



Shire of Dardanup

# APPENDICES

## SPECIAL MEETING [CORPORATE BUSINESS PLAN]

To Be Held

Wednesday, 20 June 2018  
Commencing at 10.00am

At

Shire of Dardanup  
ADMINISTRATION CENTRE EATON  
1 Council Drive - EATON

This document is available in alternative formats such as:  
~ Large Print  
~ Electronic Format [disk or emailed]  
Upon request.

**SHIRE OF DARDANUP****MINUTES OF THE SHIRE OF DARDANUP STRATEGIC PLANNING COMMITTEE MEETING  
HELD ON WEDNESDAY 30 MAY 2018, AT SHIRE OF DARDANUP – EATON  
ADMINISTRATION CENTRE, COMMENCING AT 2.00PM.****1 DECLARATION OF OPENING/ANNOUNCEMENT OF VISITORS**

The Presiding Officer, Mr Mark Chester, declared the meeting open at 2.00pm welcomed those in attendance and referred to the Acknowledgement of Country; the Disclaimer and Affirmation of Civic Duty and Responsibility and Emergency Procedures on behalf of Councillors and Officers:

*Acknowledgement of Country*

*The Shire of Dardanup wishes to acknowledge that this meeting is being held on the traditional lands of the Noongar people. In doing this, we recognise and respect their continuing culture and the contribution they make to the life of this region by recognising the strength, resilience and capacity of Wardandi people in this land.*

*Affirmation of Civic Duty and Responsibility*

*Councillors and Officers of the Shire of Dardanup collectively declare that we will duly, faithfully, honestly and with integrity fulfil the duties of our respective office and positions for all the people in the district according to the best of our judgement and ability. We will observe the Shire's Code of Conduct and Standing Orders to ensure efficient, effective and orderly decision making within this forum.*

*Committee members acknowledge that only the Chief Executive Officer or a member of the Shire of Dardanup staff appointed by the Chief Executive Officer is to have contact with consultants and suppliers that are appointed under contract to undertake the development and implementation of projects.*

*The exception to this Policy is when there is a meeting of the committee or working group with the consultant and the Chief Executive Officer or the Chief Executive Officer's representative is present.*

*Members of committees acknowledge that a breach of this Policy may result in a request to Council to have them removed from the committee.*

*Emergency Procedure*

*In the event of an emergency, please follow the instructions of the Chairperson who will direct you to the safest exit route. Once outside, please proceed to the Assembly Area points located to the western side of the front office car park near the skate park and gazebo where we will meet (and complete a roll call).*

**2. RECORD OF ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE PREVIOUSLY APPROVED****2.1 Attendance**

Cr. Michael Bennett	-	Shire President (Chairperson)
Cr. Peter Robinson	-	Deputy Shire President
Cr. Danny Harris	-	Elected Member
Cr. Carmel Boyce	-	Elected Member
Cr. Patricia Perks	-	Elected Member
Cr. James Lee	-	Elected Member
Cr. Janice Dow	-	Elected Member
Cr. Tyrrell Gardiner	-	Elected Member [2.07pm].
Mr Mark Chester	-	Chief Executive Officer
Mr Luke Botica	-	Director Engineering & Development Services
Mr Phil Anastasakis	-	Director Corporate & Community Services
Mrs Cathy Lee	-	Manager Governance & HR
Mrs Natalie Hopkins	-	Manager Financial Services
Mr Steve Potter	-	Manager Development Services
Mr Nathan Ryder	-	Manager Operations

**2.2 Apologies**

Cr. Luke Davies	-	Elected Member
-----------------	---	----------------

**3. ELECTION OF CHAIRPERSON AND DEPUTY CHAIRPERSON****3.1 Election of Chairperson**

Nominations for the position of Chairperson are to be given to the Chief Executive Officer Mr Mark Chester who will be the Presiding Officer for the election in writing [forms available from the Presiding Officer].

The position of Chairperson will expire on the October 2019 being the date of the next ordinary election Local Government Act 1995 2.28(2) Item 12, 5.11 (1)(d)

The nominee is to accept the nomination in writing to the position of Chairperson.

If more than one person is nominated, voting is to be conducted by secret ballot, with the candidate that receives the greater number of votes being elected.

*Process:*

*Cr. M T Bennett was nominated for the position of Chairperson by Cr. J Lee. Cr. M T Bennett accepted the nomination.*

*As there were no other nominations Cr. M T Bennett was declared as Chairperson and assumed the Chair.*

**3.2 Election of Deputy Chairperson**

Nominations for the position of Deputy Chairperson are to be given to the Chairperson in writing [forms available from the Presiding Officer].

The position of Deputy Chairperson will expire in October 2019 being the date of the next ordinary election Local Government Act 1995 2.28(2) Item 12, 5.11 (1)(d).

The nominee is to accept the nomination in writing to the position of Deputy Chairperson.

If more than one person is nominated, voting is to be conducted by secret ballot, with the candidate that receives the greater number of votes being elected.

Process:

*Cr. P S Robinson was nominated for the position of Deputy Chairperson by Cr. J Lee. Cr. P S Robinson accepted the nomination.*

*As there were no other nominations Cr. P S Robinson was declared as Deputy Chairperson.*

**DECLARATION**

**Following due process as per Section 5.12 and Schedule 2.3 of the Local Government Act 1995 the following people are declared:**

**Cr. M T Bennett - Chairperson**

**Cr. P S Robinson - Deputy Chairperson**

**of the Strategic Planning Committee**

<b>4. PETITIONS/DEPUTATIONS/PRESENTATIONS</b>
---

None.

<b>5. CONFIRMATION OF MINUTES OF PREVIOUS MEETING</b>
---

4.1 Strategic Planning Committee Meeting Held 26 April 2017

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 01-18    MOVED -    Cr. C N Boyce                      SECONDED -                      Cr. P R Perks

**THAT the Minutes of the Strategic Planning Committee Meeting held on 26 April 2017, be confirmed as true and correct subject to no corrections.**

CARRIED  
7/0

<b>6. ANNOUNCEMENTS OF MATTERS FOR WHICH MEETING MAY BE CLOSED</b>
--

None.

<b>7. QUESTIONS BY MEMBERS OF WHICH DUE NOTICE HAS BEEN GIVEN</b>
---

None.

<b>8. DECLARATION OF INTEREST</b>
-----------------------------------

*Discussion:*

*Shire President, Cr. M T Bennett asked Councillors and staff if there were any Declarations of Interest to be made.*

*There were no Declarations of Interest made.*

<b>9 REPORTS OF OFFICERS AND COMMITTEES</b>
---

9.1            Title: Pathway 10 Year Program 2018 - 2028

*Reporting Department: Engineering & Development Services*

*Reporting Officer: Mr Mick Saunders – Manager Assets*

*Legislation: Local Government Act 1995  
Local Government (Function & General)  
Regulations 1996*

Background -

The Pathway 10 Year Program is a document that summarises all renewal, upgrade and expansion works programmed for the Shire's existing and proposed Pathway Assets. The document contains estimates of expenditure and revenue, together with recommended Reserve transfers to fund the works. The Pathway 10 Year Program is derived from the Pathway Asset Management Plan (PAMP), which in turn considers the Shire's Strategic Community Plan (SPC). The Pathway 10 Year Program has been reviewed in preparation for the 2018 – 2019 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

The expansion and maintenance of the Shire's pathway network is an important component of the Shire's Annual Works Program. The PAMP provides a comprehensive plan for the improvement, expansion, renewal and maintenance of the Shire's pathway network. The PAMP looks at the existing network, determines standards and processes for determining an overall master plan of pathways for the Shire and recommends a program of works for the improvement, expansion and renewal of the pathway network. The PAMP is reviewed on an annual basis to take into consideration any changes resulting from traffic changes, development and

subdivisions, newly constructed pathways and any other factors which affect the information contained within the document.

The PAMP is currently being revised and a copy will be made available electronically in due course.

Legal Implications - None.

Strategic Community Plan -

Outcome 3.1.1 of the Strategic Community Plan

Environment - None.

Precedents

Council adopts the PAMP annually.

Budget Implications -

The information contained in the Pathway 10 Year Program will be used annually to develop the Shire's Corporate Business Plan. The following tables from the Pathway 10 Year Program are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- 10 Year Financing Strategy Summary (Appendix SPC: 9.1A);
- 10 Year Program of Works – Upgrades & Expansion (Appendix SPC: 9.1B); and
- 10 Year Program of Works – Renewals (Appendix SPC: 9.1C).

The recommended annual reserve transfer has not changed from that adopted in the Strategic Financial Plan in 2017 – 2018. The transfer for Year 10 of the Pathway 10 Year Program is calculated by projecting the trend of years 1 to 9 transfers.

The following shows the proposed annual transfer compared to the previous year adopted amounts.

	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
	Annual Transfer ( x \$1,000)									
2017-2018 SFP	150	155	160.5	166.5	172	178	184.5	191	197.5	
2018-2019 SFP	150	150	210	216	172	178	184	190	197	204

It should be noted a significant portion of the upgrade and expansion expenditure is also contingent on receiving external funding for projects. The success or otherwise of funding will have an impact on the Shire to deliver upgrade projects and may result in some projects being delayed until sufficient funds are secured.

A large proportion of expansion projects are contingent upon road funding (i.e. Regional Road Group and Black Spot). Accordingly, these projects are scheduled to coincide with the corresponding road projects in order to maximise the amount of external funding that can be sourced, including an allocation towards pathways.

Budget – Whole of Life Cost

The purpose of the PAMP is to plan for the expansion, upgrade, renewal and maintenance of the Shire's pathway network and is essentially dealing with the full life cycle requirements of pathway infrastructure.

The current need for the renewal of the pathway network is relatively low; however, there will be a significant increase beyond the current 10-year timeframe. The bulk of the works scheduled in the current 10-year period of the PAMP relates to upgrades and expansion. Upgrade and expansion projects can be delayed if needed; however projects should not be delayed to the extent that it will create a bigger impost on Council resources when the renewal of the existing network becomes critical.

Council Policy Compliance - None.

Risk Assessment - Low.

The purpose of the PAMP is to provide pathway management strategies and forward capital works plans. This enables the Council to plan in advance and be prepared financially for any challenges in the future.

Officer Comment

The Shire's responsibilities relating to the management of pathways will undoubtedly increase significantly in future, particularly as the existing pathway infrastructure starts to reach the end of its serviceable life. The PAMP is an essential tool for the Council to plan and prepare for the increase in expenditure required in future. Not only does the Shire need to manage new pathways being handed over from development, but there is an expectation that existing areas will be better serviced in accordance with the PAMP.

The programming of renewal works is scheduled based on the age of the pathway assets and where the condition of the asset has been assessed. Upgrade and expansion works are scheduled by staff based on the criteria in Table 7 of the PAMP. In regards to upgrades and expansions, there is scope for Council to change the timing and sequence of construction of new pathways.

A petition was received from residents of Burekup requesting expansion to the Pathway network and Street Lighting in the townsite. This petition was received by Council at the Ordinary Council Meeting on 13 December 2017. At this meeting, Council made the following resolution [312-17]:-

*“THAT Council:*

- 1. Receive the petition;*
- 2. Request the Chief Executive Officer to bring a report in respect of the petition to the Strategic Planning Committee to be included in the 2018 review of the Road Asset Management and the Pathways Asset Management Plans.”*

The following pathways are called for in the petition –

- Money Street (from Hutchinson Road to Clarke Street).
- Hutchinson Road (from Money Street to 22 Hutchinson Road).
- Castieau Street (from Hutchinson Road to Clarke Street).

A pathway on Russell Road (from Clarke Street to Hutchinson Road) is already included in 2024 / 2025 (Year 7) of the program. In addition to this, a pathway on Hutchinson Road (from Russell Road to Money Street) appears in the same year.

Pathways on Money Street and Castieau Street (Hutchinson to Clarke Street) are not included in the Pathway Master Plan due to the low traffic volumes on these roads and the fact that the streets are straight, have good visibility and are considered a low risk for pedestrians and cyclists.

These pathways rank lowly on the criteria set out in Table 7 of the PAMP, however Council may decide to include these pathways and bring forward some or all of the pathways in the Burekup townsite. In order to do so, other expansion projects must be delayed, or additional funds sought.

It is recommended that the 10-Year Program remain as presented.

The following expansion and upgrade projects are proposed for construction in 2018-2019:

<b>PATHWAY SECTION</b>	<b>EXPENDITURE</b>	<b>INCOME</b>	<b>NET COST TO COUNCIL</b>	<b>NOTES / COMMENTS</b>
Malabor Retreat (Millard Street to Lofthouse Park)	\$35,381	\$0	\$35,381	
Peppermint Way (Hale Street to 32 Peppermint Way)	\$64,512	\$0	\$64,512	
Cleveland Bay Avenue (Polwarth Circuit to Cleveland Bay Avenue)	\$31,035	\$0	\$31,035	
<b>TOTAL</b>	<b>\$130,928</b>	<b>\$0</b>	<b>\$130,928</b>	

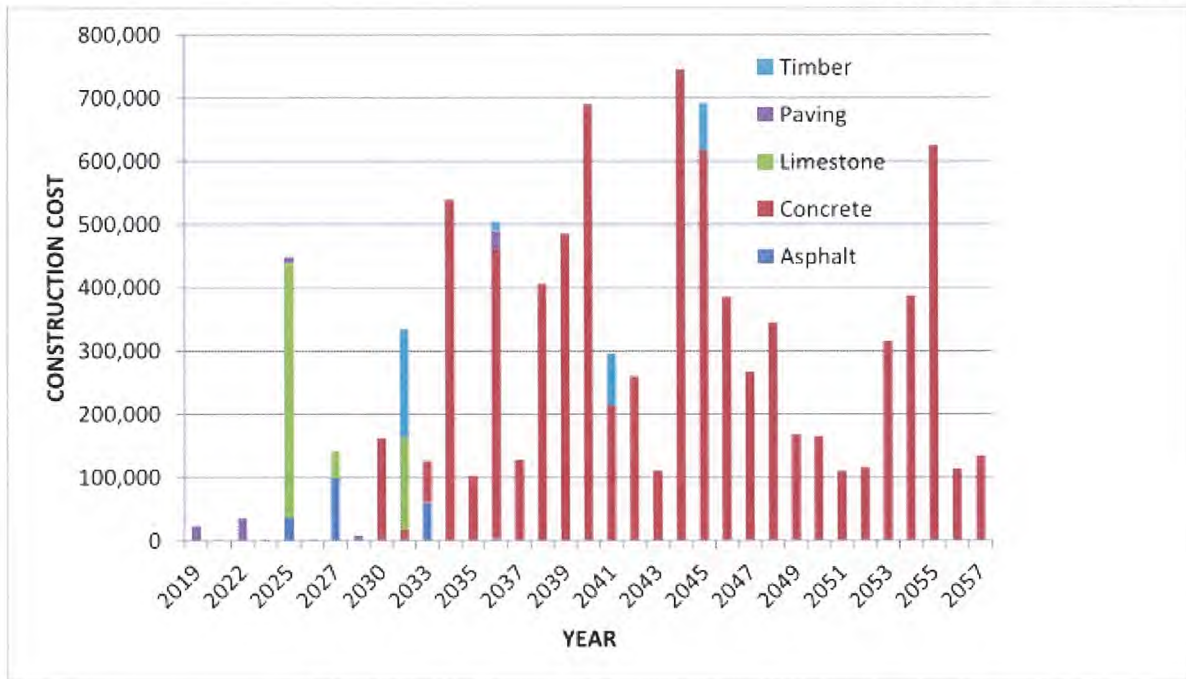
There are no renewal projects programmed for construction during 2018 – 2019.

