members decreasing from three to two.



Communication and Engagement Strategy

A new Communication and Engagement Strategy was endorsed by Council. It outlines digital and non-digital approaches to effectively share information and to proactively engage the community.

What we will keep doing

Council will continue to deliver and improve a range of services and facilities that contribute to achievement of the Performance aspiration and outcomes.

- Governance
- Corporate Support
- Corporate Reporting
- Finance Management
- Tenders and Contracts
- Project Management
- Information Services
- Human Resources
- Customer Service



Our plan for the future

Outcome 14. Community confidence and trust in Council

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
14.1. Provide transparent, accountable and effective leadership.	14.1.1. Provide Integrated Planning and Reporting (IPR) framework documents and reviews.		Director Corporate and Community Services	●	●	●	●
	14.1.2. Provide public reports on progress towards achievement of priority projects and outcomes.		Director Corporate and Community Services	●	●	●	●

Outcome 15. Operational excellence and financial sustainability

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
15.1. Provide responsible, agile and innovative planning and resource management.	15.1.1. Review the Long Term Financial Plan and informing plans per IPR framework.		Director Corporate and Community Services	●	●	●	●
	15.1.2. Review and implement initiatives to improve internal business efficiencies and service delivery (such as more online services and digital forms).		Manager Information Services	●	●	●	●

Outcome 16. A well informed and engaged community

Objectives	Priority Projects	Linked Strategies	Responsible	22-23	23-24	24-25	25-26
16.1. Provide authentic, relevant and effective engagement with community members	16.1.1. Implement the Communication and Engagement Strategy.	Communication Engagement Strategy 2021-2024	Manager Marketing and Communications	●	●	●	●
	16.1.2. Provide a new website with improved functionality.		Manager Marketing and Communications	●			
	16.1.3. Provide regular forums and events to inform and engage the community about local issues and council decisions (such as pop-up booths at local community events).	Communication Engagement Strategy 2021-2024	Chief Executive Officer	●	●	●	●
	16.1.4. Conduct a biennial community survey to assess community priorities and benchmark performance levels.	Communication Engagement Strategy 2021-2024	Manager Marketing and Communications		●		●

Resourcing the Plan

Strong commitment to value

Council is committed to providing value for money. Long term financial planning and annual budgeting is undertaken to responsibly manage expenditure. Shire services, facilities and special projects are funded through various revenue streams. This includes grants from State and Commonwealth government, Lotterywest and others, rates, fees and charges, and cash reserves.

Please see the Long Term Financial Plan at www.esperance.wa.gov.au for more information.

An engaged workforce

The Shire is committed to attracting, training and retaining a skilled and engaged workforce to achieve the outcomes in the Council Plan. The Workforce Plan is regularly reviewed to ensure workforce resources are aligned with community needs.

In January 2022, there were 231 full time equivalent (FTE) positions in the Shire of Esperance, consisting of full time, part time and casual employees.

Please see the Shire's Workforce Plan at www.esperance.wa.gov.au for more information.

Directorate	Full time	Part Time	Casual	Total FTE
Executive Services	5	0	0	5.0
Corporate and Community Services	19	19	6	34.8
Asset Management	88	7	10	91.7
External Services	47	61	70	99.5
Total	159	87	86	231

Managing risk

The Shire identifies and manages risks to optimise achievement of the vision, outcomes, objectives and priority projects. Every Councillor, employee, volunteer and contractor within the Shire is recognised as having a role in risk management, from risk identification, reporting and assessment, to implementing risk treatments. Everyone is required to follow the Risk Management Policy, Risk Management Procedures Manual, and Risk Management Framework. These documents are based on Australia/New Zealand Standard ISO 31000:2018 Risk Management.

Service area planning

Service area planning is being introduced to provide efficient and cost-effective delivery of priority projects and continuous improvement of existing services and facilities.

Financial Summary

The financial summary provides estimated revenue and expenses over the next four years. Please refer to the Shire's Long Term Financial Plan and Annual Budget for more detail.

