

# ATTACHMENT

## **Attachments for the Ordinary Council Meeting**

26 May 2015

**Items 7.2.1 – 8.5.1**

# ATTACHMENTS TO AGENDA ITEMS

Ordinary Council Meeting - 26 May 2015

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# NOTES

## Concept Briefing

### Millers Pool Project and River Wall Replacement West of the Narrows Bridge

Venue: Council Chamber  
Date: Tuesday 5 May 2015  
Time: 6:30pm

#### Present

Mayor Doherty (Chair)

#### Councillors

S Hawkins- Zeeb	Manning Ward
V Lawrance, JP	Como Ward
M Huston	Mill Point Ward
K Trent, OAM, RFD, JP	Moresby Ward
F Reid	Moresby Ward

#### Officers

Cliff Frewing	Chief Executive Officer
Vicki Lummer	Director, Development and Community Services
Mark Taylor	Acting Director, Infrastructure Services

#### Presenters

Brad Smith	MP Rogers and Associates
Dale Olsson	MP Rogers and Associates
Stuart Pullyblank	Ecoscape
Mark Taylor	Acting Director Infrastructure Services

#### Leave of Absence

Nil

#### Apologies

C Cala	Manning Ward
G Cridland	Como Ward
C Irons	Mill Point Ward

#### Opening

The Mayor opened the Briefing at 7:00pm (delayed due to the previous presentation) and welcomed everyone in attendance.

### Topics Discussed

The purpose of the Briefing was to provide Elected Members with an overview of:

1. Progress of the Millers Pool concept plan;
2. The concept design for a rock revetment wall to replace the existing degraded and potentially dangerous river wall west of the Narrows Bridge;
3. The concept design for beaches and headlands on the river foreshore immediately east of the Narrows Bridge.

The three topics were presented by the Acting Director Infrastructure Services in conjunction with the three consultants present.

1. Millers Pool Concept – Councillors were updated on progress of the Millers Pool concept, which has developed and changed considerably since the original Lawrence and Associates plan, through to the third iteration presented on the night. The Councillors present at the briefing were generally supportive of the revised proposal, which no longer has an opening to the river. Discussion centred on the reasons why the opening to the river was no longer supported (cost vs benefit, significant regulatory delays).

Questions were asked about the location of the car park, the layout of pedestrian and cycling paths, the role of the balance (drainage) pipe from the pool to the river and the purpose of the path to the jetty on the lake. The proposed café / restaurant was discussed in some detail, including suggested leasing arrangements, location and the type of facility it could be.

A suggested implementation program was presented and discussed at the conclusion of the presentation. The Mayor questioned the extent and quality of the proposed stakeholder engagement process, wanting to ensure it was appropriate for the project;

2. Proposed rock revetment west of the Narrows Bridge – Councillors were updated on progress of the proposed treatment to be laid over the existing failed wall on the river foreshore between the Narrows Bridge and the Jet ski ramp. Councillors were supportive of the proposal, which is essentially an asset replacement project supported by \$350,000 of grant money from the State Government;
3. Proposed beaches immediately east of the Narrows Bridge - Councillors had not previously be briefed on this proposal, which aims to stabilise the foreshore immediately east of the Narrows Bridge with three headlands, which in turn create two beaches. The proposal would largely stop the eastward movement of sand and resultant foreshore erosion closer to the Narrows Bridge.

A combined project expenditure table was presented which demonstrated the three projects could be delivered within the LTFP budget allocation of \$4 million (\$1.5 million for foreshore works and \$2.5 million for Millers Pool) currently scheduled for 2015/2016.

### Actions/Outcome

Councillors present appeared to be supportive of all three projects put forward, but wanted to discuss the timing of the Millers Pool project when the updated Long Term Financial Plan is presented, before being prepared support the implementation of this project in 2015/2016.

### Closing

The Mayor closed the Briefing at 8:15pm and thanked everyone for their attendance.

# NOTES

## Concept Briefing

### Veraison Cultural Optimisation

Venue: Council Chamber  
Date: Tuesday 5 May 2015  
Time: 5.30pm

#### Present

Mayor Doherty (Chair)

#### Councillors

S Hawkins- Zeeb	Manning Ward
V Lawrance, JP	Como Ward
M Huston	Mill Point Ward (arrived 6.36pm)
K Trent, OAM, RFD, JP	Moresby Ward (arrived 5.55pm)
F Reid	Moresby Ward

#### Officers

Cliff Frewing	Chief Executive Officer
Vicki Lummer	Director, Development and Community Services
Mark Taylor	Acting Director, Infrastructure Services (arrived 5.43pm)

#### Presenters

Ashley Hunt	Veraison
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#### Leave of Absence

Nil

#### Apologies

C Cala	Manning Ward
G Cridland	Como Ward
C Irons	Mill Point Ward

#### Opening

The Mayor opened the Briefing at 5.35pm and welcomed everyone in attendance.

#### Topics Discussed

The purpose of the Briefing was to provide an update on the Cultural Optimisation program implementation across the organisation and to outline benefits of elected members participating in such a program. Ashley Hunt of Veraison presented on the following matters:

- Credibility of the Human Synergistics (HS) Tools
- Measuring Culture (OCI)
- The culture the organisation desires
- The culture the organisation has
- Results of the survey and comparison to other LG's
- The Culture Optimisation Program

- Organisational achievements so far
- Next steps and challenges
- Elected Member involvement
- Constructive Culture Case Study

#### **Actions/Outcome**

It was generally agreed that the Cultural Optimisation program continue to be supported as a beneficial tool with which to measure and improve culture in the organisation.

#### **Closing**

The Mayor closed the Briefing at 7.00pm and thanked everyone for their attendance.

