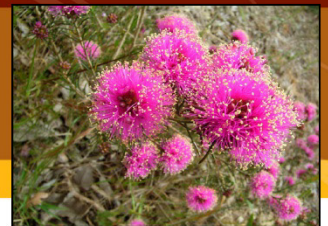
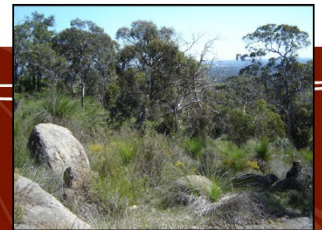


# Corporate & Community Services Committee Meeting

Agenda for Monday 17 July 2017



**city of  
kalamunda**

## NOTICE OF MEETING CORPORATE & COMMUNITY SERVICES COMMITTEE

Dear Councillors

Notice is hereby given that the next meeting of the Corporate & Community Services Committee will be held in the Council Chambers, Administration Centre, 2 Railway Road, Kalamunda on **Monday 17 July 2017 at 6.30pm.**

  
Rhonda Hardy  
**Chief Executive Officer**  
13 July 2017



### Core Values

- Service:** We deliver excellent service by actively engaging and listening to each other.
- Respect:** We trust and respect each other by valuing our differences, communicating openly and showing integrity in all we do.
- Diversity:** We challenge ourselves by keeping our minds open and looking for all possibilities and opportunities.
- Ethics:** We provide honest, open, equitable and responsive leadership by demonstrating high standards of ethical behaviour.

### Aspirational Values

- Creativity:** We create and innovate to improve all we do.
- Courage:** We make brave decisions and take calculated risks to lead us to a bold and bright future.
- Prosperity:** We will ensure our District has a robust economy through a mixture of industrial, commercial, service and home based enterprises
- Harmony:** We will retain our natural assets in balance with our built environment

*Our simple guiding principle will be to ensure everything we do will make Kalamunda socially, environmentally and economically sustainable.*

[www.kalamunda.wa.gov.au](http://www.kalamunda.wa.gov.au)

city of  
**kalamunda**

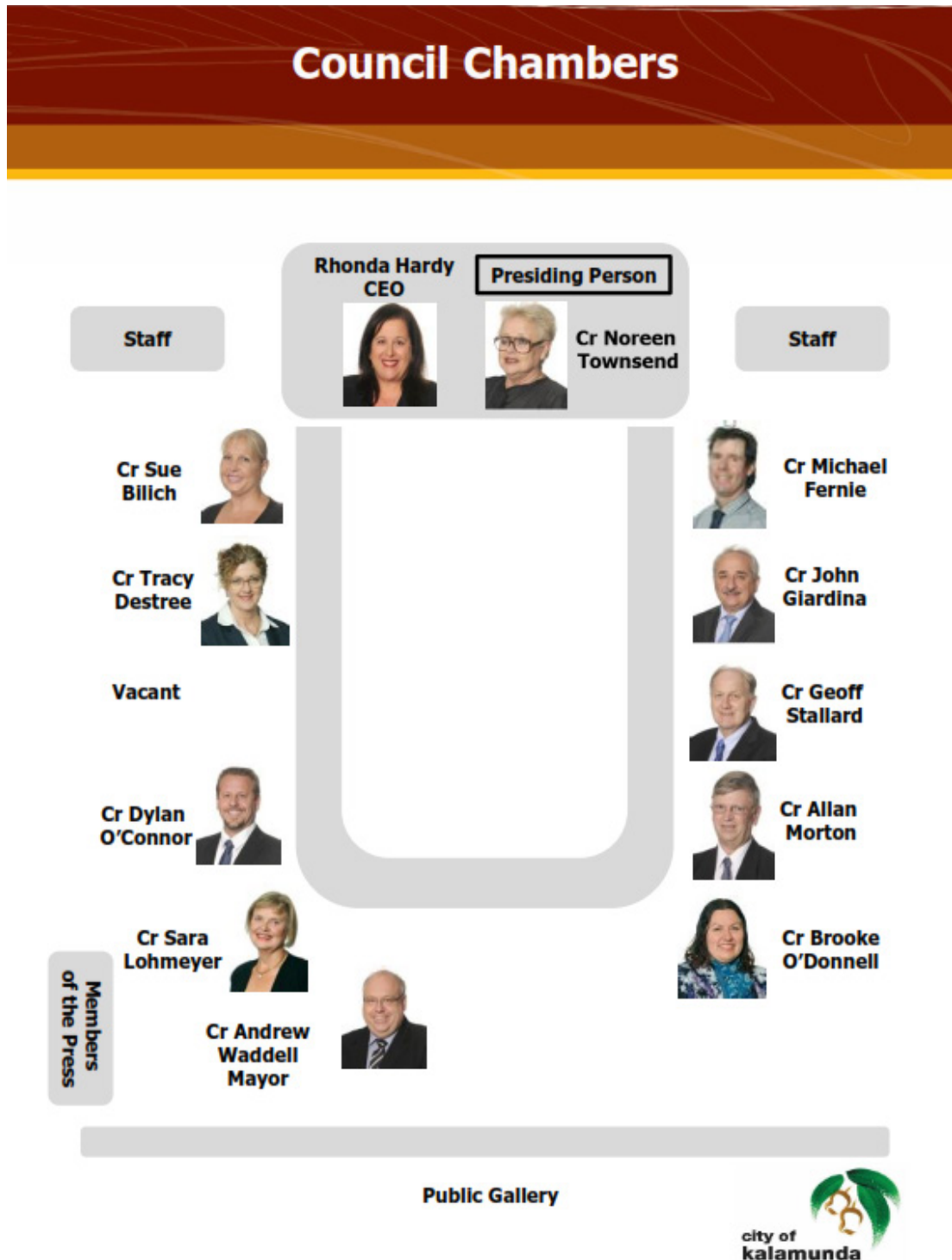


## INFORMATION FOR THE PUBLIC ATTENDING COMMITTEE OR COUNCIL MEETINGS

Welcome to this evening's meeting. The following information is provided on the meeting and matters which may affect members of the public.

If you have any queries related to procedural matters, please contact a member of staff.

### Council Chambers – Seating Layout



## **Standing Committee Meetings – Procedures**

1. Standing Committees are open to the public, except for Confidential Items listed on the Agenda.
2. City of Kalamunda Standing Committees have a membership of all 12 Councillors.
3. Unless otherwise advised a Standing Committee makes recommendations only to the next scheduled Ordinary Council Meeting.
4. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a City Staff Member.
5. Members of the public are able to ask questions at a Standing Committee Meeting during Public Question Time. The questions should be related to the purposes of the Standing Committee.
6. Members of the public wishing to make a comment on any Agenda item may request to do so by advising staff prior to commencement of the Standing Committee Meeting.
7. Comment from members of the public on any item of the Agenda is usually limited to three minutes and should address the Recommendations at the conclusion of the report.
8. To facilitate the smooth running of the meeting, silence is to be observed in the public gallery at all times except for Public Question Time.
9. All other arrangements are in general accordance with Council's Standing Orders, the Policies and decision of person chairing the Committee Meeting.

## **Emergency Procedures**

**Please view the position of the Exits, Fire Extinguishers and Outdoor Assembly Area as displayed on the wall of Council Chambers.**

**In case of an emergency follow the instructions given by City Personnel.**

**We ask that you do not move your vehicle as this could potentially block access for emergency services vehicles.**

**Please remain at the assembly point until advised it is safe to leave.**

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## AGENDA

### 1.0 OFFICIAL OPENING

### 2.0 ATTENDANCE, APOLOGIES AND LEAVE OF ABSENCE PREVIOUSLY APPROVED

### 3.0 PUBLIC QUESTION TIME

A period of not less than 15 minutes is provided to allow questions from the gallery on matters relating to the functions of this Committee. For the purposes of Minuting, these questions and answers will be summarised.

### 4.0 PETITIONS/DEPUTATIONS

### 5.0 CONFIRMATION OF MINUTES OF PREVIOUS MEETING

5.1 That the Minutes of the Corporate & Community Services Committee Meeting held on 19 June 2017, as published and circulated, are confirmed as a true and accurate record of the proceedings.

Moved:

Seconded:

Vote:

#### Statement by Presiding Member

"On the basis of the above Motion, I now sign the minutes as a true and accurate record of the meeting of 19 June 2017".

### 6.0 ANNOUNCEMENTS BY THE PRESIDING MEMBER WITHOUT DISCUSSION

### 7.0 MATTERS FOR WHICH MEETING MAY BE CLOSED

7.1 **58. Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place, Wattle Grove** - CONFIDENTIAL ATTACHMENT 4 – (Confidential Consultation Plan)  
Reason for Confidentiality: *Local Government Act 1995 S5.23 (2) (b) – "the personal affairs of any person;"*

## **8.0 DISCLOSURE OF INTERESTS**

### **8.1 Disclosure of Financial and Proximity Interests**

- a. Members must disclose the nature of their interest in matters to be discussed at the meeting. (Section 5.65 of the *Local Government Act 1995*.)
- b. Employees must disclose the nature of their interest in reports or advice when giving the report or advice to the meeting. (Section 5.70 of the *Local Government Act 1995*.)

### **8.2 Disclosure of Interest Affecting Impartiality**

- a. Members and staff must disclose their interest in matters to be discussed at the meeting in respect of which the member or employee had given or will give advice.

## **9.0 REPORTS TO COUNCIL**

Please Note: declaration of financial/conflict of interests to be recorded prior to dealing with each item.

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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**53. Capital Grants – Clubs and Community Groups – Council Policy and Management Procedure**

Previous Items	OCM 75/2017
Responsible Officer	Director Corporate & Community Services
Service Area	Community Development
File Reference	
Applicant	City of Kalamunda
Owner	N/A
Attachment 1	Proposed Capital Grants – Clubs and Community Groups Policy
Attachment 2	Proposed Capital Grants – Clubs and Community Groups Management Procedure
Attachment 3	Proposed Capital Grants Timeline

**EXECUTIVE SUMMARY**

1. The purpose of this report is to consider the adoption of the Capital Grants – Club and Community Groups – Council Policy and Management Procedure.
2. The Policy provides a set of guiding principles that will be used to assess funding applications in order to guide the forward planning and development of sport, recreation and other community infrastructure in alignment with key principles to ensure responsiveness to the long term needs of the community and consistency with strategic and corporate objectives.
3. It is recommended that Council receive the feedback from the public comment period and adopt the Capital Grants - Clubs and Community Groups – Council Policy (the Policy) (Attachment 1) and notes the new Management Procedure (Attachment 2).

**BACKGROUND**

4. At the Ordinary Council Meeting held on Monday 22 May 2017, Council resolved to advertise the draft Capital Grants – Clubs and Community Groups Policy for a period of 28 days for public comment and hold a focus group to communicate the details of the new Policy and Management Procedures (OCM 75/2017).
5. The Policy will guide the forward planning and development of capital infrastructure projects, by providing alignment with key principles and Council’s strategic and corporate objectives. The Policy focuses on strategic alignment, community needs, co-location and funding partnerships.
6. As per Council resolution OCM 75/2017, the Policy was subsequently advertised for the purposes of seeking public comments for a period of 28 days.
7. The public comment period closed on 1 July 2017 with no submissions received.



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## DETAILS

8. The Policy and Management Procedures will establish a set of guiding principles that will be used to assess each application and a process that will allow sufficient time for community groups and staff to work through the needs and priorities of each project.
9. All community requests for capital works will be considered through a transparent and accountable process that emphasises the need for prioritisation. An initial Expression of Interest (EOI) form will be required to be submitted by applicants requesting funding.
10. The key priorities within the Policy that will be used to determine whether a particular project is required, or if the need can be satisfied in some other way are:
  - *Strategic alignment*
  - *Demonstrated community need*
  - *Co-location and shared use*
  - *External funding opportunities*
  - *Community health and wellbeing*
  - *Functionality*
  - *Availability of existing facilities*
  - *Demonstrated sustainable club/organisation*
11. In the event of an urgent or priority project being identified, which is outside of those projects listed and endorsed within the LTFP, a business case will be submitted for consideration and approval by Council.

## STATUTORY AND LEGAL CONSIDERATIONS

12. *Local Government Act 1995* Section 5.56 Planning for the future:
  - (1) A local government is to plan for the future of the district.
  - (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

## POLICY CONSIDERATIONS

13. Section 2.7 (2) (b) of the Act states that Council is to “determine the local government policies”

Policies provide Council and staff with the ability and direction to make decisions that are considered to be consistent and unbiased. A policy can also provide details on the matter in which the City undertakes, or requires others to undertake, certain works or activities.

The Council has established the following level of Policy:

  1. Council Policies

These are strategic policies that set governing principles and guide the direction of the organisation to align with community values and

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aspirations. These policies have a strategic, external focus and align with the mission, vision and strategic direction of the City.

2. Shire Policies

These policies are developed for administrative and operational requirements. They have an internal focus.