- *Director Engineering & Development Services Comment*

The criteria for determining the need for a pathway were developed and adopted in 2007. The reason for adopting criteria was to provide a consistent and methodical approach to the master planning of pathways in the Shire and to ensure that the Shire does not over-capitalise on pathway assets that will ultimately place an impost on Council in terms of maintenance and renewal costs in future. For example, Council could seek a pathway on every street in a new subdivision, to be funded by the developer. Although initially the assets would be gifted to the Shire at no cost to Council, it will result in ongoing maintenance and repairs costs and its ultimate replacement at the cost of Council and funded directly from the Shire's own sources (note that renewal projects (like-for-like) rarely attract grant funding). The greater the asset base, the greater the cost impost will be on Council.

Even with the adopted criteria, modelling undertaken in 2013 indicates that the current pathway network and the expected growth (under the adopted criteria) will require significant renewal expenditure in future. The current age and condition of the pathway network does not require any significant renewal expenditure in the next ten years. However, the following table clearly indicates that this will not be the case beyond the ten year timeframe as a large portion of the pathway network ages and starts to reach the end of its serviceable life:





**Chart 3 - Future Pathway Network Renewal Requirements by Annual Cost**

It is therefore recommended that when determining whether additional pathways are included into the program, Council should be mindful of the future cost implications of the additional asset.

The funding required to achieve the objectives of the PAMP is included in the 10 Year Long Term Financial Plan that is to be discussed later in this meeting.

At its meeting held on 9 May 2018, Council adopted the following additional pathway recommendations from the Corporate & Community Services Committee meeting held on 18 April 2018:

1. Review of footpath requirements from information bay on Boyanup Picton Road, across railway line toward Dardanup Shops;
2. Footpath for the corner of Watson Street - \$20,000; and
3. Footpath for Cudliss Street – Inclusion in the 2018/19 Pathway Asset Management Plan [PAMP].

In regards to items 1 and 3 above, Shire staff will include these pathways as part of the next review of the PAMP 10 Year Program. This will include a review of the Pathway Master Plan to include the additional pathways. The timing of this process will not allow these pathways to be included in the 2018-2019 Budget for construction.

In regards to item 2, being the pathway at the corner of Watson Street (\$20,000), this can be included in the 2018-2019 Budget as part of the 2018-2019 Construction Program. It is recommended that an additional \$20,000 be transferred from the Pathway Reserve to fund the project. It should be noted however that staff will be preparing designs for the re-alignment and geometry changes to Watson Street for a proposed future connection to Eaton Drive. If Council decide to proceed with road modification on Watson Street it is anticipated that the pathway will need to be removed to accommodate the changes.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

OFFICER RECOMMENDED RESOLUTION TO STRATEGIC PLANNING COMMITTEE

THAT the Strategic Planning Committee recommends that Council:

1. Endorses the Pathway 10 Year Program 2018-2028.
2. Includes an allocation of \$20,000 in 2018-2019 for the construction of a pathway at the corner of Watson Street (and Cudliss Street).
3. Includes an additional Pathway Reserve transfer of \$20,000 for the construction of the pathway at the corner of Watson Street (and Cudliss Street).

*Discussion:*

*Councillors discussed the Pathway Program and resolved to amend the Program by removing the proposed works on Malabor Retreat and Peppermint Way from the 2018-2019 program and replacing it with works on Hutchinson Road and Russell Road, which is to be moved from 2024-2025.*

Change to Officer Recommendation

As per Local Government (Administration) Regulations 1996 11(da) the Committee records the following reasons for amending the Officer Recommended Resolution:

The Committee resolved to move the works in Burekup forward to 2018-19 at the request of the petitioners.

*Note: Cr. T G Gardiner joined the meeting [2.07pm].*

**STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 02-18    MOVED -    Cr. M T Bennett                      SECONDED -              Cr. L D Harris

**THAT the Strategic Planning Committee recommends that Council amend the Pathway 10 Year Program 2018-2028 by removing the works on Malabor Retreat and Peppermint Way from 2018-2019 to be reprogrammed in future; and works on Hutchinson Road and Russell Road to be moved from 2024-2025 to be carried out in 2018-2019.**

CARRIED  
8/0

**OFFICER RECOMMENDED RESOLUTION & STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 03-18    MOVED -    Cr. P R Perks                      SECONDED -              Cr. P S Robinson

**THAT the Strategic Planning Committee recommends that Council:**

1.        **Endorses the Pathway 10 Year Program 2018-2028, as amended.**

2. **Includes an allocation of \$20,000 in 2018-2019 for the construction of a pathway at the corner of Watson Street (and Cudliss Street).**
3. **Includes an additional Pathway Reserve transfer of \$20,000 for the construction of the pathway at the corner of Watson Street (and Cudliss Street).**

CARRIED  
7/1

9.2 Title: Road 10 Year Program 2018-2028

*Reporting Department: Engineering & Development Services*

*Reporting Officer: Mr Mick Saunders – Manager Assets*

*Legislation: Local Government Act 1995  
Local Government (Function & General)  
Regulations 1996*

Background -

The Road 10 Year Program is a document that summarises all renewal, upgrade and expansion works programmed for the Shire's existing and proposed Road Assets. The document contains estimates of expenditure and revenue, together with recommended reserve transfers to fund the works. The Road 10 Year Program is derived from the Road Asset Management Plan (RAMP) and considers the Shire's Strategic Community Plan (SPC). The Road 10 Year Program has been reviewed in preparation for the 2018 – 2019 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

The Shire's first RAMP was adopted by Council in April 2007 and is reviewed as required. The document provides information and reasoning behind the development of the 10 Year Programs and provides guidance to Council on the required measures to ensure that the road network within the Shire of Dardanup remains sustainable. The RAMP is one of a series of Asset Management Plans which have been prepared to manage the Shire's infrastructure and assets.

A copy of the RAMP document shall be provided electronically in due course.

It is acknowledged that the Shire's road network requires improvement; however, the standards adopted and how the improvement of the network is implemented can have a significant impact on the Shire's financial and physical resources. It is therefore important to be aware of the standards (levels of service) that have been adopted in the RAMP.

The RAMP includes a rural road hierarchy, which provides guidance on the standard to be adopted for each rural road, based on its functional class. The hierarchy was developed by Shire staff and is unique to the Shire of Dardanup. The hierarchy system is used to determine the improvements required on the rural road network.

It should be noted that according to the hierarchy system and the standards adopted in the RAMP, in the case of rural roads that are not Distributor A, tourist

routes or semi-rural roads, a gravel standard is recommended where traffic volumes are below 100 vehicles per day. It should be noted by Council that the standards used in the RAMP are less than those suggested in Austroads – however, such standards have been adopted to ensure that the network can be managed in a sustainable way.

Generally, the road standards are reduced on those roads with a lower traffic volume and those that have a primary function of providing access to properties for local residents. This is based on risk management principles, which would suggest that low volumes of traffic combined with familiarity of the road (i.e. local residents) would significantly reduce the likelihood of an incident.

It should be noted that a minimum and desirable standard has also been adopted in the RAMP in order to focus Shire resources on roads that are in more need of improvement than others. This effectively provides the opportunity to prioritise works.

The rate of improvement of the network is dependent on the amount of resources that the Shire allocates to such works annually. The amount of improvement works carried out annually should be controlled so that preservation works are not compromised or delayed to the point of pavement failure (resulting in greater cost to Council). In order to ensure that the preservation needs of the road network are met, a series of benchmarks have been developed in the RAMP to ensure that the preservation, renewal and maintenance needs of the network are well defined and understood.

The renewal and preservation of the road network is based on the age and condition of the asset.

The age and condition assessments of the network, together with the required network improvements have been translated into benchmarks which are used in the RAMP to provide guidance on the annual amount of road works that should be undertaken. The benchmarks outline the minimum level of activities required to manage the road network sustainably and are shown in Section 6.2.8 of the RAMP. The following comments are made in regards to the benchmarks adopted in the RAMP:

- The target length for rural resurfacing has remained at 6.5 km per annum;
- Urban resurfacing target length is 2.3km per annum;
- It should be noted that these targets have been developed over a 10 to 15 year average and will change in future as the backlog of sealed pavement renewal and seal renewal is addressed. It should be realised that the age of the network is not uniformly spread, therefore, there will be periods in future that will consist of more or less than average amount of works;
- Sealed reconstruction of 5.4 km per annum is used which is the rural component only;
- 12.1 km of roadside drainage maintenance is required per annum; and
- 14.5 km of shoulder maintenance is required per annum.

Using network averages, the benchmark figures can be extrapolated to provide the annual expenditure target for the road network. The RAMP indicates that a minimum of \$2.082M should be spent each year to achieve the Shires preservation and renewal needs. Furthermore, a total \$1.376M of improvement works each year is recommended. These figures do not include expenditure on maintenance activities.

It is projected that the Shire will spend approximately \$1.919M on maintenance activities. Combining this with the minimum preservation and improvement expenditure requirements, the Shire should be spending a minimum of \$5.221M per annum on the road network.

All figures need to be increased each year as a result of growth and improvements in the road network as well as cost indexing.

The 10 Year Programs in the RAMP are derived using the benchmarks as a guide. The intent is to program works by priority and to meet the required benchmarks. The expenditure benchmarks are derived from network averages and therefore, the actual programmed works may not equal the required annual expenditure targets (may be higher or lower). However, the long term annual average should at least equal the annual benchmarks.

Legal Implications - None.

Strategic Community Plan -

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment

The project unit costs have provision for expenses relating to environmental approvals and offset requirements for road projects. However, this will be monitored closely and adjusted if needed in future reviews of the RAMP.

Precedents

Council adopts the RAMP annually.

Budget Implications -

The following Programs are provided with the agenda and indicate the projected expenditure and income for the next ten years (Appendix SPC: 9.2):

- 10 Year Plan – Gravel Resheeting
- 10 Year Plan – Rural Construction
- 10 Year Plan – Rural Resurfacing
- 10 Year Plan – Urban Resurfacing
- 10 Year Plan – Other Projects
- 10 Year Plan – Bridge Preservation
- 10 Year Projected Expenditure and Income
- 2018-2019 Construction Program

The ability of the Shire to deliver the minimum required expenditure on the road network is reliant on the Shire's ability to attract external funding. Under the current structure, the Shire would not be able to meet its road preservation and

maintenance needs purely from rates. Adding improvement works on top of this exacerbates the situation.

The recommendations in the Road 10 Year Programs and Strategic Financial Plan will be used to develop the 2018-2019 Corporate Business Plan as well as the 4 Year Budget.

Costings provided in the Road 10 Year Programs are based on generic unit rates. Therefore, detailed estimates will be carried out for projects recommended for the 2018-2019 Corporate Business Plan. Due to grant funding limits, it is expected that the overall cost of each project should not vary greatly; however, the distribution of labour, plant and goods and services costs may vary once each project is examined in more detail.

#### Budget – Whole of Life Cost

The purpose of the RAMP is to plan for the preservation, renewal and improvement of the Shire's road network and is essentially dealing with the full life cycle requirements of road infrastructure.

Council Policy Compliance - None.

Risk Assessment - Low.

The purpose of the RAMP is to provide road management strategies and forward capital works plans. This enables the Council to plan in advance and be prepared financially for any challenges in the future.

#### Officer Comment

In order for the Shire to manage a sustainable road network, it is essential that the existing road network is preserved and renewed. The RAMP lists the targets to be met to ensure the road network is preserved, renewed and improved in a sustainable manner. Failure to achieve the preservation and renewal targets will reduce the life of the road asset and will ultimately cost the Council more in the long term. Continual failure will have a compounding effect.

The RAMP has been developed to provide the Council with a plan that outlines the minimum requirements to achieve a sustainable road network in the long term. In order for the RAMP to be effective, it is essential that Council understands and acknowledges the following:

- The road standards used in the RAMP (Section 5.2.1 of the RAMP). This standard dictates the future road network and the Master Plan for improvement. It also sets a precedent for road standards to be adopted by developers as well. The intention is to have guidelines on road surface and width standards that can be applied uniformly across the Shire.
- The need to allocate a minimum of \$2.082M per annum (averaged over ten years) towards preservation and renewal of the road network. This will ensure that the road network will remain sustainable into the future and will return the network to an acceptable condition. It should be noted that preservation and renewal expenditure may be lower or higher in some years due to the timing of renewal requirements.

- The need to include maintenance activities and make provision for:
  - 14.5km of shoulder maintenance per annum;
  - 12.1km of roadside drain maintenance per annum; and
  - 2.4km of edge maintenance per annum.

Failure to meet maintenance targets will cause premature failure of the road network and increased costs for repairs.

It should be noted that the plans contained within the document are rolling plans – that is, they are reviewed annually and may change. Therefore, projects and their priority listing within the 10 Year Programs should not be construed as being fixed for the next ten year period.

It should be noted that a significant portion of the projected income beyond 2018-2019 is estimated and may vary subject to the future amounts available under each source and the success of the Shire obtaining the funds.

The annual transfers suggested in the latest revision of the Road 10 Year Programs are;

	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
	Annual Transfer ( x \$1,000)									
Transfer to the Road Reserve	1,350	1,520	1,820	1,940	1,540	1,835	1,985	2,130	2,325	2,520

The projected net cost to Council of the recommended 2018 - 2019 Construction Program is \$1,383,500. Should Council wish to make any changes to the recommended 2018 – 2019 Construction Program, it should only be done with careful consideration on the impact to grant funding to be received, the allocation of Council construction resources and the objectives of the RAMP, particularly the preservation and renewal requirements.

The following comments are provided on the projects to be included in the 2018-2019 Corporate Business Plan:

Crooked Brook Road – this project is funded through the State Black Spot Program. It involves the continuation of improvement and renewal works undertaken in 2017-2018. This project is eligible to receive Black Spot Program funding to two thirds of the value of the project.