# BRIEFING NOTES

## Concept Briefing

Monday 18 May 2015 at 5.30pm in the Council Chamber

## Canning Highway #ShapeOurPlace – Consultation Outcomes and Draft Built Form Concept

### Present

Mayor Doherty (Presiding Member)

### Councillors

V Lawrance JP	Como Ward
K Trent, OAM, RFD, JP	Moresby Ward
F Reid	Moresby Ward

### Officers

C Frewing	Chief Executive Officer
V Lummer	Director Development & Community Services
M Taylor	Acting Director Infrastructure Services
M Carolane	Senior Strategic Projects Planner

### Presenters

Anna Kelderman	GHD Woodhead
Rachel Marie	GHD Woodhead

### Apologies

C Cala	Manning Ward
S Hawkins-Zeeb	Manning Ward
G Cridland	Como Ward
C Irons	Mill Point Ward
M Huston	Mill Point Ward

### Leave of Absence

Nil

### Opening

The Presiding Member opened the Concept Briefing at 5:30pm and welcomed everyone in attendance.

### **Declarations of Interest**

Mayor Doherty and Councillors Reid and Trent declared an interest - all own properties in the study area.

### **Topics Discussed**

Anna Kelderman presented a PowerPoint presentation on progress to date on the Canning Highway #ShapeOurPlace project, including the following main points:

#### Stakeholder and community feedback

Main points:

- Stakeholder feedback has focussed on: access to Canning Highway; future increased traffic; future public transport; commercial areas
- Community feedback has focussed on: built form (setbacks, landscaping, existing character, allowing for modern styles, facades, garages, privacy)
- Community feedback regarding specific locations: higher density (3-6 storeys) should be located on Canning Hwy, particularly key intersections; idea for a green buffer adjacent to Campbell Street; consideration of a heritage protection area over parts of Kensington

#### Key issues to consider

Main points:

- Height: achieving height on small lots, concern about loss of amenity, maximum heights
- Lot size: MRS widening will significantly reduce lot sizes on the southern side of the highway
- Traffic and transport: restricting access to Canning Hwy, increased traffic, car parking

#### Concept solutions

Main points:

- Plans are focussed around hubs of mixed use, major traffic intersections, areas of community interest, areas with difficult access, and bus stops
- Concept solutions: plans and cross sections were shown to illustrate built form concepts for five points along Canning Hwy
- Development of small lots: design guidelines may be required for specific locations; incentives may be provided for lot amalgamation (e.g. maximum heights can only be achieved for certain lot sizes)
- Traffic and transport: access strategies and traffic analysis may be required for development in some locations; options for on site parking and/or rear access
- Building typologies: a range of building typologies were presented, including single house, grouped dwelling and urban
- Dwelling and population yields: dwelling yield of up to approximately 5,626 dwellings on lots where heights are proposed to change
- Other examples of current development proposals around Perth were presented to illustrate potential proposals

#### Questions/comments

Properties fronting First Avenue were excluded from increased density by Council resolution on the draft Local Housing Strategy. Current plan should not show increased height in this location.



Why is the green buffer between Campbell Street and Canning Highway, which was suggested during community consultation, not shown?

- Potential to provide rear access to Campbell street properties to alleviate parking concerns

Community on Gwentyfred Rd, Lansdowne St and First Av are likely to support existing low density. Need to explain why additional density is desirable.

Five storeys would be more appropriate than 6 in Kensington. Character houses on Gwentyfred Rd should be protected. First Av density should not be increased beyond existing.

Why is the block between Douglas and Collins Sts shown as four and 3 storeys?

- Existing park and community hall
- Existing R15 and 2 storey height limit
- Perhaps should be reduced height on the concept plan

Would there be minimum dwelling sizes in addition to built form controls?

- Mix of households and dwelling types is desirable
- Need to provide for families, not just 1 and 2 bed apartments
- Plot ratio controls could replace r-codes

Between Thelma St and Barker Av why do height's drop from 6 to 4 to two storeys?

- See cross section number 5. Topography raises the two storey relative to the 4 storey properties

What solutions are being considered to protect heritage and character?

- Outside the scope of this study, but community feedback will assist Council to identify areas for further investigation
- Heritage or character policies could be developed
- Recommend seeking advice from the heritage council on any heritage protection measures

Traffic and access around Thelma St is likely to be difficult following additional development.

Emphasis on height needs to be accompanied by more detailed design guidelines.

Colours should correspond to planning scheme colours rather than red/yellow palette on draft map.

#### **Actions/Outcome**

Nil.

#### **Close of Concept Briefing**

The Presiding Member closed the Concept Briefing at 6:30pm and thanked everyone for their attendance.



# NOTES

## Council Agenda Briefing 19 May 2015

Venue: Council Chamber  
Date: Tuesday 19 May 2015  
Time: 5.30 pm

### Declaration of Opening / Announcement of Visitors

The Presiding Member opened the Agenda Briefing at 5.35 pm and welcomed everyone in attendance.

### Attendance

Mayor S Doherty Presiding Member

### Councillors

C Cala	Manning Ward
S Hawkins-Zeeb	Manning Ward
Cr V Lawrance, JP	Como Ward
M Huston	Mill Point Ward
K Trent, OAM, RFD, JP	Moresby Ward
F Reid	Moresby Ward (arrived at 5.58pm)

### Officers

C Frewing	Chief Executive Officer
M Kent	Director Financial and Information Services
V Lummer	Director Development and Community Services
M Taylor	Acting Director Infrastructure Services
P McQue	Manager Governance and Administration
D Gray	Manager Financial Services
S Kent	Governance Officer

### Gallery

2 members of the public and 1 member of the press were present.

### Apologies

G Cridland	Como Ward
C Irons	Mill Point Ward

### Leave of Absence

Nil

### Audio Recording of Council Meeting

The Presiding Member advised that the Agenda Briefing was being audio recorded in accordance with Council Policy P673 and Clause 6.16 of the Standing Orders Local Law.

### **Declarations of Interest**

Mayor Doherty declared an Impartiality Interest in Agenda Item 10.1.1 'Community Advisory Groups and Committees' and Agenda Item 10.1.2 'Proposed 24 metre High Safety Screen Fence to the Royal Perth Golf Course'.

Cr Hawkins-Zeeb declared an Impartiality Interest in Agenda Item 10.1.1 'Community Advisory Groups and Committees'.

Cr Irons declared an Impartiality Interest in Agenda Item 10.1.2 'Proposed 24 metre High Safety Screen Fence to the Royal Perth Golf Course'.