3. Procedures

Council and City Policies may be supported by Management Procedures that outlines how the City Policy will be implemented.

The Capital Grants – Clubs and Community Groups – Council Policy under consideration has been classified as a Council Policy. The Policy is strategic in nature because it will be used to guide the assessment of future funding applications and the forward planning and development of sport, recreation and other community infrastructure initiatives.

## **COMMUNITY ENGAGEMENT REQUIREMENTS**

### **Internal Referrals**

14. In addition to the Community Development business unit, Finance and the Executive Management Team were consulted.

### **External Referrals**

15. The opportunity for public comment was promoted widely through advertising on the City website, in the local newspapers and the Recreation Services "Clubs 4 Life" e-newsletter.
16. A focus group was also held for Club Presidents on Wednesday 7 June where information was provided regarding the proposed Policy and new Management Procedure.

## **FINANCIAL CONSIDERATIONS**

17. All proposed Capital Grant Projects will need to be prioritised by Council and considered for inclusion within the Long Term Financial Plan (LTFP) and/or the next annual budget deliberation process.
18. Projects will not be considered within the financial year that the EOI application was made.
19. Council may endorse an organisation's capital development project without providing funding support. If Council provides funding support, it will generally be on the basis of providing a grant of up to one-third of the total project cost.

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## **STRATEGIC COMMUNITY PLAN**

### **Strategic Planning Alignment**

20. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 1.2: To provide safe and healthy environments for community to enjoy.

Strategy 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

## **SUSTAINABILITY**

### **Social Implications**

21. This Policy applies to a broad range of community infrastructure within clubs and community groups as well as individuals looking to obtain a health, wellbeing and/or socialisation benefit.
22. One of the assessment criteria which is aimed at maximising community benefit is Community Health and Wellbeing, which states that "Facilities or improvements that increase opportunities for physical activity and social wellbeing as well as recognising the value of accessibility and inclusive participation, will be highly regarded".

### **Economic Implications**

23. This Policy will enable stronger alignment to the City's Strategic Community Plan and will enhance access to external funding sources reducing the financial impact on the City's ratepayers.

### **Environmental Implications**

24. Nil.

**RISK MANAGEMENT CONSIDERATIONS**

25.	<b>Risk:</b> That Capital infrastructure projects are not well planned or effectively prioritised within the LTFP.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Possible	Moderate	Medium
	<b>Action / Strategy</b>		
	Establish a transparent and accountable process that clearly demonstrates there is sufficient need and funding availability for the project.		
	<b>Risk:</b> The current policy does not provide the community, staff or Council with sufficient direction or guidance.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Possible	Moderate	Medium
	<b>Action / Strategy</b>		
	Develop a new policy and procedure.		

**OFFICER COMMENT**

- 26. The proposed new Council Policy will provide a greater emphasis on key priority areas such as strategic alignment, community needs, co-location and funding partnerships, when assessing whether a particular project will receive Council funding support.
- 27. The proposed new Management Procedure will establish a set of guiding principles that will be used to assess each application and provides a process that will allow sufficient time for community groups and staff to work through the needs and priorities of each individual project. It will also reduce the likelihood of project cost blow outs.
- 28. Applicants will be required to discuss their proposal with City staff prior to submitting an EOI, this will ensure the level of planning required corresponds with the size, complexity and sensitivity of the project.
- 29. Once all EOI applications have been submitted, the new process will provide Officers time to assess projects as part of a cross departmental team and determine which projects will be recommended to Council as part of the annual budget or LTFP process.
- 30. Council will then consider and prioritise the EOI projects and endorse the prioritisation as part of the annual budget and LTFP deliberation process.
- 31. Upon adoption of the Policy, Officers will ensure that sporting clubs and community groups are advised of the new procedure and associated timelines.
- 32. Subject to the adoption of the Policy and Management Procedure, Officers will then review and update the existing Community Funding Policy (COMR20).

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<b>Voting Requirements: Simple Majority</b>
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**OFFICER RECOMMENDATION (C&C 53/2017)**

That Council:

1. Adopt the Capital Grants – Clubs and Community Groups Policy (Attachment 1).
2. Notes the associated Capital Grants – Clubs and Community Groups Management Procedure (Attachment 2).

Moved:

Seconded:

Vote:

**Attachment 1 - Capital Grants - Clubs and Community Groups – Council Policy and Management Procedure**

<b>[Policy Number]: Capital Grants - Clubs and Community Groups Policy</b>	
<b>Management Procedure</b>	<b>Relevant Delegation</b>

**Purpose**

To guide the forward planning and development of sport, recreation and other community infrastructure in alignment with key principles to ensure responsiveness to the long term needs of the community and consistency with strategic and corporate objectives.

**Policy Statement**

This policy applies to a broad range of community infrastructure within which clubs and community groups as well as individuals obtain a health, wellbeing and /or socialisation benefit.

The City will consider requests for capital funding for facility improvements from local community and sporting groups.

Supported capital funding requests will be prioritised through the Long Term Financial Plan and budget planning cycle. Capital funding will not be provided outside of this process, to retrospective projects or within the financial year that the application was made.

**Council Support:**

Council may endorse an organisation’s capital development project without providing funding support. If Council provides funding support toward a funding submission, it will generally be on the basis of providing a grant of up to 1/3 of the total project cost.

**Priorities:**

To ensure the financial support it provides is effectively targeted to achieve maximum community benefit, Council will consider the following as key priorities:

1. *Strategic Alignment* – All projects are required to align with and support relevant strategic plans including, but not limited to, the City’s Strategic Community Plan, State Sporting Associations Strategic Facilities Plans and other relevant strategic directions.
2. *Demonstrated Community Need* - All projects are required to clearly demonstrate the current and projected community need and a project sustainability that provides clear direction with regard to future community benefit and utilisation. This will include, but is not limited to, City of Kalamunda resident membership of the applicant organisation (total and proportional), support for junior sport and the level of community accessibility and inclusive participation.
3. *Community Health and Wellbeing* - Facilities or improvements that increase opportunities for physical activity and social wellbeing as well as recognising the value of accessibility and inclusive participation, will be highly regarded.

4. *Co-Location and Shared Use* – Priority will be given to developing facilities that will be used by more than one group or club, particularly where such organisations are not yet sharing facilities. This is to facilitate the intent of reducing facility duplication, maximising utilisation and encouraging groups and clubs to share facilities while still retaining their separate management and identity.
5. *Functionality* - Any proposed projects must meet relevant Australian Standards and ensure fit for purpose.
6. *Availability of Existing Facilities* - All projects are required to identify similar facilities within close proximity and explain how participation will be impacted at each facility. The City will actively seek to rationalise facilities where duplication and/or shared use opportunities for community participation are clearly evident. There should be no similar commercial facilities nearby which could meet these needs.
7. *External Funding Opportunities* – To ensure overall financial viability of projects, priority will be given to projects that are eligible for funding from other government bodies such as the Department of Sport and Recreation’s – Community Sport and Recreation Facilities Fund (CSRFF) or Lotterywest Funding. Applicants need to identify all funding sources and clearly demonstrate their level of financial (cash & in-kind) contribution.
8. *Demonstrated sustainable club/organisation* – The applicant will need to provide evidence of sustainable operations by providing the following:
  - a. *All City debts have been settled by due dates;*
  - b. *Financial statements for three years with the latest financials being no older than 12 months;*
  - c. *Bank statements showing current status*
  - d. *Minutes showing amounts committed towards the project and reflected in the financials as restricted funds*

<b>Related Local Law</b>	
<b>Related Policies</b>	
<b>Related Budget Schedule</b>	
<b>Legislation</b>	
<b>Conditions</b>	
<b>Authority</b>	
<b>Adopted</b>	<b>Next Review Date</b>



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**Attachment 2 - Capital Grants - Clubs and Community Groups – Council Policy and Management Procedure**

<b>Management Procedure Capital Grants – Clubs and Community Groups</b>
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<b>Relevant City of Kalamunda Council Policy</b>
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**Purpose**

To guide the forward planning and development of sport, recreation and other community infrastructure in alignment with key principles to ensure responsiveness to the long term needs of the community and consistency with strategic and corporate objectives.

**Detail**

**Planning:**

The level of forward planning to substantiate the need and feasibility for a project must be based on key considerations including but not limited to:

- Size, scope and financial viability of the project
- Adequacy and availability of existing provision of facilities
- Existing and proposed usage/participation trends
- State and local strategic plans/direction/policies

The extent and detail of such forward planning will be commensurate with the size, complexity and sensitivity of the proposed project. It is acknowledged that minor or incidental sport, recreation and other community infrastructure projects, will not warrant such a thorough forward planning process.

**Principles:**

Officers will utilise the following principles and weightings to assess whether a particular project is required, or if the need can be satisfied in some other way, prior to recommending capital grant projects to Council for funding consideration:

- *Strategic Alignment (20%);*  
All projects are required to align with and support relevant strategic plans including, but not limited to, the City's Strategic Community Plan, State Sporting Associations (SSA), Strategic Facilities Plans and other relevant strategic directions.
- *Demonstrated community need (20%);*  
All projects are required to clearly demonstrate the current and projected community need and a project sustainability that provides clear direction with regard to future community benefit and utilisation. This will include, but is not limited to, City of Kalamunda resident membership of the applicant organisation (total and proportional), support for junior sport and the level of community accessibility and inclusive participation.
- *Co-Location & Shared use (20%);*  
Priority will be given to developing facilities that will be used by more than one group or club, particularly where such organisations are not yet sharing facilities. This is to facilitate the intent of reducing facility duplication, maximising efficiencies and encouraging groups and clubs to share facilities while still retaining their separate management and identity.
- *External Funding Opportunities (20%);*  
To ensure overall financial viability of projects, priority will be given to projects that meet eligibility criteria for funding from other government bodies such as the Department of Sport and Recreations – Community Sport and Recreation Facilities



Fund (CSRFF) or Lotterywest Funding. Applicants need to identify all funding sources and clearly demonstrate their level of financial (cash & in-kind) contribution.

- *Community Health and Wellbeing (10%);*  
Facilities or improvements that increase opportunities for physical activity and social wellbeing as well as recognising the value of accessibility and inclusive participation, will be highly regarded
- *Functionality (5%);*  
Any proposed projects must meet established best practice functionality and operational objectives, Aust. Standards and ensure it is fit for purpose.
- *Availability of Existing facilities (5%);*  
All projects are required to identify similar facilities within close proximity and explain how participation will be impacted at each facility. The City will actively seek to rationalise facilities where duplication and/or shared use opportunities for community participation are clearly evident.

***Other Requirements - Regional Development Context:***

Future large scale community infrastructure developments should be considered within a regional context after investigation with neighbouring local governments, state sporting associations, state government agencies and other relevant non-government organisations to reduce/avoid possible duplication.

***Project Delivery:***

All major infrastructure developments (including lighting projects) will be managed and coordinated by the City. Exceptions may be granted with permission of the CEO for smaller scale projects whereby the applicant can verify relevant project management experience.

***Application Requirements (Essential):***

Community organisations seeking Council support and/or contributions to develop, upgrade or renew their facilities are required to:

- Ensure the project is in line with the City's Long Term Financial Plan (LTFP) and endorsed Strategic Development Plans (Master Plan)
- Meet the eligibility criteria set by the City and/or funding bodies – i.e. Minimum of two quotes obtained, able to provide previous 3 years financial statements and able to fund its share of the project.
- Submit the required EOI and application forms in accordance with the set timeframes
- Able to demonstrate that club/group has a sustainable membership level (supported by relevant State Body)
- Provide the necessary planning and needs analysis details with their application, if applicable
- Enter into a funding agreement with the City in relation to the clubs cash contribution
- Provide copy of minutes from a committee meeting where the project and funding application were approved
- Officially recognise and acknowledge the City of Kalamunda funding contribution towards project

***Eligibility (Essential):***

To be eligible to apply for Capital Grants, the applicant must be:

- An incorporated sporting or community club/group/association
- Based on a reserve or facility vested in or owned by the City.
- Must have current lease agreement
- Able to demonstrate that a majority of its membership base reside within the City.

- Community organisations wishing to complete projects outside of the LTFFP budget forecasts or endorsed Master Plan, if supported by Council, may do so at their own cost
- The applicant will need to provide evidence of sustainable operations by providing the following:
  - All City debts have been settled by due dates;
  - Financial statements for three years with the latest financials being no older than 12 months;
  - Bank statements showing current status
  - Minutes showing amounts committed towards the project and reflected in the financials as restricted funds

**Consideration will not be given to the following:**

- Capital funding requests submitted within the financial year that the EOI application was made
- Retrospective funding applications
- Operational costs
- More than one request for Capital funding in any financial year.