	2022-23	2023-24	2024-25	2025-26
Operating Revenue				
Rates	23,445,024	24,617,717	25,725,748	26,883,407
Operating Grants	9,929,083	10,226,956	10,482,630	10,744,695
Fees & Charges	9,918,684	10,216,245	10,471,651	10,733,442
Other	2,932,716	2,897,684	2,959,918	3,023,505
Total	46,225,508	47,958,601	49,639,947	51,385,049
Operating Expense				
Employee Costs	(20,079,605)	(20,890,524)	(21,820,558)	(22,687,326)
Materials & Contracts	(10,719,172)	(11,222,973)	(11,582,108)	(11,952,735)
Depreciation	(20,413,644)	(20,894,227)	(21,236,891)	(21,238,179)
Other	(3,443,276)	(4,746,544)	(3,771,959)	(5,339,445)
Total	(54,655,696)	(57,754,268)	(58,411,515)	(61,217,686)
Non Cash Items - Adjustments	20,850,917	20,060,346	20,577,497	21,740,222
Capital Expenditure and Revenue				
Capital Expenditure	(22,676,854)	(41,969,807)	(20,831,720)	(20,473,938)
Repayment of Loans	(250,624)	(727,651)	(1,146,508)	(862,726)
New Loan Borrowings	3,500,000	10,000,000	0	0
External Grant Funding	5,858,639	11,490,690	9,292,160	6,273,185
Sale of Assets	1,337,456	2,581,842	3,526,478	2,505,520
Other- Including Reserves	(292,786)	8,487,905	(2,647,118)	707,372
Total	(12,524,169)	(10,137,022)	(11,806,708)	(11,850,586)
Estimated Surplus/(Deficit) B'fwd	(6,584)	(110,024)	17,633	16,854
Estimated Closing Position	(110,024)	17,633	16,854	73,852



Developing the Plan

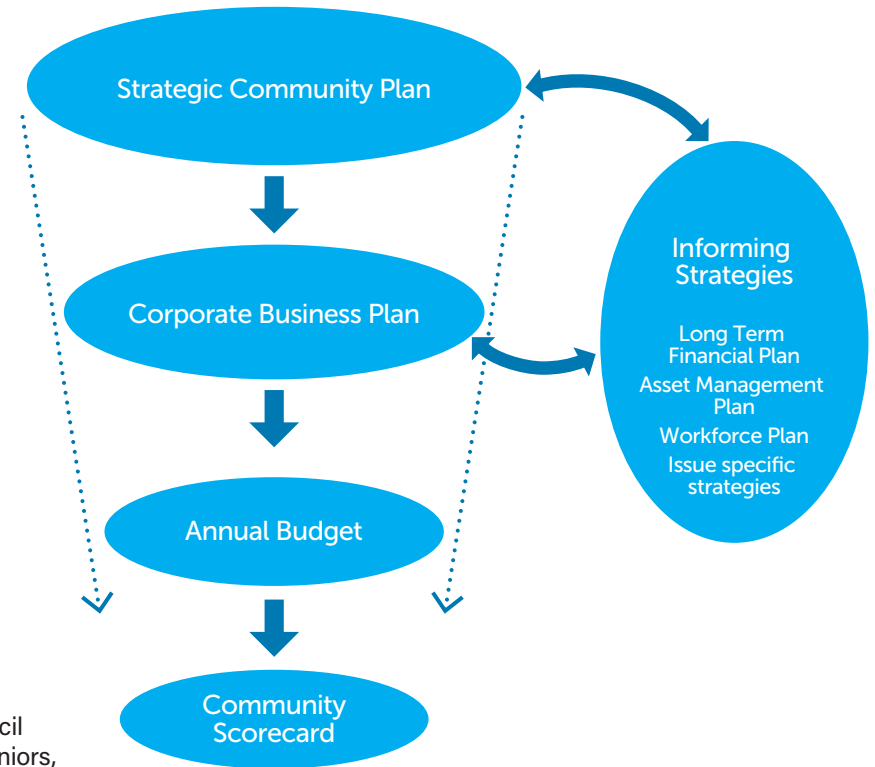
The *Local Government Act 1995* requires all local governments to plan for the future. Councils are required to adopt a 10 year Strategic Community Plan, 4 year Corporate Business Plan and Annual Budget that are integrated with asset management plans, a workforce plan and a long-term financial plan.

To streamline reporting and strengthen integration, we have combined the Strategic Community Plan and Corporate Business Plan into one succinct document and named it our Council Plan.