Cliff Frewing declared an Impartiality Interest in Agenda Item 10.1.2 'Proposed 24 metre High Safety Screen Fence to the Royal Perth Golf Course'.

These Declarations will be read out at the May Ordinary Council Meeting and prior to the Agenda Items being considered.

### **Notice of Motion**

Mayor Doherty advised that she intends to move a Motion at the May Ordinary Council Meeting relating to the Dan Murphy's Liquor Licence.

### **Deputations**

There were no Deputations received.

### **May 2015 Draft Reports**

The CEO gave a brief summary of the May Agenda Items to be considered by Council:

#### **10.0.1 Canning Bridge Structure Plan – Endorsement**

At the March 2015 Council resolved to:

*"Council defer this item until the review and recommendations for Amendment 46 are complete, at this time Council will have the benefit of this review process and it is hoped Council may have some form of "assessment scale" for the discretionary provisions of the structure plan and be in a better position to make a more informed decision".*

The timing of the deferral is explained in the Report.

#### **10.1.1 Community Advisory Groups and Committees**

This report provides an update on the Council's Community Advisory Groups and Committees.

#### **10.1.2 Proposed 24 metre High Safety Screen Fence to the Royal Perth Golf Course. Lot 1 Labouchere Road, South Perth.**

This matter was initially considered at the February 2015 Council Meeting. The Council resolution has been enacted and this report is for consideration of the Council.

Council does not have delegation from the Western Australian Planning Commission (WAPC) to determine this planning application. As the proposal is located within the Metropolitan Scheme Reserve, Council provides a recommendation to the WAPC for determination.

**10.3.1 Proposed Single House (Three-Storeys) – Lot 254 (No. 10) River Way, Salter Point.**

This report seeks Council's consideration of an application for planning approval for a three-storey single house.

Council is being asked to consider and determine the application as delegation does not extend to approving applications in this area situated within Precinct 12- Salter Point, in accordance with the City's Strategic Direction 6 "Delegation from Council DC690 Town Planning Scheme No. 6."

Council is being asked to exercise discretion in relation to building setbacks, garage width and driveway gradient.

**10.3.2 Proposed Two Storey Single House. Lot 239 No. 11 Unwin Crescent, Salter Point.**

This report seeks Council's consideration of an application for planning approval for a two storey single house.

Council is being asked to exercise discretion in relation to visual privacy and boundary walls.

**10.3.3 Proposed Additions/Alterations to Single House on Lot 16 (No. 33) River Way, Salter Point**

To consider an application for planning approval for proposed additions/alterations to an existing single house.

Council is being asked to exercise discretion in relation to lot boundary setback, significant views and visual privacy.

**10.3.4 Guideline for Alcohol Outlets**

At the March Ordinary Council meeting, Council moved a motion requesting a report to be prepared which provides a strategic approach to the assessment of alcohol outlets; and to adopt an interim policy requiring large format liquor stores to be located in the District Centre Commercial zone only.

This report:

- outlines the process suggested by WALGA;
- describes the current 'community profile' in relation to alcohol;
- recommends the City takes a whole of organisation approach to alcohol management, and adopts a policy to guide this; and
- recommends specific changes to Town Planning Scheme No. 6 and a new planning policy to guide the assessment of alcohol related outlets in the future.

### **10.3.5 Amendment No. 47 to TPS No. 6 - Report for final adoption**

At the April 2015 Council meeting, the report on Amendment 47 was deferred 'until such time as the Canning Bridge Structure Plan is considered by Council'.

A report on the Canning Bridge Structure Plan has been prepared and has been included on the Agenda for the May Council meeting and as such it is considered appropriate to also include the Amendment 47 report.

The recommendation is for the Amendment to be finally adopted by the Council, with minor modifications to the proposed scheme maps and be forwarded to the Western Australian Planning Commission for final approval by the Minister for Planning.

### **10.5.1 Tender 3/2015 - Provision of Bulk Kerbside Collection Service**

This report considers submissions received from the advertising of Tender 3/2015 for the 'Provision of Bulk Kerbside Refuse Collection Services' up to May 2018.

This report outlines the assessment process used during evaluation of the tenders received and recommends acceptance of the tender that provides the best value for money and level of service to the City.

### **10.6.1 Monthly Financial Management Accounts - April 2015**

This report presents to Council monthly management account summaries with comment provided on the significant financial variances disclosed in those reports.

### **10.6.2 Monthly Statement of Funds, Investments and Debtors at 30 April 2015**

This report presents to Council a statement summarising the effectiveness of treasury management for the month.

### **10.6.3 Listing of Payments**

This report presents to council a list of accounts paid under delegated authority (Delegation DC602) between 1 April 2015 and 30 April 2015.

### **10.6.4 Review of Membership with the Western Australian Local Government Association**

This report considers the City's membership of the Western Australian Local Government Association, as requested by the Council in March 2015.

## **Closing**

The Presiding Member closed the Agenda Briefing at 6.18pm and thanked everyone for their attendance.

## DELEGATES' REPORT

### Rivers Regional Council Ordinary General Meeting

The Rivers Regional Council (RRC) meeting was held at the City of South Perth on Thursday 16 April 2015, commencing at 6.45pm. The meeting concluded at 7.24pm.

The Agenda (refer to attached Table of Contents) contained a number of routine items. For ease, the main items discussed by the Council are outlined in the table below:

Item 14.1	Payments for the Period 1 February 2015 to 31 March 2015
Item 14.2	Financial Report for the Period 1 February 2015 to 31 March 2015
Item 14.3	Draft Budget 2015/2016
Item 14.4	Regional Waste Education Coordinator (RWEC) - Progress Report
Item 14.5	CEO - Activity Update
Item 15.1	Audit Committee meeting

The Council adopted all of the recommendations for Items 14.1 to 14.5 inclusive and Item 15.1.

The Minutes of the meeting are available to be read in full on iCouncil.

Delegates: Cr Trent (Deputy Chairman) and Cr Cala.

Also attending the RRC meeting was Cr Reid as an observer.