Pile Road – this project involves the widening and reconstruction of 3.42 kilometres of road between Ferguson Road and Gardincourt Drive. As Pile Road is a road of regional significance the project is funded on a two thirds, one third basis through the Regional Road Group. Final sealing will complete the project and is usually undertaken at least 12 months after the application of the primerseal when the road is constructed.

Nyleeta Close – this project involves the upgrading of the road formation to enable a 6.2 metre seal to be obtained which will provide the desired minimum width of a road of this type. This will also match the existing seal width at the western end of Nyleeta Close.

Martin Pelusey Road – this project involves the construction of a turn pocket into the new Shire Operation Centre. This will allow construction vehicles to safely access the site. The second component of this project is to remove the now redundant

stock crossing beneath Martin Pelusey Road that is in the vicinity of the proposed turn pocket. This project is funded on a two thirds, one third basis through the Regional Road Group.

Ferguson Road – this project is National Black Program funded and will involve the removal of roadside hazards, shoulder reinstatements and other safety improvements along a three kilometre section commencing near Richards Road. As the project is funded through the National Blackspot Program the cost of the project is entirely grant funded.

Resurfacing Works – there are several roads included in the 2018-2019 program, involving resurfacing on both rural and urban roads. These roads include Crooked Brook Road, Nyleeta Close, Banksia Road, Depiazzi Road, Ferguson Road, Gardincourt Drive, Greenwood Heights, Railway Road, Slattery Way, Golding Crescent and Little Street.

Gravel resheeting – Resurfacing works on Simpson Road are proposed.

- *Director Engineering & Development Services Comment*

It should be noted that the Shire will undertake project preliminaries for several significant projects – this includes project planning, design and modelling as well as the commencement of land transactions where required and service relocations:

- Eaton Drive - Blue Wren Drive roundabout – this is stage one of this project and is funded through the State Black Spot Program. Construction of the roundabout is scheduled for 2019-2020 as stage 2 of the project under the State Black Spot Program.
- Lofthouse Avenue signalisation and Hands Avenue/Watson Street intersection treatments) – this is funded through the Regional Road Group, Construction works may commence as early as 2019-2020; however, this will depend on the necessity following modelling and assessment.
- Harris Road – from Martin Pelusey Road to the Shire Boundary. This is in preparation for road widening and alignment improvement works to be commenced in 2019-2020.
- Mountford Road – Works are required to address drainage issues. A feature survey has been conducted and services have been located. Design and construction will be coordinated with MRWA who are currently investigating Bridge 3694 on Mountford Road. Main Roads WA have scheduled the funding for the replacement of the bridge in 2019-2020. Due to the bridge replacement works requiring a change in road levels it is recommended that the road works also be carried out in 2019-2020.

It should be noted that Shire staff have carried out estimations of the projects identified in Year 1 (2018-2019) of the 10-Year Road Program. When the estimations figures were input into the 2018-2019 Budget, some changes were necessary to achieve an acceptable and achievable wage proportioning between capital works and maintenance. The estimations indicated that the wage proportion in capital works was too low and in maintenance too high. The following changes were made:



- Hynes Road and Burekup Entrance Road Resurfacing Projects (\$25,054 and \$15,000 respectively) – these two projects were removed in order to reduce the overall goods and services budget allocation and allowing the wages allocation to be increased through other works.
- Shoulder renewal works (\$235,838, which includes a \$63,004 wage component) – this work was relocated from the maintenance program to the capital program to reflect the nature of the works to be undertaken and to increase the wage proportion contained within the capital program and reduce a similar amount in the maintenance program.

At its meeting held on 9 May 2018, Council adopted the following additional project recommendation from the Corporate & Community Services Committee meeting held on 18 April 2018:

- Street lighting improvement for Burekup - \$15,000.

In regards to the street lighting improvements, this can be included in the 2018-2019 Budget as part of the 2018-2019 Construction Program. It is recommended that an additional \$15,000 be transferred from the Roads Reserve to fund the project.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

OFFICER RECOMMENDED RESOLUTION TO  
STRATEGIC PLANNING COMMITTEE

THAT the Strategic Planning Committee recommends that Council:

1. Endorses the Road 10 Year Programs 2018-2028.
2. Acknowledges the road standards used in the RAMP (Section 5.2.1 of the RAMP).
3. Includes an allocation of \$15,000 in 2018-2019 for street lighting improvement for Burekup.
4. Includes an additional Road Reserve transfer of \$15,000 for the street lighting improvement for Burekup.

*Discussion:*

*Cr. J Dow advised there was a need for a light on the corner of Gardiner and Castieau Streets in Burekup. The pole was in place, but there was no lighting.*

Change to Officer Recommendation

As per Local Government (Administration) Regulations 1996 11(da) Council records the following reasons for amending the Officer Recommended Resolution:

- An addition to Part 3 of the resolution to include the installation of a light on the corner of Gardiner and Castieau Streets in Burekup.



required, and provides the 10 Year Program for budget consideration. The adoption of the PRAMP is also useful for seeking external funding for parks and reserves projects as it clearly demonstrates that the Council has identified the project in a forward capital works plan and its relevance to the Council.

The document provides information and reasoning behind the development of the 10 Year Program and aims at ensuring that the operations within the Shire of Dardanup remain sustainable.

The PRAMP is structured around the following asset need categories:

- Upgrade and development of parks and reserves;
  - Renewal of parks and reserves;
  - New areas to be handed over to the Shire from developers (i.e. expansion); and
  - Maintenance of existing areas.
- *Upgrades And Development Of Parks And Reserves*

The following details relate to significant changes to Upgrades since the PRAMP was adopted in 2017.

- *Collie River Foreshore – New Bridge*

This project has been delayed since the adoption of the PRAMP in 2017. The park to the east of the new bridge (near Castlereagh Park) is programmed for 2019 / 2020 through to 2020 / 2021. The park to the west of the new bridge is programmed for 2021 / 2022 through to 2022 / 2023. This is due to the rate of development in the area.

- *Eaton Foreshore*

Grant Funds from Recreational Boating Facilities Scheme Round 23 were applied for early in 2018. Should this funding application be successful, the upgrade of the boat ramp and jetties will occur during 2019/2020.

Stages 3, 4 and 5 of the foreshore upgrade have been delayed, commencing in 2021/2022 and running through to the end of the 10 Year Program.

- *Peninsula Lake Reserve*

The development of this public open space will consider the following elements –

- Landscaping and trees;
- Playground;
- Picnic facilities, park furniture, shelters and shade sails;
- Parking;
- Irrigation system and lake aeration;
- Irrigated turf; and
- Incorporation of WSUD principles.

The development has been brought forward to 2019 / 2020.

At the Ordinary Meeting of Council held on the 29 June 2016, Council adopted the following recommendation of the Eaton Townscape Committee [196/16]:

5. *Salvage the existing playground equipment where possible to be relocated to Peninsula Lakes Park;*
6. *Acknowledge there is a 2016-2017 budget consideration item of up to \$25,000 for the relocation and installation of the playground to Peninsula Lakes Park; and*

At the Ordinary Meeting of Council held on the 29 March 2017, Council adopted the resolution [67/17]:

6. *Allocate \$17,000 to the installation of the playground equipment at the Peninsula Lakes Park.*

Now that the playground has been removed it's become evident that the equipment isn't suitable for reuse.

It is proposed that in 2019/2020 budget the \$17,000 in the reserve for the relocation and installation of the playground be added to the \$116,491 included in the 2019/2020 PRAMP for a new playground at Peninsula Lakes Park.

This would bring the budget for the new playground to \$141,491 and provide a better end result for local residents.

- *Renewal of Parks and Reserves*

The PRAMP also outlines the renewal requirements for parks and reserves over the next ten years. Renewal expenditure relates to the replacement of park furniture and equipment when they reach the end of their useful life. Expenditure on renewal rises significantly over the term of the Program as a large volume of equipment and fittings reaches its useful life.

Expenditure on renewal is expected to remain high beyond the 10 Year Program as parks and reserves handed over to the Shire through subdivisional development reach the end of their useful life. These parks and reserves are generally appointed to a higher level than older parks and reserves in the Shire.

- *New Areas to be Handed to the Shire*

The Shire currently manages approximately 99 hectares of parks and reserves. It is estimated that an annual average of 2.5 hectares of public open space will be ceded to the Shire over the next ten years as a result of subdivisional development.

It is assumed that parks and reserves ceded to the Shire will be developed by the developer of the subdivision prior to hand over to the Shire. The PRAMP uses estimates to determine the type and number of park infrastructure to be included and handed over with the parks and reserves. The quantities are determined using current benchmark figures and are stated as an annual average.

The handover of public open space is inevitable as it is a requirement of subdivision approval and is necessary for the amenity and the functioning of residential areas. As a result, the handover of new parks and reserves and the overall expansion in the area of responsibility will increase the Shire's operational and renewal responsibilities.

- *Maintenance of Parks and Reserves*

The PRAMP calculates the Shire's operational costs relating to the maintenance of parks and reserves over the next ten years. The annual operational costs are determined from staff numbers, the necessary plant and equipment operating expenses, consumables, materials and contracted works. Operational costs are increasing annually as the result of an increasing area required to be maintained.

Legal Implications - None.

Strategic Plan

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

Precedents

Council adopts the PRAMP annually.

Budget Implications-

The following tables from the Parks and Reserves 10 Year Program are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- 10 Year Plan – Summary (Appendix SPC: 9.3A):
- 10 Year Plan – Expansion & Upgrades (Appendix SPC: 9.3B):
- 10 Year Plan – Renewals (Appendix SPC: 9.3C):

The information contained in the Parks and Reserves 10 Year Program will be used annually to develop the Shire's Corporate Business Plan.

The recommended annual reserve transfer has not changed substantially from that adopted in the Strategic Financial Plan in 2017-2018.

The following table shows the proposed annual transfer compared to the previous year adopted amounts.

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
	<b>Annual Reserve Transfer x \$1,000</b>									
2017-2018 SFP	210	225	250	265	280	300	320	340	360	
2018-2019 SFP	210	225	250	280	280	300	320	340	360	380

The 10 Year Plan – Summary shows a sum of \$90,000 has been allocated to the 2018-2019 year to represent funds collected via the Specified Area Rate and increases annually by approximately \$5,000. The Specified Area Rate has been used in previous years for landscaping upgrades in the Eaton area.

Budget – Whole of Life Cost -

The purpose of the PRAMP is to plan for the upgrade, renewal and maintenance of the Shire's parks and reserves and is essentially dealing with the full life cycle requirements of parks furniture, equipment and treatments.

Council Policy Compliance - None.

Risk Assessment - Low.

The purpose of the PRAMP is to provide management strategies and forward capital works plans for Shire managed and owned public open spaces. This enables the Council to plan in advance and be prepared financially for any challenges in the future.

Officer Comment

The Shire's responsibilities relating to the management of parks and reserves will undoubtedly increase significantly over the next ten years and the PRAMP is an essential tool for the Council to plan and prepare for the increase in expenditure required for these areas. Not only does the Shire need to manage new areas being handed over from development, but there is an expectation that existing areas will also be upgraded to new improved standards.

The PRAMP is reviewed annually to ensure that changes in parks and reserves and their condition are up to date. It is planned to further expand on the PRAMP in future to include further details, such as layered mapping and databases. It should be noted that the plans contained within the document are rolling plans – that is, they are reviewed annually and will change. Therefore, projects and their priority listing within the 10 Year Programs should not be construed as being fixed for the next ten year period.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change.

As per Local Government (Administration) Regulations 1996 11(da) Council records the following reasons for amending the Officer Recommended Resolution:

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 05-18    MOVED -    Cr. P R Perks                      SECONDED -              Cr. P S Robinson

**THAT the Strategic Planning Committee recommends that Council endorses the Parks & Reserves 10 Year Program.**

CARRIED  
8/0

9.4 Title: Building 10 Year Program 2018 - 2028

Reporting Department:	Engineering & Development Services
Reporting Officer:	Mr Mick Saunders – Manager Assets
Legislation:	Local Government Act 1995 Local Government (Function & General) Regulations 1996

Background -

The Building 10 Year Program is a document that summarises all preservation, renewal, improvement and new works programmed for the Shire's existing and proposed Building Assets. The document contains estimates of expenditure and revenue, together with recommended reserve transfers to fund the works. The Building 10 Year Program is derived from the Building Asset Management Plan (BAMP), which in turn considers the Shire's Strategic Community Plan (SPC). The Building 10 Year Program has been reviewed in preparation for the 2017-2018 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

In 2015-2016, the Shire engaged a specialist consultant to undertake a comprehensive building condition assessment and prepare a forward works program. The process involved:

- Establishing a comprehensive asset register by component;
- Determining a condition rating for each component; and
- Assigning an industry standard replacement life to each component.

In order to provide an affordable forward works program, three scenarios were considered. The three scenarios are:

- *Scenario 1:* The ideal case, whereby all required maintenance and renewals are performed on the asset components at the expiration of their remaining useful life.
- *Scenario 2:* A balanced case, whereby maintenance and renewals on each asset component are prioritised in an optimal way to balance level of service with cost of general maintenance and renewals.
- *Scenario 3:* A must-do case, whereby non-essential maintenance and renewals are deferred, especially for assets with a low level of service hierarchy ranking.

During 2016, a gap analysis was undertaken between the above scenarios and the 2015-2016 BAMP. It was determined that Scenario 3 was the only option that would not require a significant increase in annual reserve transfers and thus formed the basis for developing and reviewing the proposed forward works program.

Shire staff further analysed Scenario 3 in order to develop the proposed program of work. This was completed by:

- Accessing Building Services staff to carry out specific condition inspections where required to confirm or adjust the program; and

- Aligning maintenance or renewals works of a similar nature together within the 10 year program into one year, for each building, instead of being spread over several years.

It should be noted that the assessment was conducted prior to the construction of the new Depot and the Glen Huon Sports Pavilions. Accordingly, these buildings need to be assessed and provisions made in future Building Programs.

The nine volunteer bush fire brigade buildings were included in the assessment, however it should be noted that these buildings are funded by the Emergency Services Levy and for that reason not included in the forward works plans. These buildings are managed separately to this program.

The BAMP is currently being revised and a copy will be made available electronically in due course.

Legal Implications - None.

#### Strategic Plan

Outcome 3.1.1 of the Strategic Community Plan.

Environment - None.

#### Precedents

Council adopts the BAMP annually.

#### Budget Implications -

The information contained in the Building 10 Year Plan will be used annually to develop the Shire's Corporate Business Plan. The following tables from the Building 10 Year Plan are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- Consolidated Summary (Appendix SPC: 9.4A);
- Expenditure – New / Improvements Summary (Appendix SPC: 9.4B); and
- Expenditure – Preservation / Maintenance Summary (Appendix SPC: 9.4C).