**Application process and timeline:**

TIMELINES	PROCESS
Expression of Interest (EOI):	
October – January	<ul style="list-style-type: none"> <li>- Call for community organisations wishing to apply for Capital Grant funding support, to register their EOI application with the City. <b>Note:</b> Project funding will not be considered within the financial year that the EOI application was made.</li> <li>- EOI to be lodged by end January</li> </ul>
January – March	<ul style="list-style-type: none"> <li>- Officers, as part of a cross department team to assess proposed EOI projects and determine which Capital projects will be recommended to Council as part of the annual budget process and in which year within the Long Term Financial Plan (LTFFP) and where applicable</li> <li>- which CSRFF or other Grant funding program and round applications should be included in</li> </ul>
March- May	<ul style="list-style-type: none"> <li>- Council to consider and prioritise EOI projects</li> <li>- Endorse prioritisation as part of the annual budget and LTFFP</li> </ul>
June	<ul style="list-style-type: none"> <li>- Pending Council project support through the Annual Budget deliberation process, Community Groups will be invited to submit a Capital Grant funding application</li> </ul>
CSRFF Program:	
Pending Council project support through the Annual Budget deliberation process, Sporting Clubs will be invited to submit a CSRFF application through one of the following CSRFF funding rounds	
CSRFF (Small Grants – total project costs up to \$200,000)	Winter Round: <ul style="list-style-type: none"> <li>- Funding support to have been confirmed through previous budget process</li> <li>- Final CSRFF Application with all required attachments, to be lodged with the City by January 31</li> <li>- Clubs must have discussed application with City Officers, DSR and SSA</li> </ul>

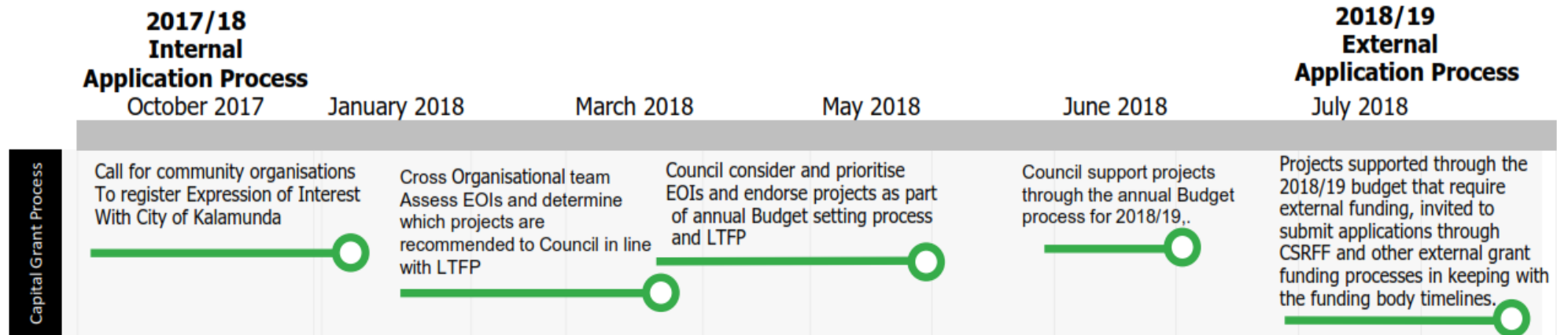
	<ul style="list-style-type: none"> <li>- Applications are assessed, prioritised and submitted to Corporate and Community Services Committee meeting in March with a final priority determination by Council at the March Ordinary Council Meeting</li> <li>- Final submissions to be received by DSR at end March</li> <li>- Applicants advised of DSR outcome May/June</li> <li>- Projects to be completed/acquitted at end June of following financial year</li> </ul> <p>Summer Round:</p> <ul style="list-style-type: none"> <li>- Funding support to have been confirmed through previous budget process</li> <li>- Final CSRFF Application with all required attachments, to be lodged with the City by June 30</li> <li>- Clubs must have discussed application with City Officers, DSR and SSA</li> <li>- Applications are assessed, ranked and submitted to Corporate and Community Services Committee meeting in August with a final priority determination by Council at the August Ordinary Council Meeting</li> <li>- Final submissions to be received by DSR at end August</li> <li>- Applicants advised of DSR outcome October/November</li> <li>- Projects to be completed/acquitted at end June of current financial year</li> </ul>
<p>CSRFF (Annual/Forward Planning Grants - total project costs over \$200,000)</p>	<ul style="list-style-type: none"> <li>- Funding support to have been confirmed through previous budget process</li> <li>- Final CSRFF Application with all required attachments, to be lodged with the City by June 30</li> <li>- Clubs must have discussed application with City Officers, DSR and SSA</li> <li>- Applications are assessed, ranked and submitted to Corporate and Community Services Committee meeting in September with a final priority determination by Council at the September Ordinary Council Meeting</li> <li>- Final submissions to be received by DSR at end September</li> <li>- Applicants advised of DSR outcome March/April</li> <li>- Projects to be completed/acquitted at end June of following financial year (Annual Grant).</li> </ul>

<b>Related Budget Schedule</b>			
<b>Authority</b>			
<b>Adopted</b>		<b>Next Review Date</b>	

### Attachment 3

Capital Grants – Clubs and Community Groups – Council Policy and Management Procedure - Public Comment Period

### Proposed Capital Grants Timeline



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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**54. Draft Economic Development Strategy**

Previous Items	
Responsible Officer	Director Corporate & Community Services
Service Area	Economic, Land & Property Services
File Reference	
Applicant	City of Kalamunda
Owner	City of Kalamunda
Attachment 1	Draft Economic Development Strategy

**EXECUTIVE SUMMARY**

1. The purpose of this report is to consider the Draft Economic Development Strategy (the Strategy).
2. AEC Group Ltd were engaged in November 2017 to consult with local businesses and the broader community to develop an Economic Development Strategy for the City.
3. The objective of the Strategy is to provide direction as to how the City can best allocate its resources to support economic development by fostering greater investment and jobs growth.
4. It is recommended that Council receives the draft Economic Development Strategy and advertises it for a period of 40 days, with results then presented to Council prior to final adoption of the Strategy and consequent implementation.

**BACKGROUND**

5. The City's previous Economic Development Strategy was developed in 2009 with an action plan dated to the conclusion of the 2013/14 financial year.
6. The following is an extract from the City's Economic Development Strategy:  
  
*"The City's 5-year Strategic Plan 2009-2014 provides the strategic framework for the Economic Development Strategy in terms of the overall goal in the strategic focus area of Economic Development, and the contributing outcomes and strategies."*
7. Given the timeframe for implementation, the previous Economic Development Strategy has lapsed. The need for a contemporary Economic Development Strategy has been acknowledged and pursued.

**DETAILS**

8. The City recognises the important role an Economic Development Strategy plays in supporting and facilitating economic growth.



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9. The draft Economic Development Strategy (Attachment 1) specifies how the City can best allocate its resources to support economic development by fostering greater investment and jobs growth.
  10. The Strategy endeavours to provide an achievable, evidence-based plan for the future while responding to the challenges and opportunities presented by the current local economic environment.
  11. The Strategy was predominantly prepared by AEC Group Ltd in consultation with the local business community and the City's Economic, Land & Property Services Department.
  12. The development of the draft Economic Development Strategy included the following key steps:
    1. Inception Meeting and Desk-top Review – confirmation of objectives, goals and project outputs.
    2. Data Gathering – socio-demographic, economic and tourism profile data collection.
    3. Economic Opportunity Analysis – Analysis of cluster mapping, trends, influencing factors and strategic asset assessment.
    4. Stakeholder Engagement – consultation strategy, engagement, implementation through various mediums and summary of findings.
    5. Strategy Development – development of vision, goals, framework and development of five year program of activities.
    6. Draft and Final Economic Development Strategy – compilation of draft and presentation to Council.
  13. The Strategy is designed to provide clear direction regarding five identified priorities to be implemented as the basis for a program of activities:
    - Industry expansion and attraction
    - Business capacity building
    - Tourism
    - Strong local identity
    - Create a welcoming environment

## **STATUTORY AND LEGAL CONSIDERATIONS**

14. Local Government Act 1995 Section 5.56 Planning for the future:
  - (1) A local government is to plan for the future of the district.
  - (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.
15. This Strategy is an informing document to enable sustainable planning for the future.

## **POLICY CONSIDERATIONS**

16. The proposed Program of Activities within the Strategy suggests the need to consider and review the City's Local Planning Scheme and regulatory approvals processes.

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## **COMMUNITY ENGAGEMENT REQUIREMENTS**

### **Internal Referrals**

17. In addition to the City's Economic, Land & Property Services Department, the Executive Management Team and Planning Services were consulted.

### **External Referrals**

18. AEC Group with support from the City has undertaken a significant amount of consultation during the development of the Strategy.
19. The following methods were employed to promote involvement in the community consultation component of the project:
- Targeted Emails – informative and promotional communication was sent through a number of business network email databases.
  - Traditional Media – informative and promotional communication were provided via website, local newspaper advertisements, media releases and promotional flyers distributed to businesses.
  - Social Media – informative and promotional posts were provided via City and local business network Facebook pages.
20. External engagement activities employed during the consultation phase included:
- Industry workshops for City businesses, inclusive of tourism providers
  - One-on-One interview with key stakeholders
  - Online Business survey – 40 completed surveys.

The feedback obtained through the engagement activities was considered within the draft of the strategy.

## **FINANCIAL CONSIDERATIONS**

21. The Strategy will provide a key reference point for the City's advocacy program and will improve the ability to attract external investment.
22. A number of the activities referenced within the Strategy's program of activities will be subject to annual budget processes and competing priorities.
23. The successful implementation of the Strategy will be subject to both the availability of operational budget and staffing resources.

## STRATEGIC COMMUNITY PLAN

### Strategic Planning Alignment

24. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 3.3: To develop and enhance the Shire's economy.

Strategy: 3.3.1 Facilitate and support the success and growth of industry and businesses.

### Social Implications

25. The objective of facilitating, achieving and maintaining a vibrant prosperous community also supports the social outcomes referenced in the Strategic Plan.

### Economic Implications

26. The undertaking of this project is to provide strategic direction and guidance for economic development that will assist local businesses to flourish and prosper.
27. The intention of additional employment and training opportunities and the enhancement of essential supporting infrastructures, will add to the sustainability of the local and regional economy.

### Environmental Implications

28. Land use planning and development assessment criteria in addition to controls of relevant State Government bodies are designed to safeguard and provide a balance between growth and protection of the natural environment.

## RISK MANAGEMENT CONSIDERATIONS

29.	<b>Risk:</b> Draft Economic Development Strategy fails to meet the needs of the City and local business community.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Unlikely	Significant	Medium
	<b>Action / Strategy</b>		
	A significant amount of consultation has been undertaken with respect to the needs of the community through the detailed design process.		
	<b>Risk:</b> Draft Economic Development Strategy may raise community and local business expectations regarding activities that may not all affordably be resourced.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Possible	Moderate	Medium
	<b>Action / Strategy</b>		
	Ensure community and local business is informed as part of communications process that all activities are subject to resourcing.		



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**OFFICER COMMENT**

30. This Strategy has been prepared based on broad local stakeholder consultation and feedback. The program of activities has been developed to address the key strategic priorities identified.
31. The program of activities, including targets, resourcing and the role of Council has been clearly articulated, enabling measuring, monitoring and review of progress.
32. The program of activities sets targets for each of the strategic priorities for the life of the Strategy, but these will need to be reviewed on an annual basis and refined to ensure they are still relevant and resourced.
33. The program of activities has been developed to address five identified strategic priorities:
- Industry expansion and attraction
    - New investment and jobs
    - Health and aged care
    - Agriculture
  - Business capacity building
    - Events and activities
    - Workforce development
    - Home based business support
  - Tourism
    - Product development
    - Destination marketing
    - Destination management
  - Strong local identity
    - Local buy program
    - Community pride program
    - Township activation program
  - Create a welcoming environment
    - Provide supportive regulatory framework
    - Develop business application guidelines
    - Establish internal decision making framework
34. In order to ensure the Strategy meets the needs of the business and broader community, it is recommended that the Strategy be provided for a 40 day period of public comment. Furthermore, that the results of the public comment period then be presented to Council prior to final adoption of the Strategy.
35. If Council is supportive of the above process, it is proposed that the Strategy be promoted via local newspaper and that a copy be available on the City's website. In addition, key local business networks will be made aware of the draft Strategy for review and comment upon should they wish.
36. In summary, it is recommended that Council receives the Strategy and advertises for a period of 40 days, with results then presented to Council prior to final adoption of the Strategy.

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<b>Voting Requirements: Simple Majority</b>
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**OFFICER RECOMMENDATION (C&C 54/2017)**

That Council:

1. Receives the draft Economic Development Strategy (Attachment 1).
2. Request the Chief Executive Officer advertise the attached draft Economic Development Strategy for a period of 40 days, with results then presented to Council, prior to final adoption of the Strategy.
3. Request the Chief Executive Officer hold a forum inviting the City of Kalamunda business community to provide direct feedback.