8 May 2015.

## RIVERS REGIONAL COUNCIL - ORDINARY MEETING



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## DELEGATE'S REPORT

### WALGA South East Metropolitan Zone

The South East Metropolitan Zone meeting was held Wednesday 29 April 2015 at the City of Gosnells. The City's delegates to the WALGA South East Metropolitan Zone are Councillor Fiona Reid and Councillor Hawkins-Zeeb. Mayor Sue Doherty attended as deputy delegate in lieu of Cr Reid and the Manager Governance and Administration, Phil McQue attended in the absence of the Chief Executive Officer, Cliff Frewing.

#### ZONE AGENDA

##### DEPUTATIONS

###### Item 1.1 St John Ambulance Presentation

Mr Aaron Harding, General Manager Enterprise Solutions St John Ambulance, presented to the Zone regarding the work of St John Ambulance in 2015 and especially the areas in which they operate that are not a part of the core ambulance service contract.

St John Ambulance are interested in developing a new health management service that will provide an end to end health and medical service with a major focus on service provision to remote and field based workers.

It's enabled by a technology platform and features integration with a range of existing St John services, new products and long term partners. This might cover health checks, EAP, return to work, injury management, mental health, development etc.

St John believes that there is a major opportunity for a more seamless approach to employee health and wellbeing in the workplace, especially in field based people management.

#### STATE COUNCIL AGENDA

##### MATTERS FOR DECISION

###### Item 5.1 Local Government and Coastal Land Use Planning Discussion Paper

###### WALGA Recommendation

*That State Council endorses the following actions to be undertaken, as outlined within the Local Government and Coastal Land Use Planning Discussion Paper:*

- 1. The Association to work with the State Government specifically to:
  - a) Organise a workshop with the Department of Planning to promote guidelines and detail next steps for Local Governments aligning with the State Planning Policy 2.6; and
  - b) Develop a coordinated approach to land use planning, given the potential exposure of the WAPC in respect of injurious affection claims and how region planning schemes guide local planning schemes.*
- 2. The Association President to consider establishing a Policy Forum on coastal planning and adaptation, to allow the Association and coastal Local Governments to identify, consider and respond to commonly shared issues relating to coastal planning, coastal adaptation, decision making and legal implications.*
- 3. The Association continue to investigate the plausibility of rewording the Planning and Development Act 2005 and advocate to the Minister for Planning to include section 74 (protection from liability) from the private members Bill Climate Change (Coastal Planning and Protection) Readiness Bill 2012 into the Planning and Development Act 2005.*
- 4. The Association to liaise with research agencies such as Western Australia Marine Science Institute (WAMSI) to distribute research findings that relate to local decision-making and legal liability to the Local Government sector.*

5. The Association to seek additional legal advice including:

- a) any liability implications for Local Government amending planning schemes to align with SPP2.6;
- b) confirmation of Local Government's obligation or otherwise to undertake works to protect private property; and
- c) provide an updated list of case law examples from across Australia.

#### **WALGA Comment**

The release of the discussion paper generated nine submissions from the LG sector. A full assessment and analysis will still need to be undertaken, however underpinning a significant number of comments was:

- the feeling that there was a significant lack of engagement and coordination from the State and Commonwealth agencies, particularly in regard to communicating legal advice and in providing advice in regard to the appropriate application of State Planning Policy 2.6 and its guidelines;
- concern with the ad hoc manner in which the local government sector is assisted in managing coastal land use planning.

It is recommended that the above actions be endorsed by State Council and resourced through the Association budgetary process, in order to assist the local government sector in managing coastal climate change implications through the land use planning process.

#### **COSP Officer Comment and Recommendation**

Whilst the City is not on a "coast" as such all of the issues raised are entirely relevant to us as we have the river environment, which poses the same problems. The work to be done is desperately needed by local governments and leadership should come from the state level. That the Recommendation be adopted.

#### **SEMZ Resolution**

**That the South East Metropolitan Zone endorse item 5.1 within the May 2015 State Council Agenda.**

#### **Item 5.2 Model Local Planning Policy for Water Wise Entry Statements**

##### **WALGA Recommendation**

*That the Model Local Planning Policy for Water Wise Entry Statements be endorsed for use by Local Governments:*

1. *To establish and maintain a consistent process for managing the handover of water wise entry statements from developers to Local Government.*
2. *To ensure new entry statements are designed and constructed in a way which can easily be retrofitted as a water wise and low maintenance design.*
3. *To protect the Local Government from inheriting assets of little functional community value and high maintenance costs.*

##### **WALGA Comment**

The Association considered that a Model Local Planning Policy could be utilised. A draft model policy has been prepared for State Council endorsement and has been available for review and feedback on WALGA's Planning Improvement Portal for four months.

Member feedback indicates the process can experience a number of issues as follows:

- lack of clarity about who is responsible for the management of such contracts.
- the bond amount can be insufficient to cover the cost of carrying out an agreed downgrade retrofit plan.
- it can be easier to set up the maintenance agreement separately from the bond agreement.
- any agreement should be tailored and terms and conditions improved over time.
- lack of clarity about how disputes are handled re: use of bond money to carry out works.

WALGA notes that:



- LGs have experienced issues in the management of these contacts over long periods of time, as these maintenance agreements are often extended;
- there are examples of the bond amount being insufficient when opting to utilize the bond held to complete retrofit / downgrade works;
- LGs should consider any potential increase in the cost of works over the life of the maintenance period and any extension to the maintenance agreement may also require a reassessment of the bond amount provided;
- Special Area Rates have been utilised to cover the costs of maintenance but this process can result in a significant gap in expectations between residents, LGs and developers for the level of quality that landscaping will be maintained, and therefore, should be carefully considered for entry statements.

The model policy:

- is derived from the existing Engineering works services standards and specifications Section 9(g) currently in use at the City of Busselton;
- is anticipated to be adapted to suit individual LG circumstances;
- requires LG to prepare a number of legally binding agreements and these should be prepared to suit each individual development.
- through its provisions, a LG may require a fee to be collected from the developer to prepare legal agreements, or require the proponent to prepare any maintenance/bond agreement.
- is designed to achieve the following:
  - establish and maintain a consistent process for managing the handover of water wise entry statements from developers to Local Government.
  - ensure new entry statements are designed and constructed in a way which can easily be retrofitted as a water wise and low maintenance design.
  - to protect the Local Government from inheriting assets of little functional community value and high maintenance costs.