It is proposed that the annual reserve transfer for buildings remain unchanged from Strategic Financial Plan (SFP) of 2016 / 2017. The transfer for Year 10 of the Building 10 Year Program is calculated by projecting the trend of years 1 to 9 transfers.

The following shows the proposed annual transfer compared to the previous year adopted amounts.

	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
	<b>Annual Reserve Transfer x \$1,000</b>									
2017-2018 SFP	220	230	250	270	290	330	360	390	420	
2018-2019 SFP	220	5,230	2,000	1,000	200	330	360	390	420	455



Budget – Whole of Life Cost -

The purpose of the BAMP is to plan for the construction of new buildings and the upgrade, renewal, disposal and maintenance of the Shire's existing buildings and is essentially dealing with the full life cycle requirements.

The BAMP is being developed to take into consideration functional hierarchy, usage and operational performance of buildings to ensure that the building assets remain viable and sustainable.

Council Policy Compliance - None.

Risk Assessment - Low.

The purpose of the BAMP is to provide management strategies and forward capital works plans for Shire owned buildings and structures. This enables the Council to plan in advance and be prepared financially for any challenges in the future.

Officer Comment -

Changes to the programming of upgrade and expansion works has changed slightly to the program presented in the last two years. In many cases, upgrade and expansion works rely (in part) on funding from developers. As we have seen development progress slower than anticipated, the associated contributions from development are similarly less than anticipated. The works that are dependent on these contributions are reviewed and adjusted accordingly.

The design and construction of the new Eaton Administration and Library building has been included in this year's Building 10 Year Program. One outcome of the lengthy assessments of the project is that \$500,000 shall be drawn from the Building Reserve in 2021 / 2022. This results in reprogramming some projects in order to achieve a Surplus Reserve Balance.

- *Director Engineering & Development Services Comment*

The following specific comments are made about the 10 year building program:

- *Dardanup Depot* – the decommissioning of buildings on the Dardanup depot site was scheduled in 2017-2018. Due to the pending completion of the Dardanup Community Facilities Plan, the decommissioning works have now been deferred until 2018-2019. Council will need to determine the future use of the site based on the outcomes and recommendations contained in the Dardanup Community Facilities Plan. It is possible that further expenditure may be required on the site depending on the use. If so, a further item will be presented to Council to address the matter directly.
- *Dardanup Office* – an allocation is provided in 2018-2019 for the provision of repairs to the brickwork on the southern side of the building.
- *Dardanup Hall* – An allocation is provided in 2018-2019 for the provision of repairs to the brickwork and render on the outside of the building (i.e. re-pointing of brickwork).

- *Dardanup Oval Public Toilets* –minor roof repairs were carried out in 2017-2018. This building has reached the end of its life and its future will be determined as part of the Dardanup Townsite Community Facilities Plan. This is an allocation provided in 2018-2019 for its full replacement.
- *Wellington Mills Toilets* – there is an allocation in the 2017-2018 Budget for the full refurbishment of the toilet facility. There have been ongoing problems with the facility that will require significant changes to how the facilities operate. Prior to committing to any works, staff will investigate the suitability of the location and determine whether a new location, such as closer to Gnomesville, would be more beneficial. Staff are currently undertaking the development of the Gnomesville Master Plan which will consider the possible provision of a toilet facility at the site. The unspent allocation has been carried forward to 2018-2019.
- *Eaton Senior Citizens Centre* – An allocation is provided in 2018-2019 for the installation of automatic doors at the Centre. The installation is mostly grant funded and will require \$2,000 from the Shire's Building Reserve.
- *Dardanup Community Centre* – An allocation is provided in 2018-2019 to install a mandatory roof fire partition. It should be noted that the Program indicates a new building being constructed in 2023-2024. However, the location of this building is also contingent on the outcomes of the Dardanup Community Facilities Plan.
- *Eaton Bowling Club* – an allocation has been provided for the design and construction of the building in 2018-2019 and 2019-2020 respectively. The figures used are based on the State election commitment of \$2M towards the project. A working group has been established and will be involved in developing a project scope and recommendations to Council via the Eaton Sports Committee. Depending on the outcomes of this process and further advice on funding conditions (e.g. required Shire contribution if any), there is the possibility that the project may need further funding.
- *Eaton Skate Park* – an allocation is provided for the design of a new facility in 2018-2019 and construction in 2019-2020. The amount required for the construction is dependent on the design outcomes and the level of grant funding and other contributions that can be secured.
- *Eaton Oval Clubrooms* – there are unspent funds in the 2017-2018 budget that will be carried forward to the 2018-2019 financial year. A working group has been established to develop the project scope from which detailed design will be progressed in 2018-2019. An allocation is provided for the building design in 2018-2019 and possible construction in 2019-2020. However, this project is grant funding contingent.
- *Eaton Tennis Courts / Basketball Courts* - The resurfacing of two tennis courts and one basketball court is allocated already in the 2017-2018 Budget. The resurfacing of the courts are currently being arranged; however, an allocation is provided in 2018-2019.
- *Eaton Recreation Centre* - New outdoor courts are included in 2019-2020.
- *Developer Funded Improvements And Facilities In Dardanup* – due to the slower than originally anticipated development in Dardanup, several projects to be partially funded from developer contributions have been postponed in

the ten year program. Most notable is the Dardanup Oval Clubrooms. Council does have the option of swapping this project with other developer funded projects on the proviso that the building reserve is not negatively impacted and the projects are adequately spaced to allow the accumulation of collected funds.

Based on the reserve transfers adopted in 2017-2018, the annual transfer is increasing at an average rate of 8.4% per annum. This rate covers both an index for cost increases as well as a growth factor (i.e. additional and/or higher valued assets are being acquired).

It is suggested that in the next review, Council may consider strategies to ensure it can manage its building assets in a financially sustainable manner. It is expected that during the next ten year period significant changes will occur (such as Wanju and Waterloo Industrial Park) that will increase the Shire's revenue raising capacity. However, further assets are also expected to be acquired through development.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 06-18 MOVED - Cr. P S Robinson SECONDED - Cr. T G Gardiner

**THAT the Strategic Planning Committee recommends that Council endorses the Building 10 Year Program.**

CARRIED  
8/0

9.5 Title: Stormwater 10 Year Program 2018 - 2028

*Reporting Department:* Engineering & Development Services

*Reporting Officer:* Mr Mick Saunders – Manager Assets

*Legislation:* Local Government Act 1995  
Local Government (Function & General)  
Regulations 1996

Background -

The Stormwater 10 Year Program is a document that summarises all renewal, upgrade and expansion works programmed for the Shire's existing and proposed Stormwater Assets. The document contains estimates of expenditure and revenue, together with recommended reserve transfers to fund the works. The Stormwater 10 Year Program considers the Shire's Strategic Community Plan (SPC) and has been reviewed in preparation for the 2018 – 2019 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

The Stormwater Asset Management Plan (SWAMP) is currently under development and will be presented for review in due course. There is sufficient asset data to produce the Stormwater 10 Year Program. The asset data and 10 Year Program will be refined as the SWAMP is developed.

Legal Implications - None.

Strategic Community Plan

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

Precedents

Council adopts Asset Management Plans annually.

Budget Implications -

The information contained in the Stormwater 10 Year Program will be used annually to develop the Shire's Corporate Business Plan. The following tables from the Stormwater 10 Year Program are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- 10 Year Financing Strategy Summary (Appendix SPC: 9.5A); and
- 10 Year Program of Works – Upgrades & Expansion (Appendix SPC: 9.5B).

During the 2017-2018 Strategic Planning Process, Council resolved to re-allocate funds from the Road Asset Management Plan (RAMP) to the SWAMP Reserve in order to develop a reserve fund to finance future drainage works. The recommended annual reserve transfer has not changed from that adopted in the Strategic Financial Plan in 2017 – 2018. The transfer for Year 10 of the Stormwater 10 Year Program is calculated by projecting the trend of years 1 to 9 transfers.

The following shows the proposed annual transfer compared to the previous year adopted amounts.

	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
	<b>Annual Transfer ( x \$1,000)</b>									
2017-2018 allocation for Stormwater	50	55	55	60	60	65	65	70	75	
2018-2019 SWAMP	50	55	55	55	55	55	55	55	55	55

Budget – Whole of Life Cost

The purpose of the SWAMP is to plan for the expansion, upgrade, renewal and maintenance of the Shire's Stormwater assets and is essentially dealing with the full life cycle requirements of stormwater infrastructure.

Due to the extremely long useful life of stormwater infrastructure (up to 90 years), there is no renewal works required within the 10 year timeframe of the Program. Currently, the first renewal works are predicted in 2030.

Council Policy Compliance - None.

Risk Assessment - Low.

The purpose of the SWAMP is to provide stormwater infrastructure management strategies and forward capital works plans. This enables the Council to plan in advance and be prepared financially for any challenges in the future.

Officer Comment

Currently, the SWAMP covers concrete stormwater pits and pipes. It will be expanded to cover other drainage infrastructure including sub soil drainage, drainage basins and other infrastructure over the coming years.

New stormwater infrastructure is generally ceded to the Shire by developers as land is progressively developed. In this manner, all new drainage infrastructure is designed and constructed to current standards.

There is currently a requirement to condition assess the existing drainage infrastructure. In addition to this, it is necessary to capture and update the Shire's drainage infrastructure data. This work is not listed in the 10 Year Program of Works – Expansion and Upgrade as the works are not capital expenditure. However, these works are programmed and estimated as \$60,000 in 2018/2019 and \$20,650 in 2019/2020. Due to the nature of stormwater infrastructure (i.e. hidden underground), it is imperative to have a high level of confidence in the asset data and the condition of these assets.

In producing the Stormwater 10 Year Program, a long term program was developed due to the long useful life of infrastructure. The effect of the long term program is that funds allocated to the renewal of stormwater assets will have to increase significantly beyond the current 10 Year Program. For the purpose of discussion, replacing all the Shire's stormwater assets over the next 100 years, an annual reserve transfer of \$200,000, indexed at 3% will be required from Year 11 (2028/2029). The current value of the Shire's stormwater pits and pipes is approximately \$25m.

- *Director Engineering & Development Services Comment*

The renewal of drainage infrastructure is currently largely programmed using the age of the drainage infrastructure and a prediction of serviceable life of the asset components. It is important that detailed inspections be carried out on the Shire's assets to determine asset condition and to more accurately program the replacement of assets. This is particularly important on critical assets, which are costly to replace and/or could have a detrimental impact on roads and property if resulting in a failure.

The Shire's Workforce Plan provides for an Asset Inspector in 2018-2019. This position is pivotal in the collection of asset data and to the success of the condition assessments required to further develop not only the SWAMP but also the other Asset Management Plans.

Condition assessments will enable staff to forecast the expected asset life more accurately and will provide the ability to better predict the future financial needs to maintain a sustainable stormwater network.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 07-18 MOVED - Cr. P R Perks SECONDED - Cr. T G Gardiner

**THAT the Strategic Planning Committee recommends that Council endorses the Stormwater 10 Year Program 2018-2028.**

CARRIED  
8/0

9.6 Title: Plant & Vehicle 10 Year Programs 2018 - 2028

*Reporting Department: Engineering & Development Services*

*Reporting Officer: Mr Luke Botica – Director Engineering & Development Services*

*Legislation: Local Government Act 1995  
Local Government (Function & General) Regulations 1996*

Background

The Plant & Vehicle 10 Year Program is reviewed annually and provides a structured program for the plant and vehicles utilised in the Shire's Operations Section (i.e. depot based). The Program covers the following:

1. Replacement of the Shire's existing plant and vehicle fleet – plant and vehicles are replaced at the optimal point in the serviceable life of each item, the triggers being as adopted by Council in Council Policy ENG7 (Appendix SPC: 9.6A);
2. Disposal of plant and vehicles which are deemed as not being required anymore; and
3. Acquisition of new plant and vehicles in the Shire's Operations Section, which are determined as being necessary as an addition to the fleet.

The Program contains estimates of purchase and sales prices, together with recommended reserve transfers to fund changeovers and new purchases. The Program closely aligns with the Shire's Workforce Plan, as well as the Shire's Capital and Maintenance Programs. The Program has been reviewed in preparation for the 2018 – 2019 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

Legal Implications - None.

Strategic Community Plan -

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

Precedents - None.

Budget Implications -

The information contained in the Plant & Vehicle 10 Year Program will be used annually to develop the Shire's Corporate Business Plan. The following tables from the Plant & Vehicle 10 Year Program are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- Plant Expenditure Summary (Appendix SPC: 9.6B);
- Plant Revenue Summary (Appendix SPC: 9.6C); and
- Plant Reserve Fund Summary (Appendix SPC: 9.6D).

The following shows the proposed annual transfer compared to the previous year adopted amounts.

	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
	Annual Transfer ( x \$1,000)									
2017-2018 SFP	215	230	245	262	280	300	321	344	368	
2018-2019 SFP	205	205	245	262	200	300	321	344	368	379

Budget – Whole of Life Cost -

The purpose of the Plant & Vehicle 10 Year Program is to plan for the acquisition of new and the replacement of existing plant and vehicles. The triggers adopted by Council aim to minimise the overall life cycle cost of the Shire's plant and vehicle fleet.

Council Policy Compliance

Replacement triggers used are in accordance with Policy ENG07.

Risk Assessment - Low.

The purpose of the Plant & Vehicle 10 Year Program is to enable the Shire to plan for the replacement and acquisition of plant and vehicles so it is prepared financially. The program reduces the financial impost placed on rates resulting from variations in funding required from year to year because of the need to replace items at the optimal replacement time. This essentially allows the Shire to flatten out the annual peaks and troughs in funds required by transferring a predetermined amount from rates to the reserve.

Officer Comment

The Program has been revised using odometer and hour meter readings, the age of the plant and vehicles and their usage patterns. Staff have also checked the prices used in the Program.

It should be noted that the following new acquisitions of plant and vehicles have been included in the Program:

- 3-Tonne Truck – Parks & Environment Section – this has been added to assist new staff in the section as identified in the Workforce Plan.