In 2021, Council embraced the FUTYR® approach to conduct a major review of its Strategic Community Plan and Corporate Business Plan. This is a community-led, integrated and streamlined approach designed specifically for local government. It involved:


- Desktop research
- Detailed review of current plans and strategies to align and integrate outcomes and actions
- Community perceptions survey and benchmarking using the MARKYT® Community Scorecard
- Series of workshops with Elected Members, staff, key stakeholders and local community members

We express our deepest thanks to all community members who assisted with development of the Council Plan. We heard from a good cross section of people in the local community, including youth, families, seniors, people with disability, people with diverse cultural backgrounds, local businesses owners and managers, and representatives from local community organisations.



MARKYT 
Community Scorecard

900
community
members

MARKYT 
Community VoiceBank

46,600+
word count of ideas
and suggestions

FUTYR 
Community Workshops

63
participants

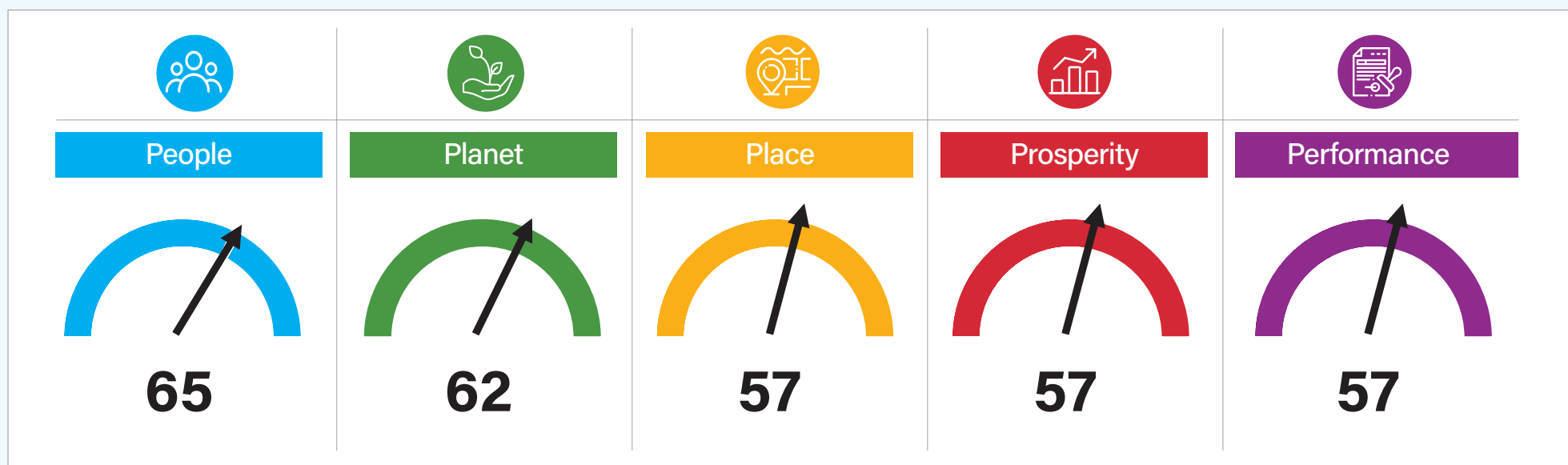
Our Performance

To track progress against outcomes in this plan, Council monitors real and perceived performance levels.

Real data is accessed from various sources and is reported in the Annual Report. Please visit www.esperance.wa.gov.au to access the Shire's latest Annual Report.

The MARKYT® Community Scorecard measures and benchmarks community perceptions of performance levels. The scores provided below are obtained from this scorecard. They represent the average performance score for each of the five pillars. Contributing service areas for each pillar are listed in the chart on the opposite page. The performance score is represented as a score out of 100.

Average Performance Scores



Performance Scale

Terrible	Poor	Okay	Good	Excellent
0	25	50	75	100

Have an idea to enhance Esperance's outstanding beauty or to bring an opportunity to life?

Please reach out to your elected member or the responsible officer at the Shire of Esperance to share your thoughts and ideas.

In person: Shire of Esperance Administration Centre, Windich Street, Esperance

Phone: +618 9071 0666

Email: shire@esperance.wa.gov.au



www.esperance.wa.gov.au





FUTYR® Council Plan | Community Engagement Plan

Purpose:

Ensure a robust and representative sample of the community is engaged in the development of the City of Nedlands' Plan for the Future. In line with the Local Government Act and Integrated Planning and Reporting Guidelines, the City is undertaking a major review of its Strategic Community Plan. This is being combined with a review of the City's Corporate Business Plan (long overdue). The resulting plan will be our Council Plan; our Plan for the Future. It will meet the State Government's requirements for the Strategic Community Plan and Corporate Business Plan, and follow best practice community-led strategic planning principles.