#### **COSP Officer Comment and Recommendation**

As the report is not directly related to the affairs of the City of South Perth, it is felt that the WALGA recommendation should be supported as WALGA has conducted appropriate consultation before the report was finalised. Now that the infrastructure at Cygnia Cove has been completed, the City does not have any more opportunities for green field developments and this model policy does not apply. That the Recommendation be adopted.

#### **SEMZ Resolution**

**That the South East Metropolitan Zone endorse item 5.1 within the May 2015 State Council Agenda.**

#### **Item 5.3 State Emergency Management Committee State Risk Project**

##### **WALGA Recommendation**

*That State Council:*

1. *Endorse the State Emergency Management Committee development of the State Risk Framework.*
2. *To ensure smooth implementation of the State Risk Project–Local seeks the following:*
  - a. *Development of a clear implementation plan and timeline for the State Risk Project–Local*
  - b. *Establishment of Partnership with WALGA to develop the State Risk Project –Local to ensure engagement and participation of Local Government.*
  - c. *Provision of funding to develop a common reporting system for Local Government to ensure alignment and integration with the State Risk Project.*

##### **WALGA Comment**

The benefit and outcomes of the State Risk Project include:

- Increased understanding of major risks at a State, District and Local scale





- Information to assist resource allocations with emphasis towards prevention and preparedness activities
- Data to evaluate mitigation activities including assessing 'benefit to cost' and to support Risk Management Strategies
- Improve basis for development of Local Emergency Management Arrangements, westplans and capability planning.

Data captured from the Project will:

- inform the annual State Emergency Preparedness Report prepared by the SEMC;
- provide the State with a greater understanding of the capacity and capability at the State, District and Local level to deal with emergency events;
- assist with future resource allocation and mitigation activities.

WALGA met with the SEMC Secretariat to discuss the best way to deliver the *State Risk Project-Local* and recommended that the development and implementation needs to be done in partnership with WALGA and LG and appropriately resourced.

#### **COSP Officer Comment and Recommendation**

As the report is not directly related to the affairs of the City of South Perth, it is felt that the WALGA recommendation should be supported as WALGA has conducted appropriate consultation before the report was finalised. That the Recommendation be adopted.

#### **SEMZ Resolution**

**That the South East Metropolitan Zone endorse item 5.1 within the May 2015 State Council Agenda.**

#### **Item 5.4 Submission to WARR Act Review Discussion Paper**

##### **WALGA Recommendation**

1. That State Council endorse the interim WALGA Submission to the Department of Environment Regulation WARR Act Review Discussion Paper.
2. That the Association continue to liaise with the DER to ensure that there is an adequate timeline for consultation on any proposed legislative changes.

##### **WALGA Comment**

The Association notes that there is broad agreement within the sector that there is a need for change to how waste in the metropolitan area is governed:

- a greater role for the State Government in providing an integrated waste management system
- the need for consolidation, improved governance and greater direction for Regional Councils.

The focus of the Paper is largely on the reform of how municipal solid waste is managed and the opportunities for economies of scale through collective procurement.

While the Discussion Paper provides some high level outcomes, but does not provide detail on how these outcomes would be operationalized.

Any changes will be before the end of the current Parliament.

The submission has put forward a range of recommendations regarding achieving key waste management outcomes which focus on changes to the governance of waste management, as follows:

- State Government facilitates the formation of three Regional Subsidiaries within the Perth/Peel area to undertake a range of regional waste management functions.
- State Government establish groups for Commercial and Industrial (C&I) and Construction and Demolition (C&D) wastes to facilitate greater engagement from these sectors and market development.
- State Government establish an overarching Perth/Peel Waste Management Group to guide and facilitate the implementation of the State Waste Strategy in this region.



- Association provides 'in principle support' for Regional Subsidiaries as the preferred governance approach for waste management, although notes that Local Government Legislation Amendment Bill which contains provision for these entities has not yet been enacted and no regulations have been drafted.
- LGs are engaged in the development of the Regulations for Regional Subsidiaries to ensure they are fit for purpose in the municipal solid waste context.
- If Regional Subsidiaries are not enacted then the Regional Council model is the preferred option for regional structures, although noting that further legislative changes would be required.

#### **COSP Officer Comment and Recommendation**

The WARR submission is not inconsistent with the City's submission and as a result should be supported. Both submissions propose the State takes a leading role in setting a future waste management strategy and is considered long overdue. That the Recommendation be adopted.

#### **SEMZ Resolution**

**That the South East Metropolitan Zone endorse item 5.1 within the May 2015 State Council Agenda.**

**Item 5**

#### **WALGA Recommendation**

*That State Council:*

1. note the progress of the Planning for Waste Management project to better incorporate waste management considerations into planning decisions; and
2. endorse the model provision for Local Government Planning Strategies, model Local Planning Policy, waste management planning conditions and the guidelines which will assist the sector in considering this issue within the planning process.

#### **WALGA Comment**

The project was necessary to:

- ensure consistent and comprehensive consideration of waste management in the planning system.
- assist LGs in providing a high quality service and reducing the overall costs of development.
- at the strategic level ensure that waste management was mentioned in high level State planning documents, this is now the case with waste management identified in the State Government's Directions 2031 and Beyond and State Planning Strategy.

An audit of LG Planning Schemes, Strategies and Policies indicated 63% of Local Governments have incorporated at least one waste management related provision. However, the majority of these provisions have nominal content and/or detail to be considered sufficient to guide management of waste.

The WALGA Submission on the Local Planning Scheme Regulations identified key definitions and requirements for waste management plans to ensure adequate provision has been made for the storage, management and collection of waste in new developments.

Specific tools were also needed which can be adapted to each LGs individual circumstance - the Association has prepared:

- Model Local Planning Policy for waste management, with a Guidance Statement;
- Waste Management planning conditions; and
- Guidelines on waste management plans for Subdivisions, Commercial and Industrial developments, multiple dwelling developments and construction and demolition.

The resources are located on the WasteNet website and the Planning Improvement Program portal for LG members to access and provide feedback.