- Backhoe Loader – this plant has been brought forward slightly from the previous year's program. It should be noted that a business case will be prepared by the Operations team to confirm the need and timing of the plant before the 2019-2020 Corporate Business Plan.
- Hydraulic Brush Grapple – this is an additional grapple, which has been identified through the Shire's safety inspections.
- Forklift – the Shire currently hires a forklift for the Shire depot and is required to unload deliveries and move items around the depot safely. An assessment has determined that ownership of a forklift was more beneficial than hiring one.
- Road sweeper – this is included in the Program. However, Shire staff are exploring options to share a road sweeper with a neighbouring Council(s) as it is expected that full utilisation will not occur until Wanju and Waterloo Industrial Park are well into development.
- Skid Steer Loader (commonly referred to as a "Bobcat") – Although a useful item to own, and one that is often hired in, the level of utilisation is currently not fully understood. A business case will be prepared by the Operations team to confirm the need and timing of the plant.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 08-18 MOVED - Cr. P R Perks SECONDED - Cr. P S Robinson

**THAT the Strategic Planning Committee recommends that Council endorses the Plant & Vehicle 10 Year Program 2018-2028.**

CARRIED  
8/0

9.7 Title: Compliance & Executive Vehicle 10 Year Program 2018 - 2028

*Reporting Department:* Engineering & Development Services

*Reporting Officer:* Mr Luke Botica – Director Engineering & Development Services

*Legislation:* Local Government Act 1995  
Local Government (Function & General) Regulations 1996

Background

The Compliance & Executive Vehicle 10 Year Program is reviewed annually and provides a structured acquisition and replacement program for the plant and vehicles utilised in the Shire's office based staff. The Program covers the following:



1. Replacement of the Shire's existing vehicle fleet – vehicles are replaced at the optimal point in their serviceable life, the triggers being as adopted by Council in Council Policy ENG07;
2. Disposal of vehicles which are deemed as not being required anymore; and
3. Acquisition of new vehicles where required for new positions.

The Program contains estimates of purchase and sales prices, together with recommended reserve transfers to fund changeovers and new purchases. The Program closely aligns with the Shire's Workforce Plan. The Program has been reviewed in preparation for the 2018 – 2019 Strategic Planning and Corporate Business Plan process and is provided for Council consideration and adoption.

Legal Implications - None.

Strategic Community Plan -

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

Precedents - None.

Budget Implications -

The information contained in the Compliance & Executive Vehicle 10 Year Program will be used annually to develop the Shire's Corporate Business Plan. The following tables from the Compliance & Executive Vehicle 10 Year Program are provided with the agenda and indicate the projected expenditure and income for the next ten years:

- Consolidated Summary (Expenditure) (Appendix SPC: 9.7A);
- Sale Revenue Summary (Appendix SPC: 9.7B); and
- Compliance Vehicle Reserve Fund Summary (Appendix SPC: 9.7C).

The following shows the proposed annual transfer compared to the previous year adopted amounts.

	18-19	19-20	20-21	21-22	22-23	23-24	24-25	25-26	26-27	27-28
	Annual Transfer ( x \$1,000)									
2017-2018 SFP	85	90	95	100	105	115	125	135	140	
2018-2019 SFP	80	80	140	250	210	215	220	225	230	235

Budget – Whole of Life Cost -

The purpose of the Compliance & Executive Vehicle 10 Year Program is to plan for the acquisition of new and the replacement of existing vehicles. The triggers adopted by Council aim to minimise the overall life cycle cost of the Shire's vehicle fleet.

Council Policy Compliance -

Replacement triggers used are in accordance with Policy ENG07.

Risk Assessment - Low.

The purpose of the Compliance & Executive Vehicle 10 Year Program is to enable the Shire to plan for the replacement and acquisition of vehicles so it is prepared financially. The program reduces the financial impost placed on rates resulting from variations in funding required from year to year because of the need to replace vehicles at the optimal replacement time. This essentially allows the Shire to flatten out the annual peaks and troughs in funds required by transferring a predetermined amount from rates to the reserve.

Officer Comment

The Program has been revised using odometer readings and the age of the vehicles as well as their usage patterns. Staff have also checked the prices used in the Program.

Recent changes to the Motor Vehicle Policy, as it relates to Senior Officers and Compliance Officers has been factored into this program. Details are to be presented to the 30 May 2018 Council Meeting when Council considers the revised policy Behind Closed Doors (as this is a policy affecting staff).

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 09-18 MOVED - Cr. T G Gardiner SECONDED - Cr. J Dow

**THAT the Strategic Planning Committee recommends that Council endorses the Compliance & Executive Vehicle 10 Year Program 2018-2028.**

CARRIED  
8/0

9.8 Title: IT Asset Management Plan 2018- 2028

*Reporting Department:* Corporate & Community Services

*Reporting Officer:* Mr Peter Stampoultzis – Manager IS

*Legislation:* Local Government Act 1995

Background -

This budget services the business of the Shire. It provides technologies and infrastructure to assist staff provide meaningful services to our clientele.

It also satisfies the need to provide external data and informational services to the community and external businesses that interface with the Shire.

Some of the primary objectives of the IS Plan are to:

1. Enable various strategies that are borne from the Community Strategic Plan;
2. To improve the quality and effectiveness of services provided by the Shire of Dardanup; and
3. To minimise the impact of organisational growth on budget by reducing the labour effort required to provide services. Essentially, the technology places downward pressure on the Workforce Plan.

Legal Implications - None.

Strategic Community Plan

Various Strategies across the organisation within the Strategic Community Plan.

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None

Precedents - None.

Budget Implications - None.

The following allocations have been provided for in the 2018/19 draft budget:

	<b>2017/18</b>	<b>2018/19</b>
IT Equipment	\$134,224	\$60,000
Software Purchases	\$215,932	\$196,435
Software Annual License expenses	\$235,932	\$313,365
IT Equipment Leases	\$110,866	\$188,666
<b>Total</b>	<b>\$696,954</b>	<b>\$758,466</b>

A copy of the IT Asset Management Plan 2018-2028 is attached (Appendix SPC: 9.8);

Budget – Whole of Life Cost

Budgeted expenditure and reserve transfer requirements are included annually in the IT Asset Management Plan.

Council Policy Compliance-

Risk Assessment - Low.

Officer Comment -

The Shire has invested in both people and technologies to achieve a level of service and capability that is typically beyond an organisation of this size. This Shire is now commonly remarked on within the Industry as a high achiever in the application of IT to its business services.

- *Future – 10 year Plan*

The strategic focus over the next 5-10 year horizon must capture those strategies defined in the Strategic Community Plan 2018 – 2028 (SCP). There are a range of

actionable strategies in the Plan that can benefit significantly from the astute application of the technology.

With reference to the new SCP, the broad IS portfolio items drawn from this Plan demonstrate where forward focus will be for IS. Below is a simplified list of Portfolio items showing their relationship to the SCP.

– *Mapping SCP Objectives to IS Portfolio & Streams*

SOURCE - SCP OBJECTIVE	IS PORTFOLIO	SERVICE STREAM
Prosperity	Community Better Business	Better Business, Tourism and Marketing
Leadership	Smart Enterprise	Enterprise Performance, Enterprise Planning, Manage Enterprise Risk, Enhance Knowledge and Skill, Financial Management
Prosperity	Smart Planning & Development	Smart Planning & Development
Community, Leadership	Community Intel & Preservation	Cultural Conservation, Community Knowledge, Community Data Collection, Volunteer Services
Community, Amenity	Environmental Protection	Environmental Protection, Pest Management, Waste Management, Water Management,
Amenity	Smart Assets & Design	Smart Assets & Design , Facilities Management
Prosperity	Community Innovation (STEM)	Community Innovation
Prosperity	Community Engagement & eServices	Community Engagement, eServices
Amenity, Community	Safe Community	Smart Commute, Community Health & Safety, Emergency Services,

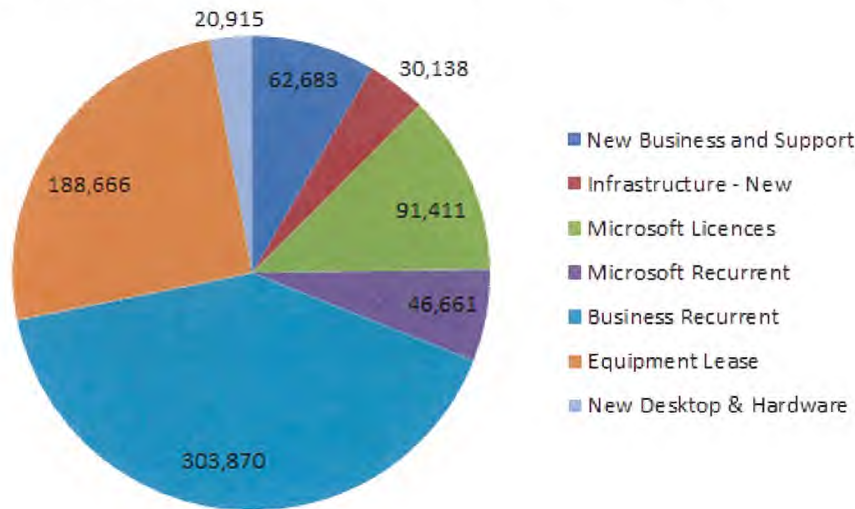
– *Next Budget*

The major outcomes for the IS service for this coming year include:

1. Mobility services for the Health Department to enable inspections of external food handling premises. This technology is about to be deployed for pool inspections and currently services fire breaks, dog & cat investigations and verge inspections.  
The product is coupled to Tardis to allow for automated letter, warnings and infringements to be generated.
2. Deployment of a business Self-Service functionality to the Shires web site. This new service will allow for payments to be online for dog, cat registrations, infringements, rates and general debtors payments.
3. The first stage of a human resource service centre for staff.

The 18/19 budget can be more clearly visualised by referring to the pie chart below. Comment on the 18/19 budget is made against each of the items in the Legend.

- Information Services – Total Budget 2018/19 - \$744,345



– *New Business and Support*

These are funds specifically assigned to develop new business models for existing services using technology. Compared to other parts of the 'pie' this slice is quite small however, offsetting this is our investment in skills persons who, in part, reduce our reliance on external consultancy services.

– *Infrastructure New*

Is applied to outright purchases of additional or replacement technology infrastructure as found in the server room.

– *Microsoft Licences and Microsoft Recurrent:*

Is the cost of using Microsoft (MS) technologies as the base for all our business. It is a significant part of the costs associated with our business and is unavoidable. New contract packages from MS may assist in bundling products which may be financially beneficial to the Shire. We continuously review MS technology package options.

– *Business Recurrent*

Is the annual maintenance or the recurrent part of 'owning' software. All the Shires product have some form of annual costs and this is sum total of all business products. As an example, these product include SynergySoft, Mapping, ICON, Zoodata and others.

– *Equipment Lease*

Is the annual lease cost for both desktop and some of the backroom technologies used by the Shire. This is an unavoidable cost and the roll over period is 4 years for desktop and up to 7 years for some server room infrastructure.

– *New Desktop and Hardware*

Is a small allocation for the outright purchase of IT equipment. Not all equipment is leased and typically these are 'smaller' but narrow technologies found in the Server room such communications servers , firewalls, etc.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

Change to Officer Recommendation - No Change

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 10-18 MOVED - Cr. L D Harris SECONDED - Cr. J Dow

**THAT the Strategic Planning Committee recommends that Council endorses the Information Technology 10 Year Asset Management Plan 2018-2028.**

CARRIED  
8/0

9.9 Title: 2018-2027 Workforce Plan

Reporting Department: Executive Team

Reporting Officer: Mr Mark Chester – Chief Executive Officer

Legislation: Local Government Act 1995

Background

A review of has been undertaken of the 10 Year Forecast Staffing in the current Workforce Plan.

Legal Implications -

Local governments are required by legislation to adopt an integrated strategic planning approach to financial management.

***Local Government (Administration) Regulations 2011***

***19DA. Corporate business plans, requirements for (Act s. 5.56)***

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
  - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
  - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
  - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.*

- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.*

*\*Absolute majority required.*

- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

### Strategic Community Plan

A stable and well-resourced workforce is required to deliver the Strategic Community Plan and the aspirations of the community contained within the Plan.

Environment - None.

### Precedents

The Workforce Plan is reviewed annually to ensure the staff resources are provided to meet the strategic and operational objectives of the Shire.

### Budget Implications -

The revised Workforce Plan and increase in staffing is accounted for in the 2018/19 Corporate Business Plan.

The Plan includes 6.7 Full Time Equivalents, including new employees and increase hours in some positions to cater for the demands on staff through growth of the Shire and the challenges of new services.

Budget – Whole of Life Cost -

Employee costs are accounted for in the Asset Management Plans and the 10 Year Financial Plan.

Council Policy Compliance - None.

Risk Assessment - Low.

### Officer Comment

The 2018/19 Workforce Plan is in keeping with the 2017/18 Plan (Appendix SPC: 9.9A) that included an increase of 4.95 FTEs.

As approved by Council, the 2018/19 Plan has the 2 additional positions for the development of the Wanju/Waterloo Developer Contribution Plan, Council meeting 28 March 2018, resolution 102-18.

POSITION	COMMENT	FTE
Human Resource	Now full time – 20/07/18	0.20
Corporate Excellence and Compliance	Now full time – 20/07/18	0.60
Accountant	Increase in hours - 2017/18	0.10
Finance Officer – Developer Contribution Plan	New – Council Res [102-18]	0.50
Business Systems Support	Now full time – 20/07/18	0.20
Engineering Technical - Trainee	New Trainee – 20/07/18	0.50
Assets Inspector	New – 2017/18	1.00
Team Member Horticulture	New – 2017/18	2.00
Planning	Graduate	0.40
Project Manager – Developer Contribution Plan	New – Council Res [102-18]	0.50
Building Surveyor	Part time – 20/07/18	0.10
Emergency & Ranger Services Officer	Now full time – 20/07/18	0.20
Emergency Officer	New – part time – 20/07/18	0.40
	<b>Total</b>	<b>6.70</b>

Further information is provided in relation to the increase in full time equivalents as referred to above and in the Workforce Plan provided under separate cover (Appendix SPC: 9.9B).

The Emergency & Ranger Services Officer time has been increased to a full time position. The workload in relation to managing the operations of Bush Fire Brigades and support of Ranger Services generally requires more hours on the job. The Department is working with the Information Services Department on systems and processes to deal with a wide range of issues and in time as these technological initiatives are bedded down some of the documentation needs will be better managed.

Sadly, an area of increase activity for rangers is the number of dog attacks. Such incidents require written witness statements to be prepared and for evidence to be carefully gathered to make sure any legal action meets the rules of evidence and procedural fairness for all involved.

In addition, the Bush Fire Advisory Committee has requested that the Shire consider appointing a Community Emergency Services Officer (CESO) through a shared position with the Department of Fire and Emergency Services (DFES). DFES have no budget for a shared position currently. In the future if funding is available the structure and allocation of resources to the Law Enforcement section will be reviewed to fund the Shire's 50% share. In the current WFP an allocation of 0.4 FTE is provided for Emergency Officer whether it be a CESO or a part time Shire employee.