Moved:

Seconded:

Vote:

**Attachment 1**

Draft Economic Strategy

[Click HERE to go directly to the document](#)

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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**55. Jorgensen Park Community Centre – Community Reference Group**

Previous Items	SCM 08/2017; SCM 87/2017; OCM 28/2016, OCM 209/2016
Responsible Officer	Director Asset Services
Service Area	Asset Services
File Reference	SP-03/020
Applicant	N/A
Owner	N/A
Attachment 1	Terms of Reference

**EXECUTIVE SUMMARY**

1. The purpose of this report is to consider the formation of Jorgensen Park Community Centre – Community Reference Group.
2. A Community Reference Group will enable the community to be consulted in a meaningful way on the final location and design of the proposed Jorgensen Park Community Centre.
3. It is recommended that Council:
  1. Approves:
    - The formation of the Jorgensen Park Community Centre – Community Reference Group.
    - Terms of Reference for the Jorgensen Park Community Centre – Community Reference Group.
  2. Endorses the advertising for community representatives in the community newspaper.
  3. Endorses the Chief Executive Officer writing to and seeking a nomination from each of the following key stakeholders:
    - Kalamunda Community Learning Centre
    - Kanyana Wildlife Rehabilitation Centre
    - Friends of Jorgensen Park

**BACKGROUND**

4. At the Special Council Meeting on 29 May 2017, Council considered a proposed concept design and budget cost estimate for the development of new community facilities at Jorgensen Park, incorporating the Kalamunda Community Learning Centre and resolved as follows:
  1. *Endorses the Jorgensen Park Community Centre concept design Site Plan and Floor Plan shown on Drawing Numbers DWG No. 37.17-SO1 and DWG No. 37.17-SO3 respectively.*
  2. *Approves the submission of grant funding applications to the Department of Infrastructure and Regional Development (\$1 million) and LotteryWest (\$2.5 million).*

- 
3. *Request the State Government to allocate the three million dollar (\$3 million) election pledge toward the development of the Jorgensen Park Community Centre.*
  4. *Lists for consideration \$500,000 in the draft 2017/2018 Building New Capital Works Budget for detailed design, documentation and approvals for the Jorgensen Park Community Centre.*
  5. In accordance with these resolutions, grant funding applications have been made to the Department of Infrastructure and Regional Development and Lottery West and a letter sent to the State Government requesting the allocation of the election pledge towards this project.
  6. On 15 June 2017, Councillors Bilich, Destree, Townsend and Fernie, Chief Executive Officer (CEO) and City staff attended a meeting at Jorgensen Park with local residents and representatives of local interest groups. This meeting was requested for the City to provide a better understanding of its intentions about constructing new community facilities at the park.
  7. It was confirmed at its meeting that the Council endorsed concept plans and cost estimates for the purpose of applying for grant funding. Further discussions about the alternative location of the facilities and timing of the project are to be considered once the outcomes of the funding request are known.
  8. The meeting requested that the City consider alternative sites for the new facilities - both in Jorgensen Park and at other locations. It was explained that there has been no Council resolution to consider sites outside of Jorgensen Park at this stage. Federal Government promises of funding have been linked to the project progressing at Jorgensen Park as a result of advocacy from the Kalamunda Community Learning Centre.

## **DETAILS**

9. The meeting generally indicated their support for the development of new facilities but concerns were expressed that the community needed to be consulted in a meaningful way before more decisions were made. The CEO indicated that the formation of a Community Reference Group (Reference Group) could be used to help inform the project. It was proposed that representatives be drawn from Kanyana Wildlife Rehabilitation Centre, Friends of Jorgensen Park and Kalamunda Community Learning Centre. It was also suggested that an Expression of Interest is advertised locally for other interested individuals to join this Reference Group.
10. It was confirmed that Terms of Reference will need to be developed and approved by Council, with membership restricted to a manageable size so that the aims and expectations of the Reference Group are understood.

## **STATUTORY AND LEGAL CONSIDERATIONS**

11. Nil.

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## **POLICY CONSIDERATIONS**

12. Nil.

## **COMMUNITY ENGAGEMENT REQUIREMENTS**

### **Internal Referrals**

13. A Project Control Group (PCG) was formed to oversee and guide this project and includes both the Director of Asset Services (Chair) and the Director Corporate and Community Services. Community Development and Asset Services staff are members of the PCG.
14. Feedback and comments will be sought from appropriate Directorates based on the outcomes of meetings of the Reference Group.

### **External Referrals**

15. The proposed Terms of Reference provide for representation as follows:

#### **3. Strategic Alignment**

##### Membership

- 3.1 The Reference Group shall consist of twelve (12) members.

##### Elected Members:

- Two (2) Elected Members from the North Ward appointed by the Council.
- City Staff – two (2) staff representatives as follows:
  - Director Corporate and Community Services or nominated representative.
  - Director Asset Services or nominated representative.

##### Community Representatives:

One (1) representative from each of the following stakeholders:

- Kalamunda Community Learning Centre
- Kanyana Wildlife Rehabilitation Centre
- Friends of Jorgensen Park

Five (5) representatives selected from nominations received from, but not restricted to the following:

- Residents Associations
- Community Groups
- Interested Residents

- 3.2 The Presiding Person shall be a City of Kalamunda Councillor and Deputy Presiding Person shall be appointed from the body of the Committee.

- 
- 3.3 The CEO will appoint a non-voting staff member as the secretary.

## **FINANCIAL CONSIDERATIONS**

16. The ongoing costs of the Reference Group which can be accommodated from the Operating Budget are outlined below:
- (a) Administration support.
  - (b) Advertising through the local newspapers for nominations to the Group.

## **STRATEGIC COMMUNITY PLAN**

### **Strategic Planning Alignment**

17. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 1.2: To provide safe and healthy environments for community to enjoy.

Strategy 1.2.3 Provide high quality and accessible recreational and social spaces and facilities.

OBJECTIVE 1.3: To support the active participation of local communities.

Strategy 1.3.2 Encourage and promote the active participation in social and cultural events.

OBJECTIVE 3.2: To connect community to quality amenities.

Strategy 3.2.1 Optimal management of all assets.

OBJECTIVE 4.2: To proactively engage and partner for the benefit of community.

Strategy 4.2.1 Actively engage with the community in innovative ways.

## **SUSTAINABILITY**

### **Social Implications**

18. This project will deliver social benefits to a wide range of community sectors through the provision of modern, flexible and multipurpose facilities. This should ensure that over time the building is able to adapt to the needs of a changing population base and demographic profile.

**Economic Implications**

19. This project will deliver some additional jobs during the construction phase and will add to the vitality of Jorgensen Park as a destination for facility users.

**Environmental Implications**

20. Careful consideration of the siting of the building is required to minimise impact on significant trees, Carnaby cockatoo habitat and water catchment/stormwater drainage impacts.

**RISK MANAGEMENT CONSIDERATIONS**

21.

<b>Risk:</b> That insufficient nominations are received from Group Members.		
<b>Likelihood:</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Low
<b>Action/ Strategy</b>		
Ensure effective and informative advertising to ensure potential representatives are attracted to the Group. Write directly to the key stakeholders.		

<b>Risk:</b> That a quorum is not present at the meeting, preventing the meeting from voting on matters.		
<b>Likelihood:</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Low
<b>Action/ Strategy</b>		
Meeting days and time will be endorsed by the Reference Group to ensure maximum participation by the members.		

<b>Risk:</b> That an unbalanced Reference Group may not provide the best community outcomes for the proposed Community Centre.		
<b>Likelihood:</b>	<b>Consequence</b>	<b>Rating</b>
Unlikely	Moderate	Low
<b>Action/ Strategy</b>		
The Membership of the Reference Group provides for wide representation from key stakeholders, community organisations and interested residents. Council will be responsible for the appointment of the community representatives from nominations through a public advertising process.		



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**OFFICER COMMENT**

22. As part of the preparation of concept designs for the Jorgensen Park Community Centre, considerable engagement was undertaken with proposed key users of the facility in an effort to develop a multi-use community building to facilitate applications for grant funding. This engagement was not extended to the local community.
23. The formation of the Reference Group will provide valuable community and stakeholder input into the final location and design of the proposed Jorgensen Park Community Centre.
24. The outcomes of the funding application may not be known until September 2017 and it is important to have the Reference Group operational by that time to be involved in the early stages of the detailed planning and design components of the project. On this basis, nominations will need to be advertised in early August, should the formation of the Reference Group be approved.

<b>Voting Requirements: Simple Majority</b>
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**OFFICER RECOMMENDATION (C&C 55/2017)**

That Council:

1. Approves:
  - The formation of the Jorgensen Park Community Centre – Community Reference Group.
  - Terms of Reference for the Jorgensen Park Community Centre – Community Reference Group.
2. Endorses the advertising for community representatives in the community newspaper.
3. Endorses the Chief Executive Officer writing to and seeking a nomination from each of the following key stakeholders:
  - Kalamunda Community Learning Centre
  - Kanyana Wildlife Rehabilitation Centre
  - Friends of Jorgensen Park

Moved:

Seconded:

Vote:

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**Attachment 1**

Jorgensen Park Community Centre – Community Reference Group

**Terms of Reference**

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**City of Kalamunda Jorgensen Park Community Centre  
Community Reference Group**

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**Terms of Reference**

(OCM xx.xx.xxxx)

**1. Name**

The name of the Committee shall be Jorgensen Park Community Centre - Community Reference Group (Reference Group).

**2. Objectives**

- 2.1. To consider all matters relevant to the planning and design of the Jorgensen Park Community Centre (the Centre).
- 2.2. To provide advice, local knowledge and information to the City about local implications and opportunities for consideration during the planning and design of the Centre.
- 2.3. To liaise and consult, with individuals in the community and community groups that will assist in understanding local issues and concerns.

**3. Strategic Alignment**

Membership

- 3.1 The Reference Group shall consist of twelve (12) members.

Elected Members:

- Two (2) Elected Members from the North Ward appointed by the Council.
- City Staff – two (2) staff representatives as follows:
  - Director Corporate and Community Services or nominated representative.
  - Director Asset Services or nominated representative.

Community Representatives:

One (1) representative from each of the following stakeholders:

- Kalamunda Community Learning Centre
- Kanyana Wildlife Rescue
- Friends of Jorgensen Park

Five (5) representatives selected from nominations received from, but not restricted to the following:

- Residents Associations
- Community Groups
- Interested Residents

3.2 The Presiding Person shall be a City of Kalamunda Councillor and Deputy Presiding Person shall be appointed from the body of the Committee.

3.3 The CEO will appoint a non-voting staff member as the Secretary.

#### **4. Terms of Membership**

Members will be appointed by the Council until endorsement of the final design by Council.

#### **5. Meetings**

5.1 The Committee shall meet once every month, or as required.

5.2 A quorum shall be reached when at least one half plus 1 of the appointed members are present.

5.3 The Agenda and notice of meeting will be prepared and distributed not less than 7 days prior to each meeting.

5.4 It is important that Agenda items, along with any supporting papers are sent to the Secretary no later than 10 days prior to meeting. This allows time for members to consider the item and make an informed decision.

5.5 If there are no agenda items the Secretary in consultation with the Presiding Person will advise all members that the scheduled meeting is cancelled.

5.6 The Presiding Member is empowered to rule that any matter under consideration is to be referred, via the appropriate Committee, to Council for a decision.

#### **6. Minutes**

6.1 The Secretary shall keep Minutes of all business transacted at all meetings and shall forward a copy of these Minutes to members within 10 days of each meeting.

6.2 The Minutes to be presented to Council as a Tabled Document.

#### **7. Voting**

7.1 Each appointed member present shall have one (1) vote. The Presiding Member will have a casting vote in the event of a tie.

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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**56. Draft Customer Service Strategy 2017 – 2021**

Previous Items	N/A
Responsible Officer	Chief Executive Officer
Service Area	Customer & Public Relations
File Reference	
Applicant	N/A
Owner	City of Kalamunda
Attachment 1	Draft Customer Service Strategy 2017 - 2021

**EXECUTIVE SUMMARY**

1. The purpose of this report is to request endorsement for the Draft Customer Service Strategy 2017-2021 to be released for public comment (Attachment 1).
2. The Customer Service Strategy 2017 – 2021 (the Strategy) is the catalyst for bringing together an ongoing program of initiatives to focus the City on continually improving the customer service experience in all spaces.
3. The Strategy outlines the key principles, strategies, actions, and performance measures for improved customer service standards over the next four years at the City of Kalamunda.
4. It is recommend the Strategy be advertised for a period of 30 working days or 6 weeks. Public comment will be widely sought from the community via local newspapers, the City of Kalamunda’s website, social media platforms and advertising at City libraries and other facilities on the draft strategy.