#### **Officer Comment and Recommendation**



The development of a tool kit for this purpose is considered an important initiative and could prove very useful for Local Governments and as a consequence is supported. That the Recommendation be adopted.

#### **SEMZ Resolution**

**That the South East Metropolitan Zone endorse item 5.1 within the May 2015 State Council Agenda.**

### **6.0 BUSINESS**

#### **6.1 Metropolitan Local Government Reform Reimbursement – submitted by City of South Perth**

##### **Background**

For the last couple of years or so, 27 metropolitan Local Governments together with the Shire of Murray, have been participating in the Local Government reform exercise. These Local Governments were encouraged by the Minister and the Department to follow the Local Government reform toolkit in implementing the planning and change management practices necessary to give effect to implementing Local Government reform effectively. In order to perform this work, expenditure was necessarily incurred by many, if not all, of the Local Governments prior to the Minister abandoning the process in mid-February 2015. Prior to the abandonment of the process Local Governments were encouraged to lodge a claim for funding with the Department of Local Government. It is understood that the Minister has publicly stated that it is not the intention of the Government to honour these claims and reimburse Local Governments for costs necessarily incurred in relation to the reform exercise.

In order to gauge and monitor that overall expenditure by the Local Governments, WALGA circulated a claim template and requested that a copy of the completed template be provided to WALGA so that it could advocate on behalf of Local Government for reimbursement of these expenses by the State Government.

Given that the State had already allocated funds in the State budget for Local Government reform, it is not unreasonable for the State Government to provide this money to Local Governments that have expended money on the Metropolitan Local Government Reform process

It is understood that in total the Local Government sector is seeking the reimbursement of \$4,937,268 from the State Government, the total of claims put forward by 13 of the 21 affected Local Governments. The amount sought by Local Governments is not unreasonable and conforms with the State Government's funding guidelines. Further, the claim for reimbursement does not include staff time despite significant staff resources being allocated to the reform process, representing opportunity costs for the Local Government sector. The State Government is ultimately responsible for the failed implementation of its Reform Policy, and it should take responsibility for the eligible costs that it would have borne had the reform progressed.

It is therefore suggested that the South East Metropolitan Zone of WALGA consider adopting a motion requesting that WALGA actively pursue the Minister to reimburse the necessarily incurred expenditure by Local Government.

#### **SEMZ RESOLUTION**

**The South East Metropolitan Zone strongly encourages WALGA to actively seek the reimbursement of all valid eligible expenditure incurred by Local Government in connection with the abandoned metropolitan Local Government Reform Program.**





## 6.2 South East Corridor – Integrated Transport Plan

Growth in development and population in the South East Corridor of Perth continues at a rapid rate. The urban planning framework for this growth has evolved and been updated on a periodic basis at both a regional and local level via state and local government led projects. This development is increasingly putting pressure on the road and transport systems within the corridor. Over recent years there has been a growing awareness of the need for more holistic review of transport and traffic management.

The growth in the corridor has led to:

- Increased congestion in the road system and growing concerns about safety
- The need to enhance the public transport offering
- The need to integrate land use and transport better at regional and local level
- The need for improved infrastructure for cycling and walking
- Recognition of the potential value of state and local government working collaboratively to establish priority on infrastructure spending.

The state government is encouraging local governments to prepare integrated transport plans as part of Local Planning Strategy development. However, many of the issues are of a regional nature. Across other sectors of the metropolitan area, this type of co-operative regional scale transport planning has occurred and needs to occur on an ongoing basis.

In this context it is recommended that the South East Zone Council work together with the state government agencies to develop an Integrated Transport plan for the South East Corridor.

Such a plan would aim to develop a balanced multi-modal transport system that:

- Provides appropriate levels of accessibility and economic opportunity and links local, district and regional centres and employment centres.
- Sustains and supports healthy lifestyles and offers travel choice and contributes to improved air quality and other environmental standards.
- Offers affordable and safe accessibility for all social and age groups across the community.

### **SEMZ RESOLUTION**

**That the South East Metropolitan Zone request WALGA to make representation to the Transport Minister for the establishment of a State and Local Government working group to oversee the development of a South East Corridor Integrated Transport Plan.**



# DELEGATES' REPORT

## Local Government Managers Australia (LGMA) National Congress and Business Expo 2015

### *Local Government: The Value Proposition*

Venue: Darwin Convention Centre  
Dates: 29 April – 1 May 2015

#### Delegates

Mr Cliff Frewing      Chief Executive Officer  
Cr Fiona Reid        Moresby Ward

### **Introduction from Key sponsor - Civica Representative**

Referred to key UK LG document of transformational change - [www.civica.co.uk/changinglandscape](http://www.civica.co.uk/changinglandscape)

Four main themes will shape UK LG up to 2025

1. The changing citizen
2. The role of Council
3. Staff, skills, partnerships and resources
4. Persuasive Technology

### **Key note speaker - George Negus OAM**

Spoke about the Australian political system - and the Federal / State system

Believed the origins of state boundaries are unknown - why are they so important?

Why Territories? Why do we have states?

Why do we have different standards ie, health, police and education systems across the country ?

*"We have forgotten in a way that we are first and foremost Australians"*

*"We are not the greatest country in the world, great yes but not the greatest. Greatest implies we are flawless which we are clearly not"*

George strongly critiqued the Senate as no longer being representative of the States and Territories, but instead they have become representative of the Political Parties in the State and has become undemocratic. Senators whilst elected by the States do not represent the states - they represent the political party that supports them and vote along party lines.

There are 12 Senators per state regardless of population. For example Tasmania and NSW have the same number of Senators, yet NSW has 10x the population (est 5,000,000) compared with Tasmania (500,000). Is this democratic?

He believes Australia is over governed stated that Local Government is too small with 540+ Councils, whilst the 8 State and Territories are too big. How can the three spheres of government work better together?