Approach:

The City has engaged CATALYSE® Pty Ltd to implement the FUTYR® approach to Integrated Planning and Reporting. This innovative and proven approach has been adopted by ten councils across Australia, and is currently being adopted by two more councils in Western Australia.

Community Engagement Activity and purpose	Level	Responsible	Audience	Channel	Cost	Timing
FUTYR® Scoping Session (Concept Forum) Provide Councillors with an overview of the FUTYR® framework and proposed Community Engagement Plan	-	CATALYSE	Councillors Executives	Workshop. 1 hour in person workshop.	Inclusive with CATALYSE contract	7 Feb
Agenda Forum Present Community Engagement Plan	-	City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	14 Feb
Council Meeting Approve Community Engagement Plan	Inform	City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	28 Feb

Community Engagement Activity and purpose	Level	Responsible	Audience	Channel	Cost	Timing
MARKYT® Community Scorecard <ul style="list-style-type: none"> - Assess overall performance - Assess current service levels (perceived) - Determine community priorities - Understand community aspirations / suggested changes and improvements 	Inform	CATALYSE	Option A: All community members living in the City of Nedlands	Post: To reach a robust and representative sample of the community, a hard copy scorecard will be mailed to all households in the City of Nedlands using Australia Post Unaddressed Mail.	\$10,690 plus GST	Mar/Apr
		CATALYSE	Option B: Random sample of community members living in the City of Nedlands	Post: Hard copy scorecards will be mailed to a random sample of 2,000 households. <i>Please note: this option is dependent on the City of Nedlands having a robust customer database so that we can draw at least 3,000 randomly selected and valid email addresses.</i>	Estimated to be: \$6,000 plus GST based on printing and postage rates (as of 22/12/2022)	Mar/Apr
	Inform	CATALYSE	City of Nedlands customers	Online: CATALYSE® will send an email invitation to all residents, businesses, community organisations, and customers who have provided a valid email address. Community members will be invited to complete a scorecard, and to share a scorecard invitation with family and associates.	Inclusive with CATALYSE contract	Mar/Apr
	Inform	City of Nedlands	City of Nedlands website visitors	City website. The City will promote the scorecard via its website (general news and Nedlands Voice pages) to raise awareness of the study.	City of Nedlands operational budget	Mar/Apr
	Inform	City of Nedlands	City of Nedlands social media contacts	Social media pages. The City will promote the scorecard via its social media channels to raise awareness of the study.	City of Nedlands operational budget	Mar/Apr
	Inform	City of Nedlands	City of Nedlands customers	Posters. The City will design and put up posters in City venues (Administration Centre, libraries, Tresillian, etc) to raise awareness of the study.	City of Nedlands operational budget	Mar/Apr

Community Engagement Activity and purpose	Level	Responsible	Audience	Channel	Cost	Timing
MARKYT® Community Scorecard (continued)	Inform	City of Nedlands	Community members	Referral. The City will invite local organisations, schools, sporting clubs, etc to share the scorecard with their customers / members.	City of Nedlands operational budget	Mar/Apr
	Consult	CATALYSE	All community members / customers. We anticipate hearing from at least 500 respondents. We often hear from over 1,000 respondents.	Survey Community members will be invited to complete an anonymous scorecard in hard copy or online. Scorecards may be returned using Reply Paid post (an envelope will be provided), by scanning and emailing their responses, or submitting their response online.	Inclusive with CATALYSE contract	Mar-May
FUTYR® Planning Workshop 1 (Management) <ul style="list-style-type: none"> • Present an overview of the current situation based on: <ul style="list-style-type: none"> ○ Desktop Review ○ MARKYT® Community Scorecard ○ MARKYT® VoiceBank ○ CULTYR® Employee Scorecard ○ Manager feedback • Test and refine key components of the Council Plan - Our Plan for the Future: <ul style="list-style-type: none"> - Vision and purpose - Current situation - Community aspirations and priorities - Suggested outcomes and objectives - Key performance measures • Identify knowledge gaps and information objectives 	Internal	CATALYSE	Executives Managers	Workshop. We will facilitate a full day, in person workshop.	Inclusive with CATALYSE contract	8.30am to 4pm Tue 6 June