**BACKGROUND**

5. The City does not currently have a Customer Service Strategy to guide standards and initiatives toward achieving optimal customer service outcomes. The current Customer Charter was last adopted in 2010 and is also due for review.
6. Under a new business unit: ‘Customer and Public Relations’ formed in July 2016 the organisation began a journey toward consolidating its customer service operations and put in place a team to lead and monitor customer satisfaction with responsibility for delivering better customer service outcomes more holistically.
7. To achieve this we have developed a new Customer Service Strategy and a set of strategic initiatives to meet emerging customer needs. The Customer Service Strategy 2017 – 2021 is the catalyst for bringing together an ongoing program of initiatives to focus the City on continually improving the customer service experience in all spaces.

- 
8. This Strategy has been developed over the 2016/17 year following the organisation's restructure, by collating data from internal working groups and external research of other Local Government customer strategies, consultation and revision of a range of our own strategies and plans relating to customer service, communication and community engagement.
  9. The City of Kalamunda strives to be recognised as a welcoming, responsive Local Government and as such we need to work with internal teams and customers in a more proactive manner, with the aim of making all and any interaction between the City and customers easier, friendlier and faster.
  10. Key informing documents and strategies in the development of the Strategy have included but is not limited to:
    - Catalyse Perception Scorecard
    - Strategic Community Plan
    - Community Engagement Strategy
    - Workforce Plan
    - Information Technology Strategy
  11. The Customer Service Strategy will constitute another informing strategy within the City's planning framework. Actions will be incorporated into the Corporate Business Plan and funded annually through the annual budgeting process. Progress will be reported quarterly to Council.

## **DETAILS**

12. To create the service ethos we desire we will need to focus on a combination of concepts including; cultural change, technological and process improvement and a centralised service model - with increased self-service options and improvements based on customer feedback.
13. The objectives of The Customer Service Strategy 2017 – 2021 are to:
  - Strive to achieve a new customer service vision and deliver on the customer service promise and principles
  - To culturally optimise the organisation to achieve best practice customer service outcomes
  - To support and train staff to feel empowered, be proactive and work collaboratively toward business objectives and customer service excellence
  - To effectively communicate with our customers, internally and externally.
14. The strategy responds to consistent feedback themes from internal and external customer bases around:
  - Customer service standards
  - Timely and effective communication
  - Consistently reviewing enquiry handling processes
  - Respect, honesty and professionalism
  - Self-service options and accessibility through technology enablement
  - Automated transactions
  - Less referrals across the organisation
  - Offering options and customised services

- 
15. The Strategy addresses these under five key principles and outlines, objectives, actions and measures within three focus areas.
    1. **Service Standards:** Methods for setting standards and working together better.
    2. **Communication & Culture:** Staff engagement, motivation and skill development.
    3. **Technology:** Systems, tools and processes to support customer service delivery.
  16. It is proposed this Strategy be reviewed by a cross-functional team which includes customer service officers from all business units across the organisation and a reference group of customers. The Strategy is due for review in 2021.

### **STATUTORY AND LEGAL IMPLICATIONS**

17. Projects and initiatives developed from the strategy will be implemented in parallel with other dependent strategies following the appropriate budgetary allocations and all Statutory and Legal requirements.

### **POLICY IMPLICATIONS**

18. A Communication and Engagement Policy has also been drafted to align internal and external communication and engagement activity with customer service outcomes to be achieved. Other relevant policies to be reviewed and updated as part of implementing the strategy include the Complaint Handling Council Policy and Management Procedure.

### **COMMUNITY ENGAGEMENT REQUIREMENTS**

19. While developing the Customer Service Strategy throughout 2016 the City asked staff and customers for feedback on what they wanted the City's customer service ethos to be and how customers should feel at each and any interaction.
20. Results from the Community Perception Catalyse Scorecard and recommendations from an external Communication Plan Review have also been incorporated.
21. The Draft Customer Service Strategy 2017-2021 will be advertised and available for a period of 30 working days or 6 weeks.
22. Public comment will be widely sought from the community via local newspapers, the City of Kalamunda's website, social media platforms and advertising at City libraries and other facilities.

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## **FINANCIAL CONSIDERATIONS**

23. The cost to undertake initial actions within the strategy have already been considered in 2017/18 Budget and will continue to be budgeted for accordingly over each financial year. The cost of advertising the strategy will also be met by funds allocated within the Shire's 2017/2018 Budget as adopted.

## **STRATEGIC COMMUNITY PLAN**

### **Strategic Planning Alignment**

24. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 4.1: To provide leadership through transparent governance

Strategy 4.1.2: Build an effective and efficient service based organisation

## **SUSTAINABILITY**

### **Social Implications**

25. In May 2016, population forecasts were predicting by 2036, the total population would reach 77,130 people. The City needs to prepare and grow its organisational capability to deliver optimal customer service outcomes to many more residents over the coming years. Exceptional customer service can lead to positive social and community outcomes.

### **Economic Implications**

26. Dissatisfaction amongst customers has a significant and measurable impact on financial outcomes for all organisations. For government authorities and public sector organisations, poor service can significantly impact efficiency and increase costs. By prioritising our investment in service areas we can establish a financial framework for customer-driven value creation.

### **Environmental Implications**

27. Nil.

**RISK MANAGEMENT CONSIDERATIONS**

28.	<p><b>Risk:</b> The absence of a Customer Service Strategy will result in ad hoc and inconsistent service standards and customer interactions, damaging brand and reputation.</p> <table border="1" style="width: 100%;"> <tr> <th style="width: 33%;">Likelihood:</th> <th style="width: 33%;">Consequence</th> <th style="width: 33%;">Rating</th> </tr> <tr> <td>Likely</td> <td>Significant</td> <td>High</td> </tr> </table> <p><b>Action/ Strategy</b></p> <p>Implement the Strategy and consistently review and report against actions and measures.</p> <p><b>Risk:</b> Without a Customer Service Strategy the City cannot meet customer expectations and service delivery standards, or enhance its reputation</p> <table border="1" style="width: 100%;"> <tr> <th style="width: 33%;">Likelihood:</th> <th style="width: 33%;">Consequence</th> <th style="width: 33%;">Rating</th> </tr> <tr> <td>Almost certain</td> <td>Moderate</td> <td>High</td> </tr> </table> <p><b>Action/ Strategy</b></p> <p>Develop and implement a Customer Service Strategy.</p>	Likelihood:	Consequence	Rating	Likely	Significant	High	Likelihood:	Consequence	Rating	Almost certain	Moderate	High
Likelihood:	Consequence	Rating											
Likely	Significant	High											
Likelihood:	Consequence	Rating											
Almost certain	Moderate	High											

**OFFICER COMMENT**

- 29. The Draft Customer Service Strategy 2017 – 2021 will be a significant informing strategy to key Business Plans and outputs. It contains a number of objectives and strategies that align with the Kalamunda Advancing 2017 – 2027: Strategic Community Plan. It further prescribes a set of clear objectives, actions and measurable outcomes under three focus areas to vastly improve customer service standards over the next four years at the City of Kalamunda.
  
- 30. It will align with the statements made in a revised Customer Service Charter and support improvement of the City’s culture, communication and customer service outcomes across the whole organisation. It will also enable Council to align itself to deliver better overarching community engagement and continuously improve and refine its whole service delivery.

**Voting Requirements: Simple Majority**

**OFFICER RECOMMENDATION (C&C 56/2017)**

That Council:

- 1. Endorse the Draft Customer Service Strategy 2017 to 2021 (Attachment 1) for the purpose of advertising for public comment for a period of 30 working days or six weeks from 31 July to 8 September.

Moved:

Seconded:

Vote:



**Attachment 1**

Draft Customer Service Strategy 2017 – 2021

[Click HERE to go directly to the document](#)

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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**57. Communication and Engagement Policy**

Previous Items	Nil
Responsible Officer	Chief Executive Officer
Service Area	Customer & Public Relations
Applicant	N/A
Owner	City of Kalamunda
Attachment 1	City Policy Communication and Engagement
Attachment 2	City Management Procedure Communication and Engagement

**EXECUTIVE SUMMARY**

1. The purpose of this report is for Council to note the draft City Policy Communication and Engagement with associated Management Procedure.
2. The City does not have a policy relating to communication and engagement processes or a governance framework to guide community engagement relating to key strategies, project delivery or issues management.
3. The draft City Communication and Engagement Policy and associated Management Procedure aim to guide City communication and engagement planning processes, and assist with effective implementation of the Community Engagement Strategy and all other internal strategies and project plans.

**BACKGROUND**

4. To date a City Communications Plan 2010 has defined objectives and measures for communicating to a range of stakeholder audiences and upholding the organisation's brand and reputation via various communication channels, such as advertising, media and the website.
5. With the development and adoption of a new Community Engagement Strategy and recognition that community consultation and communication go hand in hand, and must be considered as a vital component in the delivery of all projects and strategies, a policy and procedure are the preferred documents to guide all future communication and engagement processes.
6. The Policy establishes a process for proactive stakeholder analysis, consultation and communication planning in alignment with community engagement activities for major projects and issues management in a customised way.
7. The Management Procedures map a recommended approach for all staff to adopt when building project plans or managing issues – to consider scope, planning, implementation and evaluation of engagement levels and methods used to meet communication and engagement needs in every instance.

- 
8. Many other Local Governments have similar policies relating to public participation, consultation and engagement to achieve good governance by facilitating open and transparent communication with all stakeholders.
  9. The Policy and Management Procedure will replace the current City Communications Plan 2010.

## **DETAILS**

10. The Policy aims to:
  - align communication and community engagement activity with the use of stakeholder analysis tools, and consultation and communication planning to meet stakeholder needs and expectations
  - ensure communication and community engagement is proactively planned around each major project and issue that arises
  - improve communication and brand consistency across the organisation
  - increase the timeliness and effectiveness of communication and engagement internally and externally.
11. The newly proposed policy (Attachment 1) commits the City to:
  - open and transparent communication. Unless something is commercially confidential, it should be communicated in a complete, unambiguous and timely manner
  - communicating about significant happenings in a thoroughly planned manner. Care should be taken to decide and plan what requires formal communication by whom, and by when, through what channel – and how effectiveness will be measured
  - communicating both good and bad news quickly, even if the full impact of the decision or message may not be clear
  - recognising those who are affected by a decision have a right to be involved in the decision-making process
  - seeking out and enabling the involvement of those potentially affected
  - involving participants in choosing and defining how they receive information or participate
  - communicating to participants how their input affected the decision
  - providing participants with the information they need to participate in a meaningful way
  - providing an ongoing relationship between Council and the community.

## **STATUTORY AND LEGAL CONSIDERATIONS**

12. Section 2.7 of *The Local Government Act 1995* (the Act) states the development and adoption of policies is a part of the role of Local Government.
13. The City periodically reviews, revokes and introduces new policies to its Policy Register. Policies ensure consistency and transparency in decision making and add clarity and intent to existing legislation.

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## **POLICY CONSIDERATIONS**

14. The development and adoption of appropriate policies aligned to the strategic objectives of Council and the operational environment of the City, will assist the Council in its governance role.
15. Section 2.7 (2) (b) of the *Local Government Act 1995* states that the Council is to “determine the local government’s policies”.
16. Policies provide the Council and staff with the ability and direction to make decisions that are considered to be consistent and unbiased. A policy can also provide detail on the manner in which the City undertakes, or requires others to undertake, certain works or activities.
17. The Council has established the following level of Policy:
  1. Council Policies  

These are strategic policies that set governing principles and guide the direction of the organisation to align with community values and aspirations. These policies have a strategic, external focus and align with the mission, vision and strategic direction of the Shire.
  2. City Policies  

These policies are developed for administrative and operational requirements. They have an internal focus.
  3. Procedures  

Council and City Policies may be supported by Management Procedure that outlines how the policy be implemented.
18. The Communication and Engagement Policy under consideration has been classified and a City Policy. The Policy is operational in nature because it will be used to guide the manner in which we work with each other internally to achieve better outcomes for the community in corporate communication, project delivery and issues management.
19. The proposed Policy will complement the Community Engagement Strategy, Customer Service Strategy, ICT Strategy and Media and social media policies, and aligns with the organisational core values and City of Kalamunda Brand.

## **COMMUNITY ENGAGEMENT REQUIREMENTS**

### **Internal Referrals**

20. Cross-functional Directorate and management review and input has been received on the Policy and Management Procedure.

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## External Referrals

21. Once approved the Policy and Management procedure will be published in the City's website.

## FINANCIAL CONSIDERATIONS

22. Nil.

## STRATEGIC COMMUNITY PLAN

### Strategic Planning Alignment

23. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 4.1 – To provide leadership through transparent governance

Strategy 4.4.1 Provide good governance

OBJECTIVE 4.2 – To proactively engage and partner for the benefit of the community

Strategy 4.2.1 Actively engage with the community in innovative ways

## SUSTAINABILITY

### Social Implications

24. Improved internal and external communication and engagement processes to meet objectives set within the adopted Community Engagement Strategy. Improved internal collaboration and governance by facilitating and determining a set approach and expectations for proactive, planned communication and engagement activities.