For real change that would make a difference and address the problems with Government in Australia:

- Abolish State and Territories, and therefore the Senate
- Two levels of Government - Federal and Regional
- Compulsory voting
- Make small 'p' political education compulsory in schools

Concluding that change can happen and the value proposition to Local Government is:  
'Start throwing your weight around'

### **Key note speaker - Professor Mark Evans - Reforming Local Government**

Firstly discussed the Commission of Audit/Federal White Paper, on the Federation which focuses on the States/Territories and Local Government is barely mentioned. This Commission is being led by Warren Truss and is a key change, facilitative and enabling role for the Commonwealth Government, focusing on national policy and regulation/benchmarking and digitisation.

Where the rhetoric of 'subsidiarity' and 'productivity' has replaced the rhetoric of 'localism' where services should be delivered as close practical to the citizen alongside the emergence of 'Big City'.

Then he discussed the barriers between levels of Government

- Professional language
- Culture risk adverse
- Lack of trust
- Poor skills in active risk of change management
- No clear national voice

Alongside 'Environmental Constraints' and 'Bad and Sticky Politics'

*'It's often the people that no one can imagine doing anything that do the things that no one else can imagine'*

Alan Turing - The Enigma Code Breaker

Simple value proposition to Local Government - Local Government as a centre of excellence for public value creation:

- Social problem seeker and solver: fair go, equitable, sustainable development;
- Facilitator of Economic Growth: Assuring community development well-being, developing a community and a productivity agenda around comparative advantages;
- Political champion: Giving political expression to local identity and values; and
- Cultural lifestyle coordinator: Arts, Culture, Sports, putting community development at the centre, being an employer of choice.

### **Key note speaker - Dr Barry Jones - Leadership in Local Government**

Despite the toxic and vacuous nature of current politics people are still voting for the major parties with a peg on their nose. People who believe that it matters who is in Government has fallen from 68% of to 43% over a period of 7 years. Satisfaction with standards of democracy has also fallen. Why?

We focus on the trivial at the expense of the important. Wicked problems: Climate change; War on terror and security; War on drugs; Aging. Long term issues but not dealt with appropriately because of short term nature of the political cycle.

"Retail politics": will the policy sell rather than if its right, ethical or worthwhile? "Fractional truth" - tendency not to tell the whole truth - promises may be partly true.

Corruption and the conflict between vested interest and community interest also exists.  
As a result, there is an increasing loss of confidence in our institutions.

Typical ways of addressing Budget issues - expenditure cuts, asset sales etc but alternative sources of revenue must be found to fund emerging issues.

Not to choose to address an issue is to choose.

Becoming a one party state, where the two major parties are essentially two wings of the same bird, like choosing between Coles and Woolworths.

Australia has a high proportion of graduates but with a low standard of political acumen.

#### Leadership Qualities

- Vision
- Courage (advancing unpopular issues – “I’m going to propose something that you may not like, may not even understand, but I’m going to explain it to you and why I’m going to do it”)
- Energy
- Capacity to explain
- Management skills
- Mastery of language

Styles of leadership - Homer's Iliad

Common element is courage.

1. Achilles - warrior, rigid, driven, obsessed with honour and glory, ruthless, testosterone fuelled. Fearless determined nothing stands in his way does not accommodate alternative points of view. Examples: Whitlam, Churchill - fighter (Abbott). Mad man stereotype - hearing or seeing things others don't see.
2. Hector - conservative, family, flexible, open, reluctant to use power, the straight man
3. Odysseus - imaginative, adaptable, the classic fixer.

*A great leader will combine all three elements - mad, straight and fixer - and has courage.*

- Don't hollow out your organisations core capacity to deliver and lose your core expertise
- Maintain the use of natural language, write down what you really think and know.
- Recognise the difference between the public good and private benefit

### **Key note session - Jane Caro - 8 Simple Rules**

A little background on Jane. She's an author, novelist, lecturer, mentor, social commentator, columnist, workshop facilitator, speaker, broadcaster and award winning advertising writer. She now runs her own communications consultancy and if that wasn't enough, she is also the mother of two daughters, a wife, a beef producer and a timber grower. 8 Simple Rules:

1. Under promise and over deliver

Manage your customer's expectations and give them a little more than they expect.

2. Be customer centred

Empathise with what is happening to your customer. Understand their problem and solve it. If you can't solve it, help them find someone who can.

3. Go for the low hanging fruit

Set yourself achievable goals and realistic targets. Over time get higher up that tree. Success breeds success!

4. All purchase decisions are made emotionally then post-rationalised

"Hope" and "fear" are the ONLY two emotions that change behaviour. Are we offering our customer's "hope" or are we helping them to minimise "fear".

5. Give your purchasers reasons to choose you

Make a case. Make them feel rational. Give them permission to have what they want.

6. Raising staff morale

The basis of all good marketing. All staff must be on-board everything you do.

7. Lower customer anxiety

It's a time of high anxiety, help your customers feel that doing business with you is a sensible thing to do.

8. You must love what you do and what you sell!

The best sales people are believers. They are enthusiasts. That's why you believe them.

## **An International Perspective - Derbyshire County Council – Ian Stephenson, Chief Executive**

<http://www.derbyshire.gov.uk>

Derbyshire county council has 28000 employees and an \$2.0Bn annual budget. The Council has suffered a 37% reduction in Government funding over a 5 year period to 2016 – (\$523m). This has forced a major review of the organisations operations.

- BAU will not work as it is unsustainable
- efficiencies not enough
- Salami slicing - Not appropriate

New models/approaches required and collaboration essential

- \* Demand management and behaviour change
- \* Co-production
- \* Collaboration
  - shared services/shared management
  - collaborative procurement
  - combined authorities - 10 counties coming together as combined authorities whilst keeping all their powers concurrently.
- \* Devolved powers from the central authority.
- \* Commissioning
- \* Outsourcing & strategic partnering
- \* Commercialisation
- \* Prevention & early intervention
- \* Whole Place community budgets
- \* Technology

Council must meet the challenge - See video on website

- What are the real priorities?
- Rethink how outcomes are delivered?
- Radically different mind set?
- Get your message right?