The Engineering Technical Trainee is a continuation of the Shire's investment in developing young people into a career in local government. Over the past ten years the Shire has appointed three Engineering Trainees, each have been able to secure a full time position with the Shire as the needs or the organisation dictate and as the Shire grows. This provides a good career path and the Directorate has the flexibility to develop the trainee's skills in a number of areas providing an asset for the Shire and experience that is valuable as trainees settle on the path that suits their objectives and interests.

A new Graduate Planning Officer has been appointed as approved in 2017. The demands on the workload and the need to focus more on compliance will be achievable with this new position. The Senior Planner will delegate less complex tasks to the graduate, freeing up time at a senior level for inspections and action in relation to compliance, an issue the Shire has been grappling with for a number of years.



The position of Human Resources Officer has been part time since the position was created. There is need for this to be a full time position to better manage the workflows, maintain personnel records and manage the forecast increase in workload that will come from the pending change of Industrial Relations legislation due to the shift of Western Australian local government employees coming under state industrial law instead of federal. This shift will demand a significant increase in attention to detail and processes as the workforce is to be briefed and involved in understanding the changes that may result.

A new position has been created being the Corporate Excellence and Compliance position. This has been achieved by using one day that was previously the Business Excellence Officer's hours (part time, recently resigned), two days previously allocated to part time finance officers that are to remain part time and by increasing the hours by one day (0.20). This officer will conduct regular inspections of internal finance procedures and controls, review processes, administer the Risk Management Governance Framework, implement a corporate Compliance Manual and train existing and new staff on best practise. The introduction of the Auditor General as overseer of local government audits demands that every effort is made to ensure that the Shire's financial management, control measures and systems are in compliance with the standards and regulations.

The Business Systems Support Officer was previously part time and the Workforce Plan has shown the gradual increase of this position to full time.

Likewise, the Building Surveyor is part time and the Plan is gradually bringing this position to full time.

The Assets Inspector position, referred to in the review of the Road Assets Management Plan and the Building Asset Management Plan, is required to enable a comprehensive assessment and review of the condition of Shire assets. This is a specialized role and is critical as the Shire grows and the infrastructure ages that the Shire have focus on this area of significant expense to the Corporate Business Plan in keeping the assets in order.

Also relevant to growth and the handover of parks and reserves to the Shire is the need for another team member in the area of horticulture. As referred in the Parks and Reserves Assets Management Plan, more area is being placed under the care control and management of the Shire, requiring more resources to manage these assets.

The position of Project Manager and a Finance Officer to deal with the Developer Contribution Plan required for Wanju and the Waterloo Industrial Park, as previously discussed and approved by Council are imperative to manage the future development of the facilities that will be provided in these new development areas.

Council resolved on the 9 May 2018 resolution [36-18] as part of the budget development process to consider the addition of a paid part-time Historian at the Eaton Community Library in the draft 2018/19 budget. Based on working one day per week, provision for this position was included in the preliminary budget estimated at approximately \$20,000 (\$14,000 for wages and overheads plus equipment, licenses, etc). In order to reduce the overall budget cost and the reduced closing balance, this expenditure was excluded from the current draft budget as staff considered that the existing Library staff could continue to promote the use of volunteers in this area.



Achieving the community's vision and Shire's strategic objectives requires development of actions to address each strategy contained within the Strategic Community Plan. In addition, achieving these Strategies may require a series of actions over time as they may not be able to be achieved concurrently taking into account limited financial resources. Careful operational planning and prioritisation is required due to the limited availability of resources. This planning process is formalised in the Corporate Business Plan.

- *Corporate Business Plan*

The Corporate Business Plan contains details of the actions and resources (human and financial) to achieve each strategy. It is a 4 year plan which acts as an organisational guide to the Council and management.

The financial capacity to undertake these tasks is evidenced in the long term financial plan for the period. This long term financial planning provides an assurance the actions contained in the Corporate Business Plan can be adequately resourced over the next 4 years and highlight the long term consequences of the application of human and financial resource to undertaking various projects.

The Corporate Business Plan 2018 – 2022, is to be reviewed annually to assess the progress of projects and realign actions and priorities with current information and funding availability. The first year of the Corporate Business Plan will be 'sliced off' to form the basis of the draft annual budget for consideration by the Council.

- *Linkage with Informing Strategies and Service Plans*

The Corporate Business Plan is informed by three other major plans developed in response to the Department of Local Government's Integrated Planning and Reporting Framework. The Asset Management Plans, Long Term Financial Plan, and Workforce Plan inform the Council as to its resource options and financial circumstances.

This report recommends Council endorse the draft Shire of Dardanup Corporate Business Plan 2018-2022 under separate cover (refer to Appendix SPC: 9.10).

### Legal Implications -

Local Government (Administration) Regulations 1996:

**19DA. Corporate business plans, requirements for (Acts. 5.56)**

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
  - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
  - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
  - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and long term financial planning.*

- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*
- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.*
- \*Absolute majority required.*
- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

### Strategic Community Plan

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

### Precedents

The previous Shire of Dardanup four year Corporate Business Plan 2017/18 to 2020/21 was reviewed and adopted last year in accordance with legislative requirements, and formed the foundation of the current Shire of Dardanup Corporate Business Plan 2018/19 to 2021/22.

### Budget Implications

Revenue and expenditure forecasts for the next four years are incorporated within the current Shire of Dardanup Corporate Business Plan 2018/19 to 2021/22.

Budget – Whole of Life Cost - None.

### Council Policy Compliance

Risk Assessment - Low.

### Officer Comment -

Council's Corporate Business Plan has been developed in conjunction with the reviewed Strategic Community Plan 2018-2028, and has been workshopped with Council management to identify actions required to meet Council Strategic Objectives and Strategies.

The document has therefore been developed to be read in conjunction with the Shire of Dardanup Strategic Community Plan 2018-2028, with the layout and imagery reflective of the same corporate theme and branding.

Resource allocation has occurred within the Plan through medium and long term financial projections based on the costing of services and assets, reviewed and refined through each year's Annual Budget, Long Term Financial Plan, Workforce Plan, Asset Management Plans and Service Strategies.

The medium term priorities of Council's Strategic Community Plan have been incorporated in the four year Corporate Business Plan.

The strategic direction of Council is translated into services and projects that are delivered to the community through the Corporate Business Plan. This ensures strategic priorities are translated into real actions. The Council's Corporate Business Plan is reviewed annually and reported to community through the Annual Report.

The draft Corporate Business Plan is presented to Council for its endorsement. It is anticipated that the final Shire of Dardanup Corporate Business Plan 2018/19 to 2021/22 will be presented to Council in June for adoption.

Council Role - Executive/Strategic.

Voting Requirements - Absolute Majority.

Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 12-18 MOVED - Cr. P R Perks SECONDED - Cr. J Dow

**THAT the Strategic Planning Committee recommends that Council receive and endorse the Shire of Dardanup draft Corporate Business Plan 2018-2022.**

CARRIED  
8/0  
By Absolute Majority

**STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 13-18 MOVED - Cr. P R Perks SECONDED - Cr. C N Boyce

**THAT a foreshadowed motion be included in the Special Council Meeting to be held on 20 June 2018 to include a budget allocation for the Cat Management Program of \$9,000.**

CARRIED  
7/1

9.11 Title: Long Term Financial Plan 2018 - 2028

Reporting Department: Corporate & Community Services  
Reporting Officer: Mr Phil Anastasakis – Director Corporate & Community Services  
Legislation: Local Government Act 1995

Background-

As part of the Department of Local Government, Sport & Cultural Industries Integrated Planning and Reporting Framework and legislative requirements, Council is to develop a Long Term Financial Plan for a minimum period of 10 years.

The Long Term Financial Plan (LTFP) is a ten year rolling plan that incorporates the four-year financial projections accompanying the Corporate Business Plan. It is a key tool for prioritisation and ensuring the financial sustainability of the local government (refer to Appendix SPC: 9.12).

Annual Budgets are directly aligned to the Corporate Business Plan/LTFP.

The LTFP identifies key assumptions such as demographic projections, rating base growth, consumer price index or local government cost index, interest rates and so on.

Major capital and operational expenditure implications included in the IPR suite are included and specifically referenced in the LTFP.

The LTFP includes strategies regarding:

- Rating Structure
- Fees and Charges
- Alternative Revenue Sources
- Pursuit of Grants
- Workforce
- Reserves
- Debt Funding
- Asset Disposal
- Investment Policy

The use of asset and financial ratios are key sustainability measures that can highlight where attention needs to focus in order to keep on track. Note that there are a number of mandatory ratios, however each local government is able to supplement these with other ratios.

The Department of Local Government and Communities and Western Australian Treasury Corporation have partnered to release long term financial planning tools for local governments. The tools include the Financial Health Indicator calculator, which enables a local government to project changes to its financial position over the course of the long term financial plan. Local governments can use this to calculate projections of their financial health using the Financial Health Indicator methodology. These ratios will be provided at the Committee meeting for discussion.

Scenario modelling is used to explore alternative futures (such as optimistic, conservative and worst case scenarios) to determine the level of flexibility in the

LTFP, and sensitivity testing is used to ascertain the impact of variations in the key assumptions (such as CPI estimates, payroll, interest rates, recurrent grant funding).

The impact of increasing rate income by 0% through to 4.5% have been calculated as follows:

Rate Increase Percentage	Total Rates \$ Raised	Growth Rate plus % Increase	Increase on previous year
0%	\$12,111,728	2.76%	\$324,840
1%	\$12,232,469	3.78%	\$445,581
2%	\$12,352,936	4.80%	\$566,048
3%	\$12,475,710	5.84%	\$688,822
4.5%	\$12,656,546	7.38%	\$869,658

For the purposes of the draft Long Term Financial Plan, the following rate increases have been forecast:

Year	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
Rate % Increase	4.5	4.5	5.0	6.0	6.5	6.0	6.0	6.0	6.0	6.0
Growth %	1.9	1.8	2.0	3.0	3.2	3.3	3.4	3.5	3.5	3.5

### Legal Implications -

Local Government (Administration) Regulations 1996:

#### **19C. Strategic community plans, requirements for (Acts. 5.56)**

#### **19DA. Corporate business plans, requirements for (Acts. 5.56)**

- (1) *A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.*
- (2) *A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.*
- (3) *A corporate business plan for a district is to —*
  - (a) *set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and*
  - (b) *govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and*
  - (c) *develop and integrate matters relating to resources, including asset management, workforce planning and **long term financial planning.***
- (4) *A local government is to review the current corporate business plan for its district every year.*
- (5) *A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.*

- (6) *A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine\* whether or not to adopt the plan or the modifications.*

*\*Absolute majority required.*

- (7) *If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.*

### Strategic Community Plan

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

### Precedents

The previous Shire of Dardanup Strategic Financial Plan was reviewed and adopted last year and formed the foundation of the current Strategic Financial Plan.

### Budget Implications

Revenue and expenditure forecasts for the next 10 years are incorporated within the current Shire of Dardanup Strategic Financial Plan.

Budget – Whole of Life Cost - None.

### Council Policy Compliance

Risk Assessment - Low.

### Officer Comment -

The financial elements and plans integrated with the Long Term Financial Plan have been modelled to produce a 10 year Funding Statement (refer to Appendix SPC: 9.12), which identifies the projected rate income required to achieve a sustainable financial position.

The projected end of year financial position for Council, based on the above rate and forecast growth increases are:

Year	18/19	19/20	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28
<b>Closing Surplus/ (Deficit)</b>	\$92,107	\$61,182	\$162,847	\$110,462	(\$84,129)	\$78,129	(\$106,500)	\$192,913	\$127,641	\$155,823

The above projections illustrate that Council's expenditure will need to be closely monitored to ensure over expenditure does not occur, however over the long term Council's financial position remains strong and sustainable.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.



Change to Officer Recommendation - No Change.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 13-18 MOVED - Cr. J Lee SECONDED - Cr. P S Robinson

**THAT the Strategic Planning Committee recommends that Council receive and endorse the Shire of Dardanup Long Term Financial Plan 2018-2028.**

CARRIED  
8/0

9.12 Title: Strategic Financial Plan 2018/19

*Reporting Department:* Corporate & Community Services

*Reporting Officer:* Mr Phil Anastasakis – Director Corporate & Community Services

*Legislation:* Local Government Act 1995

Background -

The Committee is requested to review its Strategic Financial Plan for 2018/19. This document is provided under a separate cover. (Appendix SPC: 9.12)

Council's corporate planning framework (Chart 1) articulates the financial planning framework.

The Strategic Financial Plan is a 10 year forecasting and planning document primarily focused on asset planning. The asset management plans not only plan project expenditure and their timing, but also incorporate funding planning through determining and the setting aside of monies into respective reserve funds to ensure projects are funded in the planned year of activity.

The Strategic Financial Plan includes the following documents;

a) *Long Term Financial Plan*

The purpose of this Plan is to project the financial income and expenditure of Council for the next 10 years, and in doing so determine the rating, grant and other income requirements. The Long Term Financial Plan is an integrated financial model which incorporates the financial requirements associated with the Workforce Plan, Asset Management Plans and other Service Strategies and is presented to this Committee as a separate report for adoption by Council.

b) *Debt Management Plan*

The general purpose of this document is to plan and monitor Council's debt levels. The Debt Management Plan consolidates all Councils current & future borrowings into one document that allows the impact of new borrowing decisions to be readily identified.

c) *Reserve Fund Summary*

This document summarises Reserve Fund requirements for the period of the Long Term Financial Plan. It consolidates the proposed funding that will be required to meet existing asset funding gaps.

There has been a reduction in annual reserve transfers to generate some savings for the Corporate Business Plan which will assist Council in achieving its target in relation to the projected rates increase.

d) *Rating Strategy*

This document will define and articulate Council's rating objectives.

e) *Workforce Plan*

This document details staffing levels for the next 10 years. The 2018-2028 Workforce Plan is presented to this Committee as a separate report for adoption by Council and is based on the previously adopted Workforce Plan.

f) *10 Year Building Asset Plan – 2018/19*

This is a 10 year asset management budget. It details the construction, additions and major maintenance of Council buildings.

g) *10 Year Engineering Services Vehicle Fleet Asset Plan – 2018/19*

This is a 10 year asset management budget. It details the acquisition and replacement of works plant & vehicles within Council's Engineering Services Department.

h) *10 year Executive & Compliance Vehicle Asset Plan – 2018/19*

This is a 10 year asset management budget. It details the acquisition and replacement of Council's Executive & Compliance vehicle fleet.

i) *10 year Information Technology Asset Plan – 2018/19*

This is a 10 year asset management budget. It details the acquisition and replacement of Council's Information Technology hardware and software requirements.

j) *10 year Recreation Centre Gym Equipment Asset Plan – 2018/19*

This is a 10 year asset management budget. It details the acquisition and replacement of gym equipment at the Eaton Recreation Centre.

k) *Road Asset Management Plan Summary – 2018/19*

This asset management plan details Council's road transport preservation and expansion requirements.

l) *Pathway Asset Management Plan Summary – 2018/19*

This asset management plan details Council's pathway network preservation and expansion requirements.

m) *Parks & Reserves Asset Management Plan Summary – 2018/19*

This asset management plan details Council's Parks & Reserves preservation and upgrades.