### Economic Implications

25. Nil.

### Environmental Implications

26. Nil.

## RISK MANAGEMENT CONSIDERATIONS

- 27.
- |   |                    |               |
|---|--------------------|---------------|
| <b>Risk:</b> The absence of a Communication and Engagement policy will result in ad hoc approaches and poor quality community engagement. |                    |               |
| <b>Likelihood:</b>  | <b>Consequence</b> | <b>Rating</b> |
| Likely  | Significant        | High          |
| <b>Action/ Strategy</b>   |                    |               |
| Raise awareness of staff in the purpose of the Policy and train staff in use of Community Engagement Strategy.                            |                    |               |

<b>Risk:</b> Without a Communication and Engagement Policy, the Community Engagement Strategy will not be implemented effectively and the City’s reputation for meeting the community’s engagement expectations will not improve.		
<b>Likelihood:</b>	<b>Consequence</b>	<b>Rating</b>
Almost certain	Moderate	High
<b>Action/ Strategy</b>		
Adopt a Communication and Engagement Policy.		

**OFFICER COMMENT**

28. The Policy provides the City with the opportunity and tools to improve its internal processes, to better plan and deliver communication and engagement outcomes.

Consultation and Communication plans should be developed on a case by case basis and customised per project or issue to deliver best practice community engagement where all stakeholders (including internal teams and Councillors) are informed or involved at the appropriate level from start to finish.

All identified communication planning and engagement activity should form part of a wider Project Plan approved by the Project Manager.

The Project Plan should specifically include a communication and engagement budget, human resource allocation and resource requirements commensurate with project and engagement needs.

**Voting Requirements: Simple Majority**

**OFFICER RECOMMENDATION (D&A 57/2017)**

That Council:

1. Notes the proposed City of Kalamunda Communication and Engagement Policy and associated Management Procedure.

Moved:

Seconded:

Vote:

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## Attachment 1

### Communication and Engagement Policy

### City Policy Communication and Engagement

<b>[Policy Number]: Communication and Engagement City Policy</b>	
<b>Management Procedure</b> City Management Procedure – Communication and Engagement	<b>Relevant Delegation</b>

### Purpose

This policy aims to:

- align communication and community engagement activity with the use of stakeholder analysis tools, and consultation and communication planning to meet stakeholder needs and expectations
- ensure communication and community engagement is proactively planned around each major project and issue that arises
- improve communication and brand consistency across the organisation
- increase the timeliness and effectiveness of communication and engagement internally and externally.

The City will be guided by relevant best practice principles and industry standards including the core values of the International Association of Public Participation (iap2) as outlined in the adopted Community Engagement Strategy 2017. It aims to increase employee communications, community engagement, and public confidence in the City and its management of local resources.

### Policy Statement

The City of Kalamunda is committed to clear, consistent and timely communications, providing stakeholders with opportunities to be informed, participate, engage and contribute to the decisions made by Council on issues that affect them.

This Policy addresses the key elements of both **communication** and **engagement** and outlines the City's objectives to deliver timely, meaningful and appropriate communication and engagement opportunities and to clearly show when and how stakeholders have contributed to the decision-making process.

The City uses the iap2 Spectrum (as shown below) to assist and guide in the communication and engagement process. The model identifies five levels where communication and interactive opportunities are selected, depending on project purpose, audience and the expected influence of each.

The City commits to:

- open and transparent communication. Unless something is commercially confidential, it should be communicated in a complete, unambiguous and timely manner
  - communicating about significant happenings in a thoroughly planned manner. Care should be taken to decide and plan what requires formal communication by whom, and by when, through what channel – and how effectiveness will be measured
  - communicating both good and bad news quickly, even if the full impact of the decision or message may not be clear
-

- recognising those who are affected by a decision have a right to be involved in the decision-making process
- seeking out and enabling the involvement of those potentially affected
- involving participants in choosing and defining how they receive information or participate
- communicating to participants how their input affected the decision
- providing participants with the information they need to participate in a meaningful way
- providing an ongoing relationship between Council and the community.

Each project or issue being managed will have varying resource implications and various levels of potential influence within one activity, with a need to move up and down the engagement spectrum.

Inform	Consult	Involve	Collaborate	Empower
<b>Public Participation objective</b>				
To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solution.	To obtain public feedback on analysis, alternatives and/or decisions.	To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.	To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution	To place final decision making in the hands of the public.
<b>Obligations to the Public</b>				
We will keep you informed.	We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. We will seek your feedback on drafts and proposals.	We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.	We will work together with you to formulate solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.	We will implement what you decide.

*Source – International Association of Public Participation*

## Principles

- The communication and engagement program will be interesting, equitable, inclusive, adequately resourced and specifically tailored to each project or issue.
- Communication and engagement activity will begin early and be part of project scoping and milestones identification, rather than being a one-off event or undertaken after a final decision.
- The history of previous communications and engagement programs will be taken into account
- The purpose, expected outcomes and decision-making process will be clearly communicated to all parties participating.
- Diverse communication and engagement techniques will be implemented to maximise opportunity for participation and flexibility of choice on how to engage.



- Communication and engagement approaches will be constantly evaluated against objectives and modified accordingly to meet changing needs.
- Participants will be provided with 'Feedback Summaries' following consultation activities.

## Roles and Responsibility

Where Council's decision making is involved, the administration is responsible for:

- identifying the communication and consultation opportunities
- recommending the appropriate level of communication and engagement
- determining and implementing the communication and engagement methodologies
- reporting to Council on the outcomes of the communication and engagement process
- supporting the City meets compliance with statutory requirements.

Elected Members are to ensure Community Engagement principles are encompassed in the decision-making process of Council.

Stakeholder engagement does not replace Council decision-making responsibility, rather it is designed to ensure Council has access to a range of information about stakeholder and community needs, opinions and options, prior to making decisions.

Stakeholder feedback is one part of the information gathering process upon which decisions are based. Other information which may be taken into account includes technical advice, legal advice, third party expert advice and other stakeholder advice as necessary.

As one of the City's roles is Advocacy, there may be circumstances where public participation is not undertaken by the City, such as major infrastructure projects delivered by the State or Federal Government. These projects will be outlined in the City's annual advocacy program.

When a decision is mandatory, Council shall comply with statutory requirements, such as for strategic planning documents or Development Applications.

<b>Related Local Law</b>			
<b>Related Policies</b>			
<b>Related Budget Schedule</b>			
<b>Legislation</b>			
<b>Conditions</b>			
<b>Authority</b>			
<b>Adopted</b>		<b>Next Review Date</b>	July 2020
<b>NOTE</b>			

## Attachment 2

### Communication and Engagement Policy

#### City Management Procedure Communication and Engagement

#### Communication and Engagement City Management Procedure

##### Relevant City of Kalamunda City Policy

City Policy – Communication and Engagement

### Purpose

To establish a procedure for proactive stakeholder analysis and communication planning in alignment with community engagement activities for City projects and issues management.

### Definitions

**Stakeholder:** any person, group, business, organisation or interested party (internal and external) who can affect or is affected by a decision or activity.

**Communication:** is a one-way information providing process conducted by City representatives to inform stakeholders. Communication tools include but are not limited to advertisements, letters, newsletters, brochures, website, phone calls, emails, media, social media, signage, displays, drawings and models. The purpose of communication should be to keep people informed, thereby increasing the understanding of stakeholders.

**Consultation** is a two-way information exchange process that enables the City and stakeholders to inform, respond, give feedback, express concerns and identify issues, so these can be considered before making a decision. Consultation includes, but is not limited to, verbal discussion, written submissions, surveys, group meetings, workshops, displays, public events, and formal advisory committees. Consultation provides opportunities to clarify information, raise and address issues and discuss ideas and options.

**Engagement:** any process that allows stakeholders to participate in problem solving or decision making and proactively uses their input to formulate outcomes and make decisions. A true engagement process reaches long-term mutually beneficial outcomes, as a result of effective relationship building over a period of time. Outcomes are heavily shaped by input from participants, above simply considering feedback. Engagement activity can include any or all methods of interaction as deemed appropriate to address each level in the iap2 spectrum, as outlined in the Community Engagement Strategy 2017.

**NOTE: the iap2 model describes levels of stakeholder influence – not levels of engagement.**

### Detail

#### Keeping Elected Members and staff informed

Elected Members and staff should be encouraged to act as a communication medium to help inform the community of key activities. They should be included in the matrix of stakeholder identification, invited to attend public consultation opportunities and be provided with any supporting information prior to or at the same time as invitations and communications are shared with the community.

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### **Integration of community engagement with key processes and corporate documents**

Integral to effective communication and engagement is the ability to use a suite of documents and tools which have been developed within the Community Engagement Strategy. These demonstrate the stakeholder analysis and techniques to be used. Elected Members and staff should also undertake iap2 training modules and refresher courses every two years.

All identified communication planning and engagement activity should form part of a wider Project Plan approved by the Project Manager. The Project Plan should specifically include a communication and engagement budget, human resource allocation and resource requirements commensurate with project and engagement needs.

#### **STEP ONE - SCOPE**

To scope your communication and engagement needs:

- confirm why you need to consult and who you need to consult
- identify and prioritise your issues
- be mindful of any limitations ie: budget, internal decisions, legal, policy, timeframes
- do a stakeholder analysis and chart the nature of relationships and levels of influence within each group
- identify the key project milestones and potential communication/engagement activity requirements at each point
- choose appropriate engagement methods using the iap2 spectrum, as outline in the Community Engagement Strategy
- establish your evaluation criteria
- obtain in-principle approval of the scope from the Project Manager.

#### **STEP TWO - PLAN**

To plan your approach:

- ensure adequate financial and human resources are assigned to the project.
- include internal stakeholders such as Elected Members, Executive Management, the PR Team and staff involved in the wide implementation of the communication and engagement activity for the project.
- check to ensure the project team is clear on the outcomes of the engagement, planning process, and about roles and responsibilities within the team.
- use Project Management and Community Engagement Strategy suite of templates available (defined project team members running consultation activities may need appropriate training eg: in cultural awareness and facilitation techniques)
- develop a Consultation and Communication Plan with clear objectives, key messages and selected activities, tools and channels to reach each target audience
- obtain approval of the Consultation and Communication Plan from the Project Manager.

#### **STEP THREE – DEVELOP & DELIVER**

To deliver your Consultation and Communication plan:

- ensure City brand consistency is maintained across all materials developed and messages delivered (*refer Brand Style Guide and Writing Style Guide*). The City's image and voice is at the heart of all communication campaigns and messages and should align with the organisational core values and City of Kalamunda Brand



- use the expertise and experience of the Customer and Public Relations Team in developing your consultation and communication plans and materials and in rolling out the deliverables. This includes any planned consultations, functions or events, media, advertising, website updates, printed materials, surveys, focus groups, presentations, social media campaigns, letters, signage, displays etc. Existing City communication activities, tools, templates and channels should be used in preference to developing project or issue specific ones.

**Note: You must seek approval from the City’s PR Team before distribution or publishing of any material to external stakeholders.**

If internal resources are exhausted, and for major projects or crisis situations, external expert engagement and communication consultants may be used to assist with developing and delivering communication and engagement plans, provided budget is allocated in the scoping stage. External consultant Consultation and Communication or Stakeholder Management Plans must also be shared with the City’s PR Team.

#### **STEP FOUR – REPORT**

To report on communication and engagement outcomes ensure:

- the communication and engagement process is documented
- quantitative and qualitative data is collected during the process and is used to determine the need and timing for further engagement
- results on the outcomes are communicated to all stakeholders, by providing Feedback Summaries on community input
- clearly state reasons for any final decision taken
- publish decisions on the City Website, in newsletters etc.

#### **STEP 5 - REVIEW & IMPROVE**

Review and improve the process by:

- documenting what you have learned ie, what worked well; what could be improved?
- assessing implications of the engagement process and ensure this information is captured and used in future engagement processes.

Additionally, biennial community perception market research is undertaken to assess performance of the entire organisation against key outcomes toward service delivery, communication and community engagement. The City will use this scorecard to assess improved perception of community engagement outcomes across the organisation.

Evaluation of this Policy and Management Procedure shall occur every 2 years and is the responsibility of the Chief Executive Officer.