## **Local Government: The Value Proposition, A New Zealand Perspective Auckland reorganisation 2009 - Barbara McKerrow, President SOLGM Chief Executive New Plymouth District Council**

Changing Local Government

- \* Auckland Consolidation of 8 Local Governments into 1 in 2009
- \* Better Local Government reform 2012
- \* Improve efficiency and effectiveness of Local Government
- \* New purpose statement, financial prudence requirements, reorganisation process, powers of Crown intervention
- \* Mixed messages about the role of LG, and it is not well understood by central government

#### Local Government Reputation

- \* LGNZ has undertaken reputation research
- \* To help determine the best strategy for improving and communicating the LG value proposition
- \* Reputation drives credibility, influence and standing
- \* Engaged Colmar Brunton to conduct the research
- \* Results are preliminary and yet to be made public
- \* LGNZ has refocused and restructured its org to better advocate for the sector.

Majority agree Local Government is important but perceived as less important in every day life. There is a surprising variation in level of awareness about the role of Local Government. Only 65% thought the sector is responsible for roads. Roads and Town facilities such as parks, toilets, libraries and water are seen as important.

#### Improving Performance

- \* The sector has a poor reputation due to lack of understanding about what Local Government does and how it adds value
- \* But also a result of perception about performance
- \* Criticism sometimes deserved

Need to improve financial management, community consultation and communications.

*Sometimes we make the easy choice because driving and leading change is the hard choice.*

#### One NZ Example

New Plymouth District Council [www.newplymouthnz.com](http://www.newplymouthnz.com)

Introduced a planned communications strategy to enhance accessibility and engagement as well as to convey key messages

Performance a major focus

Using Social Media to deliver a message in a light hearted way - Low cost, high impact

What have the Council Ever Done for us? [http://youtu.be/VAM0oklJH\\_A](http://youtu.be/VAM0oklJH_A)

### **Stephen Parry, ICMA International Vice President Chief Executive Gore District Council NZ**

Spoke about the Edmonton City Council, Canada - video link

Managing politics - navigating the political environment and finding common ground to arrive at the destination.

Citizens or Elected Representatives - Who knows best?

Leanne Hartill (City of Melville), Chair International Association of Public Participation (IAP2) Australasia

Consumer engagement - IAP2 Model

### **Young People and Local Government**

Jan Owen OAM CEO The Foundation for Young Australians [fya.org.au](http://fya.org.au)

Our future is in good hands. Young people are a resources

- \* Harnessing young people at the local level
- \* We are facing an ageing population and a shrinking workforce to support it
- \* The number of young people will increase
- \* Young people are creating social change

#### Youth Investment Principles

- \* Contribute and lead change
- \* Enterprising skills
- \* Youth entrepreneurship



\* Connections with Asia

Half the entire world's population is under the age of 25  
By 2025 Asia will produce half of the world's total economic output

Not a Youth Policy anymore but an Investment Strategy

### **Smarter Ratepayers Require Smarter Cities**

Ben Dornier, Director Corporate and Community Services, City of Palmerston

Let's Clear the Air: Devices are changing our communities, and our councils

Our residents are unhappy. We (and they) do not necessarily know why. They want more.  
A revaluation of council services is needed, or our relevance is at risk.

The Good, the Bad and the Ugly (Community Services, Town Planning and Engineers)(sorry engineers!)

Devices are changing our communities, but not the devices we are familiar with (smartphones, tablets, etc).  
Local Government needs to get an understanding of:

- Internet of things, [http://en.m.wikipedia.org/wiki/Internet\\_of\\_Things](http://en.m.wikipedia.org/wiki/Internet_of_Things)
- telemetry <http://en.m.wikipedia.org/wiki/Telemetry>

The majority of our assets are dumb but there is no reason they can't be smart and there is a lot of data and information we collect and need to share. GOOGLE Smart Cities for more.

### **Local Government: A Value Proposition. Leadership, Lessons and the Next Decade**

Allan McGill, former CEO of two NT Government Departments

Remaining relevant, credible and accountable is critical to achieve any success.

Vertical Fiscal Imbalance - highest level of taxes collected Federally, then lesser at a State level and a small minority collected by Local Government.

What we do is what really matters, not what publish and say.

### **Sharing Economies - Consulate General of the Republic of Korea, Young Cha, Senior Manager & Specialist International Relations (Highlight).**

For more information on Sharing Economies email Young Cha - [keep.awake@gmail.com](mailto:keep.awake@gmail.com)/.

#### *Spaces/Facilities*

- Public: Unused facilities, generational house sharing and parking
- Private: such BnB Heroes accommodation for short term commuters, WooZoo find house sharing options with people who share hobbies, activists etc

#### *Items (such as our own Bus Stop Libraries)*

- sharing cars, sharing clothes, sharing books

#### *Experience and Information*

- Seoul Open Data Plaza, Seoul Photo Bank, Seoul e-Labor Sharing (online economy), MyRealTrip (connecting tourist to local experiences), Wisdome (Human Books), Zipbap (meal at home made by your mum), Local Design Movement, CC Korea (sharing economy)

Too early to say what the total public benefits are in the long term. In the first year the initial findings are very promising about the future of sharing economies, building communities, increases local economies and sustainable ethical business

- Citizen Focus
- Resilient Communities
- Sustainable Outcomes

## World Cafe

- Smart cities leverage a culture of innovation to drive efficiency, engaged with their communities and more easily adapt to change.
- Make use of infrastructure
- Engage with the community effectively
- Respond effectively and promptly to changing circumstances
- Traditional / smart city
- Working with the community to make their lives simpler

Partnership formed including the CEO of Organizational Excellence Foundation (OEF) and the CEO of Reconciliation Australia to achieve mutually beneficial outcomes. The Major outcome is for OEF to sign agreement with LGMA to develop specific local government excellence framework with the ABEF.

## A look at the Data, have you got proof?

- LG Victoria Update
- Director public sector performance
- Any plan adopted by LG in Victoria needs to reflect on the resources required to implement the plan
- Data consolidated - capital works plans - \$8.45 Bn over 4 years to 1918
- Referred to publication "Levels of service & community engagement" IPWEA

## Conclusion

Overall, the conference provided a good blend of experienced well known personalities, overseas practitioners and local speakers all of whom provided important and relevant messages and was worth attending. We encourage readers to access the websites provided to glean further information on the topics.