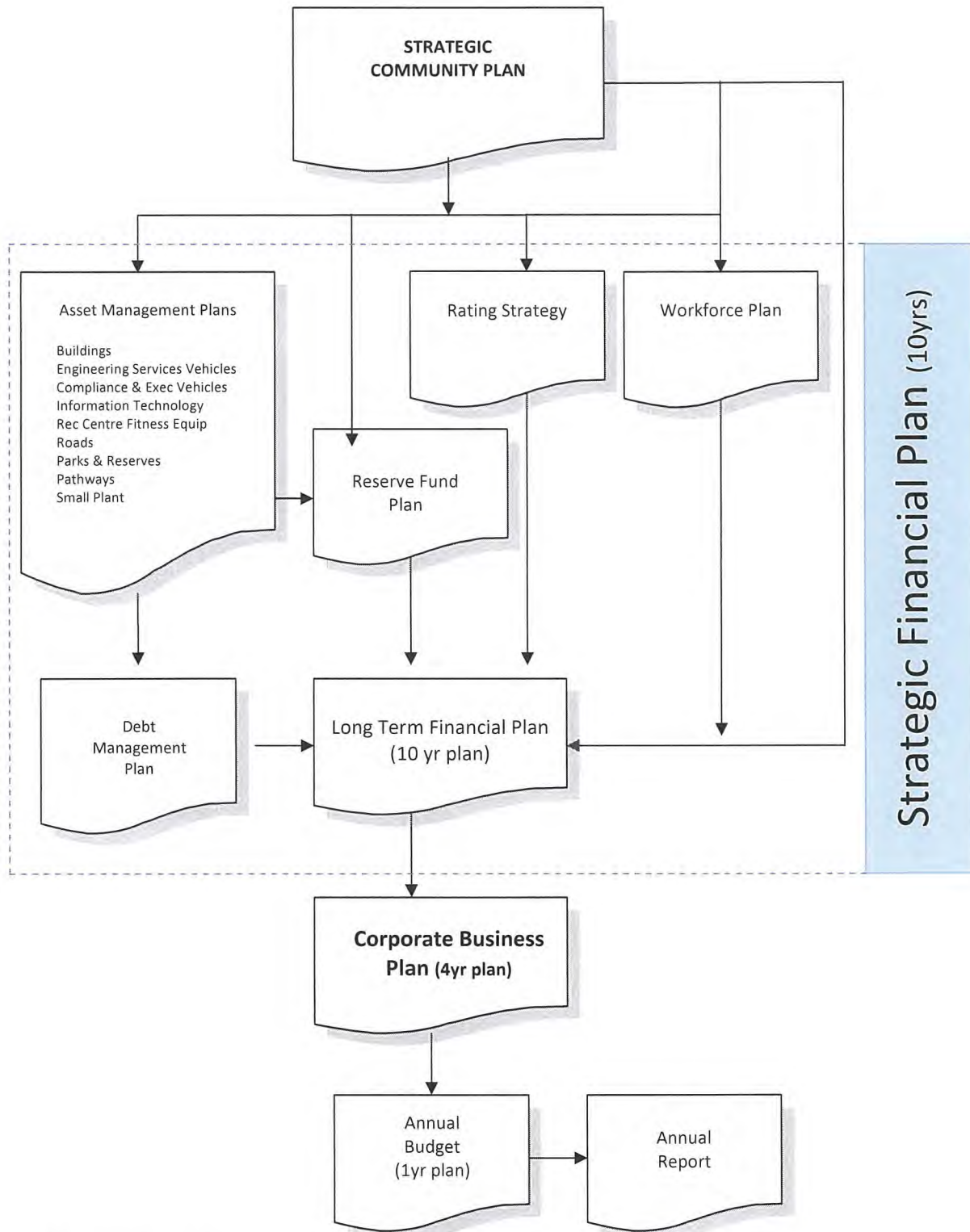
n) *Storm Water Asset Management Plan Summary – 2018/19*

This asset management plan details Council's storm water assets identified for major drainage upgrades.

o) *Small Plant Asset Management Plan Summary – 2018/19*

This is a 10 year asset management budget. It details the acquisition and replacement of Council's small plant used by the works staff.

Corporate Planning Flow Chart  
(Chart 1)



Legal Implications

Local Governments are required to adopt a long term financial plan. It is a 10-year rolling plan that informs the Corporate Business Plan (4yr plan) to activate Strategic Community Plan priorities.

Council has a legislative requirement to comply with section 5.56 of the Local Government Act 1995 requiring local governments to produce a 'plan for the future'.

Strategic Community Plan

Strategy outcome 1.3.1 of the Strategic Community Plan.

Environment - None.

Precedents

This is a plan adopted annually and is the lead document for the Annual Budget.

Budget Implications

The Strategic Financial Plan impact to the budget is in line with 2018/19 forecasts.

Budget – Whole of Life Cost

Financial commitments made within these plans will be included in the Corporate Business Plan in the year of the planned activity. This financial commitment will be in the form of:

- a) Project Expenditure;
- b) Equipment acquisition / replacement;
- c) Annual Reserve allocations; and
- d) New borrowings and subsequent loan repayments.

Alteration to financial commitments can be changed by amendment to the relevant plans.

Council Policy Compliance - None.

Risk Assessment - Low.

Officer Comment

Financial planning as a driver of the Annual Budget has greatly enhanced Council's ability to plan in detail the priority, affordability and timing of future community projects. These plans not only forecast expenditure requirements, but more importantly, plan for cash flow requirements necessary to fund planned activity.

The long term financial planning process indicates a local government's long term financial sustainability and allows early identification of financial issues and their longer term impacts.

Upon adoption of the Strategic Financial Plan, staff will continue to develop the Annual Budget which is proposed to be adopted on 11 July 2018. The Annual Budget provides the opportunity to fine tune the estimates from year 1 the Long Term Financial Plan, therefore it is anticipated that there will be some minor changes in the final budget document.

Council Role - Executive/Strategic.

Voting Requirements - Simple Majority.

**OFFICER RECOMMENDED RESOLUTION &  
STRATEGIC PLANNING COMMITTEE RESOLUTION**

SPC 14-18    MOVED -    Cr. T G Gardiner    SECONDED -    Cr. P R Perks

**THAT the Strategic Planning Committee recommends Council adopts  
the 2018/19 Strategic Financial Plan.**

CARRIED  
8/0

**10.    ELECTED MEMBER MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN**

None.

**11.    NEW BUSINESS OF AN URGENT NATURE**

None.

**12.    MATTERS BEHIND CLOSED DOORS**

None.

**13.    CLOSURE OF MEETING.**

The Chairperson advises that the date of the next Strategic Planning Committee Meeting to be advised.

There being no further business the Chairperson declared the meeting closed at 3.15pm.

# WORKFORCE PLAN

2018-2027

**Administration Centre – Eaton**

1 Council Drive | PO Box 7016  
EATON WA 6232  
Tel: 9724 0000 | Fax: 9724 0091  
[records@dardanup.wa.gov.au](mailto:records@dardanup.wa.gov.au)  
[www.dardanup.wa.gov.au](http://www.dardanup.wa.gov.au)

**TABLE OF CONTENTS**

**EXECUTIVE SUMMARY ..... 1**

**1. AIM ..... 2**

**2. INTRODUCTION ..... 2**

**3. PRIORITIES ..... 2**

    3.1 ATTRACTING AND RETAINING THE RIGHT PEOPLE ..... 3

        3.1.1 ATTRACTION ..... 3

        3.1.2 RECRUITMENT, SELECTION & APPOINTMENT ..... 3

        3.1.3 RETENTION..... 4

        3.1.4 COUNCIL POLICIES ..... 4

    3.2 DEVELOPING A HIGH PERFORMANCE WORKFORCE ..... 5

        3.2.1 STAFF DEVELOPMENT ..... 5

        3.2.2 LEADERSHIP DEVELOPMENT..... 6

        3.2.3 SUCCESSION PLANNING..... 6

    3.3 PROMOTING COLLABORATION..... 6

        3.3.1 KNOWLEDGE MANAGEMENT..... 6

    3.4 CREATING A POSITIVE WORKPLACE CULTURE..... 6

        3.4.1 EXIT PROCESS..... 6

        3.4.2 WORKFORCE SURVEYS..... 6

        3.4.3 RECOGNITION ..... 6

    3.5 SUPPORTING DIVERSITY..... 7

        3.5.1 EQUAL EMPLOYMENT OPPORTUNITIES..... 7

    3.6 IMPROVING PERFORMANCE ..... 7

        3.6.1 MEASURABLE OBJECTIVES ..... 7

    3.7 SUPPORTING A HEALTHY AND PRODUCTIVE ORGANISATION..... 7

        3.7.1 OS&H..... 7

        3.7.2 EMPLOYEE ASSISTANCE PROGRAMS ..... 7

**4 SKILLS NEED ANALYSIS ..... 8**

**5 STAFF PROFILE..... 8**

**6. OUR WORKFORCE – ORGANISATION STRUCTURE CHARTS..... 9**

**7. TURNOVER ..... 10**

**8. 10 YEAR RECRUITMENT PLAN ..... 11**

**9. REVIEW ..... 21**



**EXECUTIVE SUMMARY**

The Shire of Dardanup Mission Statement reads:

*“Provide effective leadership in encouraging balanced growth and development of the Shire while recognizing the diverse needs of our communities”*

The leadership provided by Council and passed on to the Chief Executive Officer, Directors and staff stems from the authority provided by the Local Government Act, the Planning and Development Act and in excess of four hundred other statutes that empower the elected Council to develop policy strategies and make decisions for the good governance of the community.

This Workforce Plan identifies the staff resources required for the development of the Shire in a practical way and is drawn from the adoption of the following plans:

- Strategic Community Plan
- Asset Management Plans

Once adopted by Council the Workforce Plan provides the Chief Executive Officer with the resources to implement the works and services identified in the Corporate Business Plan.

As the population of the Shire of Dardanup continues to grow at the rate of 4% per year, it is important for the Council and staff to forecast future demands on the resources needed to serve the growing community.

A 4% growth equates to another 500 new people moving into the Shire every year, requiring the attention of the Shire to deliver cost effective sustainable services.

The Workforce Plan has been developed through a consultative process with elected members and staff. Matters addressed in the workshop included:-

- Gaps in service delivery; internal and external
- Legislation impacts
- Government policy impacts
- Impacts on the budget
- Risk associated with being under resourced
- Current staff numbers
- Staff turnover rates
- Demographics of staff
- Workload
- Population growth
- Levels of Service

The Plan is reviewed annually with a comprehensive review in four years in keeping with the review of the Strategic Community Plan.




**CR. MICHAEL T BENNETT**  
Shire President



**MR MARK L CHESTER**  
Chief Executive Officer

## 1. AIM

The Workforce Plan aims to ensure that the Shire of Dardanup workforce has the right skills, at the right time and in the right quantities to ensure sustainable service delivery today and into the future.

## 2. INTRODUCTION

The inaugural Strategic Community Plan was adopted on the 28th of November 2012. The Plan was developed following nine months of community consultation that included community workshops, focus groups, discussions with school children and youth and a community survey.

The Strategic Community Plan sets out the vision, aspirations and objectives of the Shire and the community over the next 10 years and will guide the Shire's delivery and commitment to community services, facilities and infrastructure to the year 2023.

Consultation was progressed on a townsite basis and various consultation methods were deployed to capture as many community members as possible including varying age groups. The consultation methods included detailed questionnaires and workshops with interested community members, school children, interested youth and various community groups.

Over 10% of the Shire's community was involved in the consultation. The Plan provides a concise overview of four key performance areas for action and sets out action plans and timeframes for Council to achieve the outcomes. The community's major priorities have been grouped under the following key performance areas:

- Community Life
- Roads, Transport and Other Infrastructure
- Sports, Recreation and Culture
- Urban and Economic Environment

The Plan will allow the Shire to approach the future with a clear direction and the community will know exactly what the Shire will be providing. (Shire of Dardanup, Strategic Community Plan Executive Summary, [www.dardanup.wa.gov.au](http://www.dardanup.wa.gov.au))

This Workforce Plan identifies human resources required to deliver the objectives of the Strategic Community Plan, and has been developed using risk management principles.

## 3. PRIORITIES

The Shire has identified the following priorities necessary to achieve the objectives of the Strategic Community Plan:

1. Attracting and retaining the right people.
2. Developing a high performing workforce.
3. Promoting collaboration.
4. Creating a positive workplace culture.
5. Supporting diversity.
6. Improving performance.
7. Supporting a healthy and productive organisation.

### **3.1 ATTRACTING AND RETAINING THE RIGHT PEOPLE**

#### **3.1.1 ATTRACTION**

A number of employment conditions have been adopted to compete in an economy that offers many opportunities from manual labourers to degree and masters qualified professionals. To attract and retain staff the conditions of employment and the rewards need to be competitive.

The Shire must be able to attract and retain its talent through flexible and competitive working arrangements that offer value and quality of life for employees.

To maintain a competitive attraction and retention advantage, the Shire will need to continue to make available financially responsible working arrangements and employee benefits; These should both enable employees to meet personal requirements whilst being able to maintain productivity levels needed to meet workplace objectives and serve customer expectations. For instance, an ageing workforce will likely value different working arrangements to a younger cohort, for whom digital technologies and support will become an increasing expectation.

A challenge for the Shire is to adopt a balance that is affordable within the financial constraints of the Shire that has room for increasing the staff numbers as growth and workload demand.

The Shire of Dardanup is fortunate to have recruited personnel that are professionally qualified in their area of discipline and have the added attributes of very good managers of people and budgets.

To achieve this, the Shire will endeavour to:

- Have market competitive salaries and conditions of employees.
- Provide flexible work hours.
- Provide opportunities to work from home.
- Provide modern facilities and equipment.
- Contribute 3% in addition to the superannuation guarantee levy.
- Offer corporate discount on private health insurance.
- Provide career development.
- Provide professional development, training and study assistance.
- Provide discounted gym membership.
- Provide free health & wellness initiatives
- Provide a Uniform allowance.
- Provide free parking.
- The shire is located close to a regional city, providing opportunities for families within and beyond the shire's boundaries.

#### **3.1.2 RECRUITMENT, SELECTION & APPOINTMENT**

The Shire commits to the following initiatives in the recruitment process:

- Comprehensive recruitment process.
- Merit based selection.