<b>Related Budget Schedule</b>	
<b>Authority</b>	
<b>Adopted</b>	<b>Next Review Date</b> July 2020

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**Declaration of financial / conflict of interests to be recorded prior to dealing with each item.**

**58. Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place, Wattle Grove**

Previous Items	SCM 05/2017; OCM 13/2017;OCM 97/2017
Responsible Officer	Director Corporate & Community Services
Service Area	Economic, Land & Property Services
File Reference	
Applicant	Taylor Burrell Barnett
Owner	State of Western Australia
Attachment 1	Proposed Closure of Pedestrian Access Way and Realignment of Courtney Place Plan
Attachment 2	Plan of Subdivision
Attachment 3	Submission Table
Confidential Attachment 4	Confidential Consultation Plan
Reason for Confidentiality:	
<i>Local Government Act 1995</i>	
<i>s. 5.23 (2) (b) – "the personal affairs of any person"</i>	
Attachment 5	Site Photographs – Pedestrian Access Way
Attachment 6	Maddington-Kenwick Strategic Employment Area- Indicative Local Structure Plan

**EXECUTIVE SUMMARY**

1. The purpose of this report is for Council to request the Minister for Lands to permanently close:
  - a. the pedestrian access way (PAW) between Courtney Place and Welshpool Road East, Wattle Grove; and
  - b. that portion of the Courtney Place road reserve shown delineated and marked as "Road Closure" on the Proposed Closure of Pedestrian Access Way and Realignment of Courtney Place Plan (Attachment 1).
2. A resolution of Council is required to proceed with the proposed PAW closure and permanent road closure.
3. The proposed PAW closure and permanent road closure will facilitate industrial development in the Maddington-Kenwick Strategic Employment Area (MKSEA) Precinct 3A, including the City of Kalamunda portion of the MKSEA Precinct 3A (Kalamunda Wedge Precinct 3A).
4. It is recommended Council support the request to close the PAW and a portion of Courtney Place, Wattle Grove, subject to the applicant:
  - a. paying all costs of and incidental to any easements and service relocations required by the service authorities;
  - b. designing and constructing a new drainage system, at its cost, to replace the City's existing drainage system in the PAW; and

- c. not closing the existing PAW drainage system until the new drainage system is commissioned.

## **BACKGROUND**

5. The MKSEA is identified in the Economic and Employment Lands Strategy (2012) and the City's Local Planning Strategy as a future industrial precinct. The MKSEA precinct sits mostly within the City of Gosnells, and partly within the City's boundary at the southern end of Wattle Grove, south of Welshpool Road East.
6. In October 2016, the Minister for Planning approved three Metropolitan Region Scheme amendments to rezone the entire MKSEA precinct to 'Industrial'.
7. At the Special Council Meeting held on 6 February 2017, Council resolved to adopt draft Amendment No. 89 to the City's Local Planning Scheme No. 3 for advertising (SCM 05/2017). Draft Scheme Amendment No. 89 seeks to rezone a portion of Wattle Grove from 'Special Rural' to 'General Industry' and 'Light Industry' and introduce a Special Control Area.
8. On 6 June 2017, the Development & Assets Committee recommended that Council support Scheme Amendment No. 89 with modifications. On 26 June 2017, Council supported Scheme Amendment No. 89 with modifications and resolved to forward to the Western Australian Planning Commission the schedule of submissions made on the amendment and all required amendment documents.

## **DETAILS**

9. The applicant has applied to the City requesting the permanent closure of the PAW between Courtney Place and Welshpool Road East, Wattle Grove and a portion of the Courtney Place road reserve, in order to facilitate the subdivision and industrial development of the MKSEA Precinct 3A. Refer to the applicant's plan of subdivision for the MKSEA Precinct 3A (Attachment 2).

## **STATUTORY AND LEGAL CONSIDERATIONS**

10. Section 58 of the *Land Administration Act 1997* (WA) relates to permanent road closures.
11. Section 58(1)-(3) states as follows:
  - (1) *When a local government wishes a road in its district to be closed permanently, the local government may, subject to subsection (3), request the Minister to close the road.*
  - (2) *When a local government resolves to make a request under subsection (1), the local government must in accordance with the regulations prepare and deliver the request to the Minister.*
  - (3) *A local government must not resolve to make a request under subsection (1) until a period of 35 days has elapsed from the*

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*publication in a newspaper circulating in its district of notice of motion for that resolution, and the local government has considered any objections made to it within that period concerning the proposals set out in that notice.*

## **POLICY CONSIDERATIONS**

12. The Western Australian Planning Commission's *Procedure for the Closure of Pedestrian Access Ways: Planning Guidelines* (PAW Closure Procedure) outlines the procedure for the closure of PAWs.
13. The PAW Closure Procedure requires consultation with infrastructure providers, abutting landowners and the community.

## **COMMUNITY ENGAGEMENT REQUIREMENTS**

### **Internal Referrals**

14. Strategic Planning supports the proposed PAW closure and permanent road closure.
15. Strategic Planning advises that the PAW closure is justified on the basis that development envisaged for this area will provide pedestrian linkages. Suitable pedestrian linkages through the area will be addressed as part of future development applications.
16. Strategic Planning further advises that the permanent road closure is consistent with the traffic impact assessment undertaken as part of the justification for Scheme Amendment No. 89.
17. Asset Management advises that the City has drainage infrastructure in the PAW that serves a critical function and will need to be replaced.
18. Asset Management requires the developer to do the following in order for the City to support the PAW closure:
  - a. Provide a new drainage design for the approval of the City, that includes all drainage functions of the Courtney Place system, to substitute for the closure of the Courtney Place PAW drainage;
  - b. Construct the approved drainage system;
  - c. Not close, interfere or damage the existing drainage system until the new drainage system is commissioned; and
  - d. Reinstate any affected surfaces and infrastructure, including footpaths.

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## External Referrals

19. The proposed PAW closure and permanent road closure was referred to the service authorities.
20. ATCO Gas has confirmed that it does not operate gas infrastructure within the PAW, but has assets within that portion of Courtney Place proposed to be closed that will need to be relocated.
21. ATCO Gas has no objection to the proposal for the PAW closure or permanent road closure, subject to all costs associated with relocating the medium pressure gas main and maintaining the current domestic gas services at Lots 7 and 9 being accepted by the applicant and a purchase order being provided to ATCO Gas so that the works can be scheduled.
22. Western Power has overhead power lines in the vicinity. Western Power does not have any objection to the proposed PAW closure and permanent road closure.
23. Telstra has confirmed that there is Telstra infrastructure within that portion of Courtney Place proposed to be closed. Telstra advises that its network will require capping at the boundary of the new properties (proposed Lots 13 and 14). Telstra has no objection to the proposed PAW closure and permanent road closure. The relocation of the Telstra network will coincide with the development of the area.
24. The Water Corporation does not have any objection to the proposed PAW closure and permanent road closure. The Water Corporation advises that there are water reticulation services that will be affected by the proposed PAW closure and closure of a portion of Courtney Place. The Water Corporation advises that this will be dealt with at the time of subdivision as part of the delivery of the required infrastructure to meet the servicing conditions on the subdivision. The Water Corporation will not look to amend the current infrastructure before the subdivision process.
25. The proposed PAW closure was advertised in the Hills Gazette on 21 April 2017 and the Kalamunda Reporter on 25 April 2017. Comments closed on 29 May 2017. The advertising of the proposal meets the requirement for a minimum 35-day advertising period under s. 58(3) of the *Land Administration Act 1997*.
26. Signs were erected at either end of the PAW advertising the proposed PAW closure and permanent road closure.
27. Letters were sent to nearby landowners advising of the proposed PAW closure and permanent road closure and inviting submissions.
28. Two public submissions were received. The details of the submissions are provided in the Submission Table attached as (Attachment 3). A Confidential Consultation Plan is attached as (Confidential Attachment 4).



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## **FINANCIAL CONSIDERATIONS**

29. The applicant should be required to meet:
- a. all costs of any easement and service relocations required by the service authorities; and
  - b. the cost of designing and constructing a new drainage system to replace the City's existing drainage system currently located in the PAW,
- in order to proceed with the proposed PAW closure and permanent road closure.

## **STRATEGIC COMMUNITY PLAN**

### **Strategic Planning Alignment**

30. *Kalamunda Advancing: Strategic Community Plan to 2027*

OBJECTIVE 3.3 To develop and enhance the Shire's economy.

Strategy 3.3.1 Facilitate and support the success and growth of industry and businesses.

## **SUSTAINABILITY**

### **Social Implications**

31. The PAW closure means the closure of a pedestrian link between Courtney Place and Welshpool Road East. However, suitable pedestrian linkages through the area will be addressed as part of future development applications.

### **Economic Implications**

32. The proposed PAW closure and permanent road closure will assist in the creation of a functionally connected road system, which will encourage industrial development within the Kalamunda Wedge Precinct 3A. Industrial development in the Kalamunda Wedge Precinct 3A will provide employment opportunities for local residents and create diversity and competition in local businesses.
33. The proposed PAW closure will avoid the creation of small and odd-shaped lots remaining adjacent to the PAW. The ability to create more regular-shaped lots will have economic benefits for the developer of the Kalamunda Wedge Precinct 3A.

### **Environmental Implications**

34. The PAW closure and permanent road closure do not have any foreseeable environmental impacts. The PAW closure will not increase vehicle usage given that development envisaged for the area will provide pedestrian linkages.

**RISK MANAGEMENT CONSIDERATIONS**

35.	<b>Risk:</b> The proposed PAW closure and permanent road closure do not occur.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Unlikely	Significant	Medium
	<b>Action / Strategy</b>		
	Demonstrate that a failure to close the PAW and portion of Courtney Place will undermine the ability to create a functionally connected road system appropriate for industrial development and thereby compromise the viability of industrial development within the Kalamunda Wedge Precinct 3A.		
	<b>Risk:</b> The proposed PAW closure and permanent road closure occur, but the proposed subdivision of MKSEA Precinct 3A by the applicant does not proceed.		
	<b>Likelihood</b>	<b>Consequence</b>	<b>Rating</b>
	Unlikely	Insignificant	Low
	<b>Action / Strategy</b>		
	It is highly unlikely that the proposed subdivision of MKSEA Precinct 3A will not proceed. However, even if the proposed subdivision does not occur, the proposed PAW closure and permanent road closure should still proceed, as the PAW and Courtney Place cul-de-sac are not appropriate for an industrial area.		

**OFFICER COMMENT**

- 36. The proposed PAW closure and permanent road closure will facilitate industrial development within the Kalamunda Wedge Precinct 3A.
- 37. If the PAW closure and permanent road closure is not supported, this will undermine the ability to create a functionally connected road system appropriate for industrial development.
- 38. The PAW and Courtney Place cul-de-sac are not appropriate for what is now an industrial area. The PAW closure and permanent road closure is the first step in the process of turning Courtney Place into a through road. If Courtney Place remains a cul-de-sac, this will have a detrimental impact upon vehicle movements throughout the future industrial estate and will compromise the viability of industrial development within the Kalamunda Wedge Precinct 3A.
- 39. The PAW closure can be further justified on the basis that suitable pedestrian linkages through the area will be addressed as part of future development applications.
- 40. The permanent road closure is consistent with the traffic impact assessment undertaken as part of the justification for Scheme Amendment No. 89.
- 41. The City has drainage infrastructure within the PAW. ATCO Gas and Telstra have infrastructure within that portion of Courtney Place proposed to be closed. The Water Corporation has water reticulation services within both the PAW and the portion of Courtney Place proposed to be closed. Western Power has overhead power lines in the vicinity.

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42. It is, therefore, recommended that Council support the request to close the PAW and a portion of Courtney Place, Wattle Grove, subject to the applicant:
- a. paying all costs of and incidental to any easements and service relocations required by the service authorities;
  - b. designing and constructing a new drainage system, at its cost, to replace the City's existing drainage system in the PAW; and
  - c. not closing the existing PAW drainage system until the new drainage system is commissioned.

<b>Voting Requirements: Simple Majority</b>
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**OFFICER RECOMMENDATION (C&C 58/2017)**

That Council:

1. Requests the Minister for Lands to permanently close that portion of the Courtney Place, Wattle Grove road reserve shown delineated and marked as "Road Closure" on the Proposed Closure of Pedestrian Access Way and Realignment of Courtney Place Plan (Attachment 1), pursuant to s. 58 of the *Land Administration Act 1997* (WA), subject to the following condition:
  - a. The applicant must pay all costs of and incidental to any easements and service relocations required by the service authorities.
2. Requests the Minister for Lands to permanently close the pedestrian access way between Courtney Place and Welshpool Road East, Wattle Grove (Lot 55 on Diagram 66249), subject to the following conditions:
  - a. The applicant must pay all costs of and incidental to any easements and service relocations required by the service authorities;
  - b. The applicant must, at the applicant's cost, provide a new drainage design for the approval of the local government, that includes all drainage functions of the Courtney Place system, to substitute for the closure of the Courtney Place PAW drainage;
  - c. The applicant must construct the approved drainage system at the applicant's cost;
  - d. The applicant must not close, interfere or damage the existing drainage system until the new drainage system is commissioned; and
  - e. The applicant must reinstate any affected surfaces and infrastructure, including footpaths, at the applicant's cost.