Community Engagement Activity and purpose	Level	Responsible	Audience	Channel	Cost	Timing
<p>FUTYR® Planning Workshop 2 (Councillors)</p> <ul style="list-style-type: none"> • Present an overview of the current situation based on: <ul style="list-style-type: none"> ○ Desktop Review ○ MARKYT® Community Scorecard ○ MARKYT® VoiceBank ○ CULTYR® Employee Scorecard ○ Manager feedback • Test and refine key components of the Council Plan - Our Plan for the Future: <ul style="list-style-type: none"> - Vision and purpose - Current situation - Community aspirations and priorities - Suggested outcomes and objectives - Key performance measures • Identify knowledge gaps and information objectives for the FUTYR® Community Workshops 	Internal	CATALYSE	Councillors Executives	<p>Workshop. We will facilitate a full day, in person workshop.</p>	Inclusive with CATALYSE contract	<p>TBC</p> <p>9am to 4pm Fri 9 June OR Sat 10 June</p>
<p>FUTYR® Community workshops</p> <ul style="list-style-type: none"> • Present an overview of the current situation • Test and refine key components of the draft Council plan with a focus on: <ul style="list-style-type: none"> - Vision and purpose - Outcomes - Objectives - Actions / key projects - Key performance measures 	Collaborate	CATALYSE	Representative sample of community members who opt in to participate; typically, around 70 to 150 community members who represent a cross section of residents, ratepayers, business owners, community organisations, local schools, and special interest groups (disability, youth, seniors, CALD, etc)	<p>Workshops. 2 x 2 hours workshops with separate groups of community members.</p>	Inclusive with CATALYSE contract	<p>Morning session: 9am-11am</p> <p>Evening session: 6-8pm</p> <p>Wed 14 June</p>

Community Engagement Activity and purpose	Level	Responsible	Audience	Channel	Cost	Timing
FUTYR® Planning Workshop 3 Review / refine the draft Council Plan	Internal		Executives Managers	Workshop. We will facilitate a half to full day, in person workshop (as needed).	Inclusive with CATALYSE contract	June, week commencing 24 July
Concept Forum Workshop draft Council Plan	-	CATALYSE	Councillors Executives	Meeting A two hour Council Meeting will be facilitated to review the draft plan. A draft Council Plan will be circulated one week ahead of this Council Meeting.	Inclusive with CATALYSE contract	1 Aug
Agenda Forum Present draft Council Plan and agree Public Comment Period	-	City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	8 Aug
Council Meeting Approve Community Engagement Plan	Inform	City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	22 Aug
Public comment period	Consult	City of Nedlands	All community members	Advertisements The City will advertise the draft Council Plan for public comment via standard City channels.	City of Nedlands operational budget	Aug/Sep (5 weeks)
Concept Forum Workshop final Council Plan (Word Format)	-	CATALYSE	Councillors Executives	Meeting A two hour Council Meeting will be facilitated to review the draft plan. A draft Council Plan will be circulated one week ahead of this Council Meeting.	Inclusive with CATALYSE contract	7 Nov
Agenda Forum Present Final Council Plan (Word Format)		City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	14 Nov
Council Meeting Approve Final Council Plan (Word Format)		City of Nedlands	Councillors	Council Meeting	City of Nedlands operational budget	28 Nov
Final Council Plan Deliver a final Council Plan (InDesign format)	Inform	CATALYSE	All stakeholders	Council Plan The final council plan will be designed and delivered electronically (InDesign format)	City of Nedlands operational budget	December

20. Council Members Notice of Motions of Which Previous Notice Has Been Given

This item will be dealt with at the Ordinary Council Meeting.

21. Urgent Business Approved By the Presiding Member or By Decision

This item will be dealt with at the Ordinary Council Meeting.

22. Confidential Items

Confidential items to be discussed at this point.

22.1 CSD02.02.23 CONFIDENTIAL Request for Financial Assistance – Nedlands Croquet Club

A confidential report has been circulated to Council Members separately.

22.2 CSD03.02.23 CONFIDENTIAL Nedlands Community Care

A confidential report has been circulated to Council Members separately.

23. Declaration of Closure

There being no further business, the Presiding Member will declare the meeting closed.