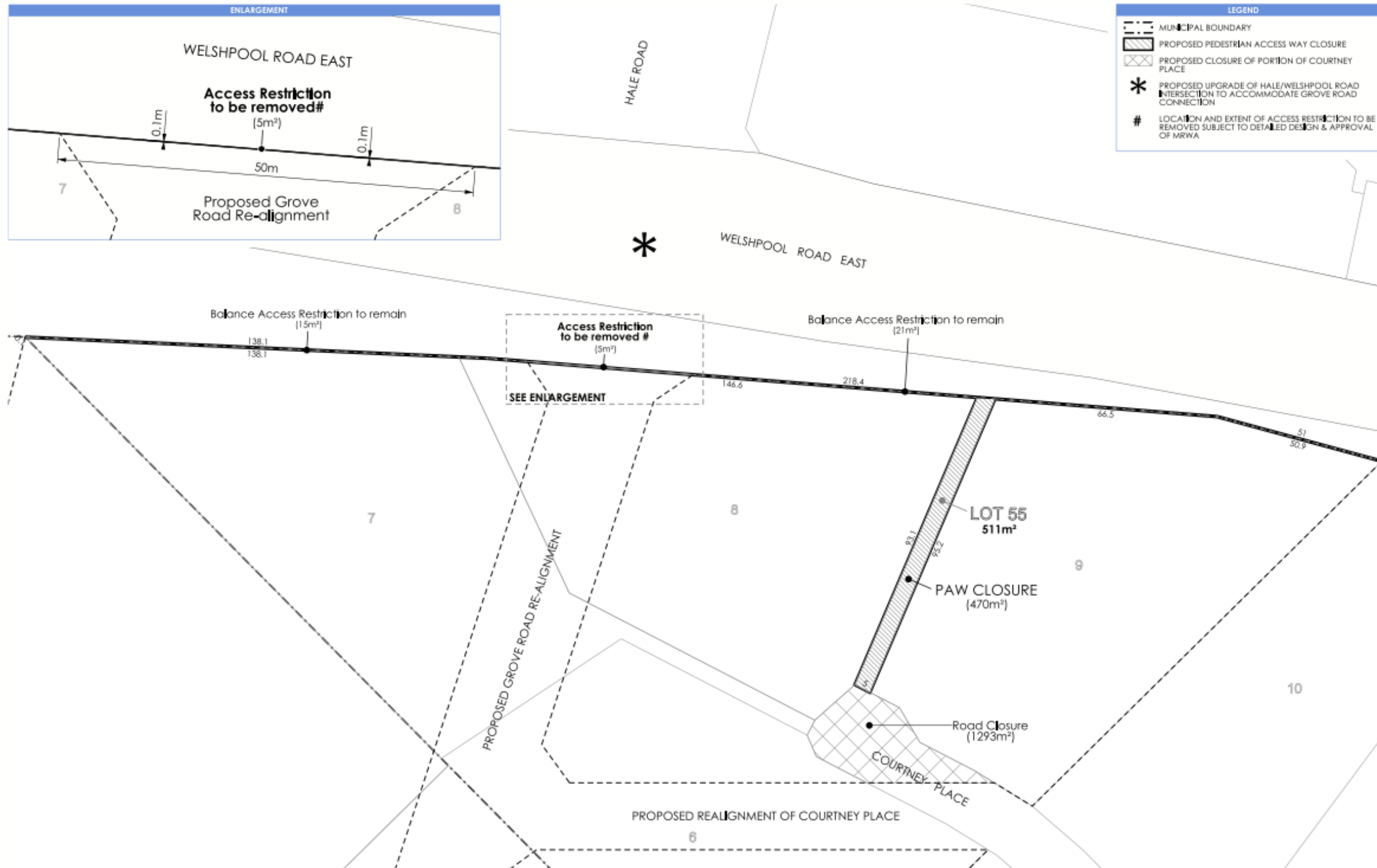
Moved:

Seconded:

Vote:

**Attachment 1**

**Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place, Wattle Grove  
 Proposed Closure of Pedestrian Access Way and Realignment of Courtney Place Plan**



**ATTACHMENT 1**  
**PROPOSED CLOSURE OF PEDESTRIAN ACCESS WAY AND REALIGNMENT OF COURTNEY PLACE**  
 Kalamunda Wedge Precinct 3A  
 A LING PROPERTY PROJECT

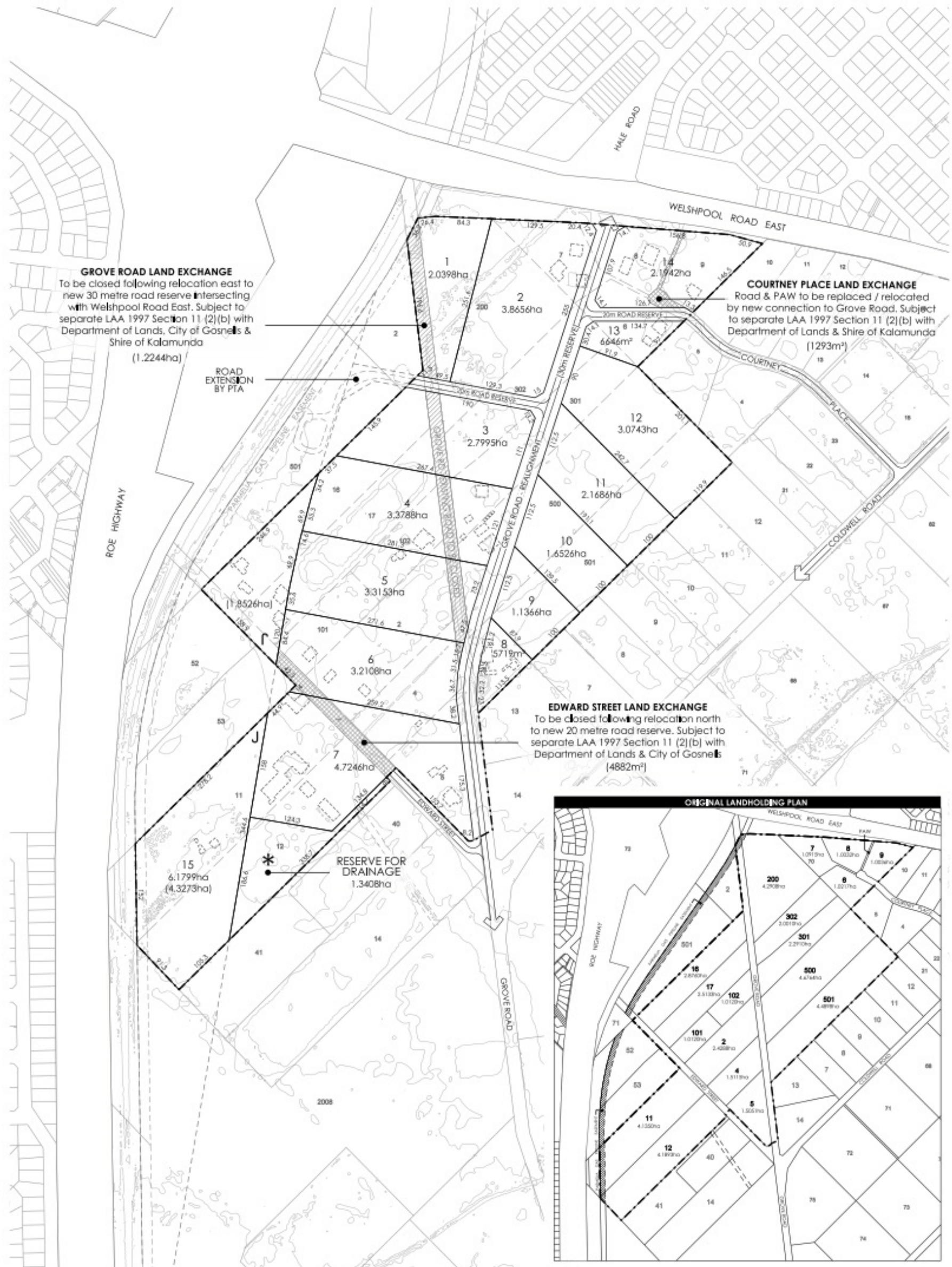
Scale: 0m 5m 10m 15m  
 s: 1/500@A1  
 d: 07/03/2017  
 p: 15/073/084C

**Taylor Burdett Barnwell Town Planning and Design**  
 Level 7, 140 St Georges Terrace, Perth WA 6000  
 p: (08) 9226 4274 f: (08) 9322 7879  
 e: admin@tbdp.com.au



**Attachment 2**

**Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place, Wattle Grove  
 Plan of Subdivision**



**ATTACHMENT 2 - PLAN OF SUBDIVISION (WAPC REF 154761)**  
 Maddington - Kerwick Strategic Employment Area - Precinct 3A  
 A LINC PROPERTY PROJECT

Scale: 1:5000 @ A3  
 Date: 2 Mar 2017  
 Project: 15/073/095E

**Taylor Barrett Barnett** Town Planning and Design  
 Level 7, 160 St Georges Terrace, Perth WA 6000  
 p: (08) 9226 4274 f: (08) 9222 7579  
 e: admin@tbbn.com.au



**Attachment 3**

Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place, Wattle Grove

**Submission Table**

Details		Comment	Staff Comment
1.	Name and address withheld.	Non-objection.	Noted.
2.	Name and address withheld.	<p>Non-objection to PAW closure.</p> <p>Although there is no objection to the PAW closure, the submitter has commented that given the location of the closest bus stop, the employees and customers of industrial estate owners would benefit from the PAW.</p> <p>Objection to road closure to the extent that it results in Courtney Place becoming a through road, rather than remaining a cul-de-sac, for the following reasons:</p> <p>a) The road closure was never part of previous proposals for the MKSEA subdivision;</p> <p>b) It will create an environment for excessive speed;</p> <p>c) It will increase intersection accident risk at the T junction of Courtney Place to Coldwell Road;</p>	<p>Noted.</p> <p>Suitable pedestrian linkages through the area will be addressed as part of future development applications.</p> <p>This application relates to the proposed PAW closure and road closure only. The re-alignment of Courtney Place is a separate process. However, the reasons for objection to the realignment of Courtney Place are still addressed below.</p> <p>In regard to (a), Courtney Place has previously been shown as a loop road which connects through to Grove Road. Refer to MKSEA Indicative Local Structure Plan (Attachment 6).</p> <p>In regard to (b), excessive speed is an issue to be dealt with by the police.</p> <p>In regard to (c), (d) and (e), the future proposal for the realignment of Courtney Place has been subject to traffic impact assessment. The City's engineers were satisfied with that process.</p>

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		<p>d) It provides a "rat run";</p> <p>e) It creates the potential for a new uncontrolled T junction with higher accident risk; and</p> <p>f) Turning Courtney Place into a through road has the potential to cause misuse of zoning, because the through road would make Courtney Place more attractive to heavier industry-type operations but most lots on Courtney Place are zoned 'Light Industry'.</p>	<p>In regard to (f), it is intended that the area be a mix of light and general industry. Council has supported this intention by adopting Scheme Amendment No. 89. A cul-de-sac is not appropriate for industrial development generally, whether 'light industry' or 'general industry'. If Courtney Place remains a cul-de-sac, this would have a detrimental impact upon vehicle movements throughout the future industrial estate.</p>
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**Confidential Attachment 4**

Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place,  
Wattle Grove

**Confidential Consultation Plan**

Reason for Confidentiality: *Local Government Act 1995 s. 5.23 (2) (b) – "the personal affairs of any person"*

**This attachment has been circulated to all Councillors under separate cover**



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**Attachment 5**

Proposed Permanent Closure of Pedestrian Access Way and a Portion of Courtney Place,  
Wattle Grove

**Site Photographs – Pedestrian Access Way**



**Photograph 1 – Courtney Place end of PAW**



**Photograph 2 – Welshpool Road East end of PAW**

Note: Bus stop and bus shelter in top right of photograph

**Attachment 6**

Maddington-Kenwick Strategic Employment Area- Indicative Local Structure Plan

[Click HERE to go directly to the document](#)

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**10.0 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

**11.0 QUESTIONS BY MEMBERS WITHOUT NOTICE**

**12.0 QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN**

12.1 Questions taken on notice from Corporate & Community Committee Meeting held on 19 June 2017.

Council & Committee Minutes - (Cr Tracy Destree)

Q. There are currently Minutes on the Shire's website which are marked as unconfirmed, some of these unconfirmed minutes go back 12 months or more and are still marked as unconfirmed. Are they confirmed minutes and just have not been updated on the front page? Can I please seek some clarity on this?

A. The Chief Executive Officer took this question on notice.

**Update:** All minutes are confirmed and signed off by the Presiding Member of the relevant Council/Committee meeting, however the documents on the City's website had not been updated. All minutes from 2017 have now been corrected on the website with earlier years being updated progressively.

**13.0 URGENT BUSINESS APPROVED BY THE PRESIDING MEMBER OR BY DECISION**

**14.0 TABLED DOCUMENTS**

14.1 Unconfirmed Minutes – **KALAMUNDA AGED CARE ADVISORY COMMITTEE - 24 May 2017**

**15.0 MEETING CLOSED TO THE PUBLIC**

**16.0 CLOSURE**

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- 14.1 Unconfirmed Minutes – **KALAMUNDA AGED CARE ADVISORY COMMITTEE - 24 May 2017**  
[Click HERE to go directly to the document](#)