## (Appendix SP: 12.1B)

- Independent reference checking.
- Rigorous independent selection process managed by Human Resource professionals.
- Verification of qualification claims.
- Thorough and fair interview process.
- Council will endeavour to hire qualified personnel.

### 3.1.3 RETENTION

To encourage longevity of employment, the Shire:

- Acknowledges the importance of family commitments.
- Endeavours to provide competitive salaries/wages.
- End of year celebrations.
- Encourages employees to participate in health & wellness initiatives.
- Commits to being an Equal Opportunity Employer.
- Provides an employee grievance process.
- Provides employees with access to confidential counselling services.
- Acknowledges performance through employee recognition and safety awards plus annual appraisals.
- Provides career development.
- Offers membership to professional associations
- Offers leave and financial assistance for study.
- Offers training and professional development.

### 3.1.4 COUNCIL POLICIES

Attraction and retention of staff is an ongoing challenge for the Shire of Dardanup. The Shire offers attractive salaries and wages and conditions of employment. The following policies outline additional benefits to attract and retain staff:

POLICY NAME	BENEFIT
Purchased Leave	In order to provide employees with greater work-life balance, this initiative has been adopted as an attraction and retention incentive for employees wishing to access one full paid year off following a four-year period receiving 80% of their regular salary.
Defence Reservist Leave	To ensure that members of the Defence Reserve Service employed by the Organisation are able to access a reasonable amount of additional leave for that purpose.
Private Motor Vehicle Use	Provision for CEO, Directors and Managers as deemed appropriate, receive as a benefit the private use of a motor vehicle.

**(Appendix SP: 12.1B)**

POLICY NAME	BENEFIT
Travel Expenses	To provide resources in a fair way that will enable more staff to attend training courses and/or meetings, whilst reimbursing staff for reasonable costs.
Staff Training Travel Costs	To encourage staff to attend training courses Council will recognize part of their travelling time.
Legal Representation	Designed to protect the interests of employees where they become involved in civil legal proceedings because of their official functions. In most situations the local government may assist the individual in meeting reasonable expenses and any liabilities incurred in relation to those proceedings.
Secondary Employment	To allow staff to make application for secondary employment which will not interfere with or prejudice their employment with Council.
Employee Assistance Program	To assist in the identification and resolution of problems associated with employees that need support with personal concerns including health, marital, family, financial, alcohol/drug, emotional, stress and any other problems that adversely affect job performance.
Study Leave	Supports granting Study Leave and reimbursing Study Expenses, for permanent full time or part time employees who are undertaking studies relevant to their Shire of Dardanup role and responsibilities,
Severance Policy	The policy sets out the circumstances in which the Shire of Dardanup will pay an employee an amount in addition to any amount which the employee is entitled under a contract of employment or award relating to the employee.
Recreation Centre Employee Financial Incentive Scheme	To maximise the financial efficiency of the centre by providing a profit sharing incentive scheme to staff employed at the centre.

**3.2 DEVELOPING A HIGH PERFORMANCE WORKFORCE**

**3.2.1 STAFF DEVELOPMENT**

The Shire offers staff the following opportunities for personal development:

- Acting in senior positions.
- Study assistance.
- Apprenticeships and Traineeships.
- Attendance at relevant training courses and conferences.
- Opportunities to develop project management skills.
- Professional Memberships.

### **3.2.2 LEADERSHIP DEVELOPMENT**

The Shire desires to develop the leadership of staff by providing the following opportunities:

- Acting in higher position.
- Training and study opportunities in leadership.
- Encouraged to use initiative.
- Leadership Development Programs.
- Delegated responsibility.

### **3.2.3 SUCCESSION PLANNING**

To retain experienced personnel the Shire offers the following opportunities:

- Comprehensive training plan.
- Coaching / mentoring.
- Knowledge sharing – best practice.
- Career path.

## **3.3 PROMOTING COLLABORATION**

### **3.3.1 KNOWLEDGE MANAGEMENT**

Gaining, retaining and sharing knowledge develops a healthy organisation. To share knowledge the shire has adopted the following initiatives:

- Developing technology to improve knowledge sharing.
- Integration of departments to encourage collaboration.
- Knowledge sharing through staff meetings.

## **3.4 CREATING A POSITIVE WORKPLACE CULTURE**

A positive workplace culture creates a health working environment. The Shire has adopted the following initiatives to create a positive workplace culture:

### **3.4.1 EXIT PROCESS**

Exit interview to assess why people leave the organisation.

### **3.4.2 WORKFORCE SURVEYS**

Workforce surveys undertaken on a biennial basis.

### **3.4.3 RECOGNITION**

- Annual performance reviews.
- Annual salary/wage reviews.
- Publication of recognition of achievements.
- Reward system for employee performance.

### **3.5 SUPPORTING DIVERSITY**

#### **3.5.1 EQUAL EMPLOYMENT OPPORTUNITIES**

The Shire of Dardanup supports workplace diversity and promotes merit based appointment. The Shire achieves this by:

Acknowledging and applying merit based and unbiased selection processes.

Council has an EEO Policy.

### **3.6 IMPROVING PERFORMANCE**

To provide effective and efficient services the workforce needs to continue developing and improving the performance of staff. This is achieved by:

#### **3.6.1 MEASURABLE OBJECTIVES**

- All staff will have performance goals in their performance review and development plans.
- Annual non salary linked annual performance reviews.
- Three month performance reviews for new staff members.
- Biennial staff satisfaction survey.
- Benchmark staff turnover to be less than the industry average of the previous year as provided by WALGA salary survey.

### **3.7 SUPPORTING A HEALTHY AND PRODUCTIVE ORGANISATION**

#### **3.7.1 OS&H**

The Shire of Dardanup provides a safe place for people to work, all employees are educated on the need for safe work practises and to use Council's plant, equipment and facilities in a manner that preserves value and gains optimum whole of life use.

The Shire has created and supports a healthy and productive workforce and has adopted the following initiatives to support their policies.

- Regular review of the Occupational Safety and Health Plan.
- Provision of training for safety representatives.
- Provision of safety training for all staff.
- Provision of rewards for reduced loss time through injury.
- Provision of risk management training.
- Active OSH Committee.
- Provides optional flu vaccinations and skin checks.

#### **3.7.2 EMPLOYEE ASSISTANCE PROGRAMS**

The Shire provides support for the well-being of staff by:

- Provision of employee counselling service.
- Provision of paid time off to attend counselling service.

**(Appendix SP: 12.1B)****4 SKILLS NEED ANALYSIS**

The Shire has adopted a plan to guide the development of employee skills – Competency Standards. The Competency Standards to be met:

- Identify skill gaps and succession plans for high risk positions for specialist areas.
- Audit skills base.
- Identify support staff.

**5 STAFF PROFILE**

The majority of the workforce is within the age range of 21-50, with 33 employees aged 51 and above.

Staff Numbers December 2017

	CASUAL	FULL TIME	PART TIME	GRAND TOTAL
<b>FEMALE</b>				
14-20	9	0	2	11
21-30	8	3	5	16
31-40	11	10	11	32
41-50	5	9	7	21
51-60	4	3	5	12
61+	1	0	3	4
	<b>38</b>	<b>25</b>	<b>33</b>	<b>96</b>
<b>MALE</b>				
14-20	6	1	0	7
21-30	3	5	1	9
31-40	1	9	0	10
41-50	1	21	0	22
51-60	0	8	2	10
61+	1	4	1	6
	<b>12</b>	<b>48</b>	<b>4</b>	<b>64</b>
<b>GRAND TOTAL</b>	<b>50</b>	<b>73</b>	<b>37</b>	<b>160</b>



6. OUR WORKFORCE – ORGANISATION STRUCTURE CHARTS

Figure 1 – Shire of Dardanup Organisational Chart

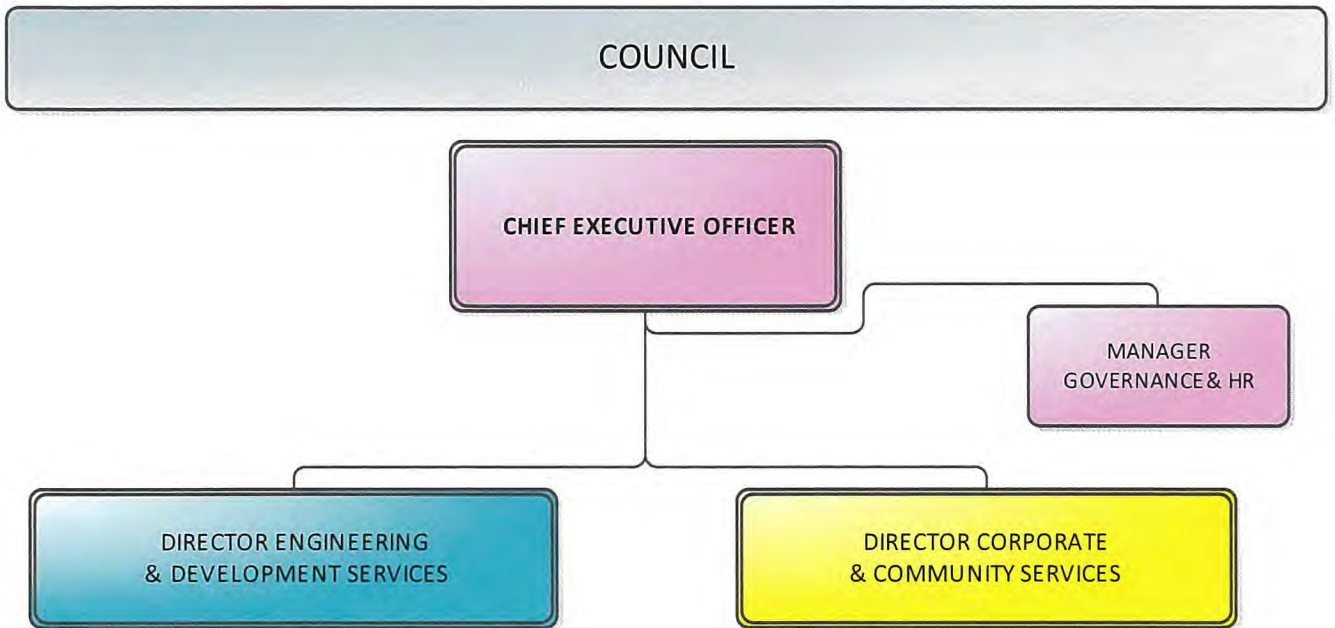


Figure 2 – Service Areas – Engineering & Development Services Directorate

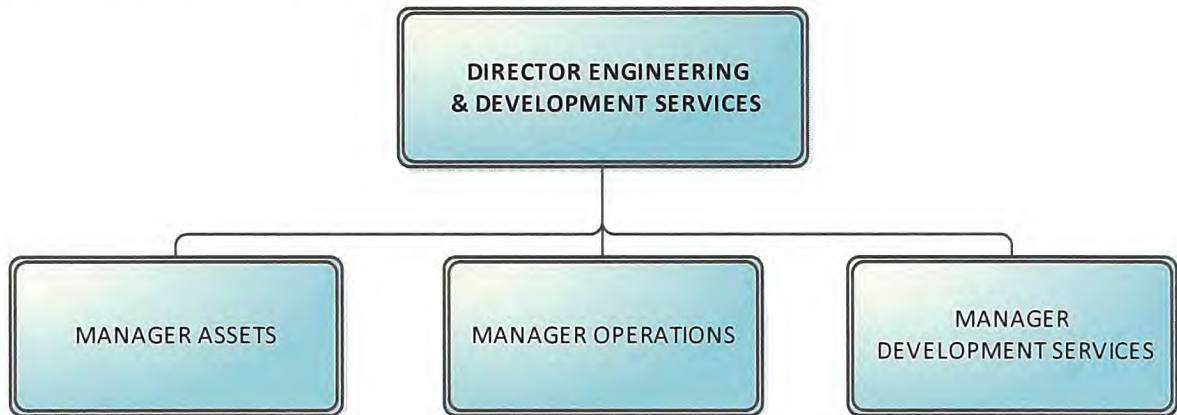


Figure 3 – Service Areas – Corporate & Community Services Directorate

**(Appendix SP: 12.1B)**

**7. TURNOVER**

Turnover Rates 2010 to 2017

**Includes** Eaton Recreation Centre Staff

	2010	2011	2012	2013	2014	2015	2016	2017
Staff Recruited								
Female	17	19	26	17	21	33	28	21
Male	12	24	16	23	16	18	12	15
<b>Total [Actual]</b>	<b>29</b>	<b>43</b>	<b>42</b>	<b>40</b>	<b>37</b>	<b>51</b>	<b>40</b>	<b>36</b>
Staff Resigned								
Female	17	12	16	20	22	25	18	25
Male	8	20	19	12	11	17	17	12
<b>Total [Actual]</b>	<b>25</b>	<b>32</b>	<b>35</b>	<b>32</b>	<b>33</b>	<b>42</b>	<b>35</b>	<b>37</b>

**Excludes** Eaton Recreation Centre Staff

	2010	2011	2012	2013	2014	2015	2016	2017
Staff Recruited								
Female	8	6	11	8	11	18	11	6
Male	8	15	8	14	15	9	10	9
<b>Total [Actual]</b>	<b>16</b>	<b>21</b>	<b>19</b>	<b>22</b>	<b>26</b>	<b>27</b>	<b>21</b>	<b>15</b>
Staff Resigned								
Female	5	6	6	7	10	14	6	6
Male	3	11	12	6	7	11	11	8
<b>Total [Actual]</b>	<b>8</b>	<b>17</b>	<b>18</b>	<b>13</b>	<b>17</b>	<b>25</b>	<b>17</b>	<b>14</b>

## 8. 10 YEAR RECRUITMENT PLAN

The following table details the current and future staffing requirements for the next ten years:

### WORKFORCE PLAN 2018/19 CONSOLIDATED SUMMARY

FULL TIME EQUIVALENT (FTE) EMPLOYEES	Current Budget FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Executive Department	<b>12.00</b>	12.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20	12.20
Corporate & Community Services	<b>42.38</b>	44.78	45.98	47.08	48.68	48.18	50.78	51.78	54.58	55.18	55.18
Engineering & Development Services	<b>55.70</b>	59.80	61.80	62.80	65.50	67.90	68.50	72.40	74.60	74.80	75.00
<b>TOTAL FTE EMPLOYEES</b>	<b>110.08</b>	<b>116.78</b>	<b>119.98</b>	<b>122.08</b>	<b>126.38</b>	<b>128.28</b>	<b>131.48</b>	<b>136.38</b>	<b>141.38</b>	<b>142.18</b>	<b>142.38</b>

**EXECUTIVE DEPARTMENT**

Note	Current Budget FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Chief Executive Officer	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Personal Assistant to CEO	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Manager Governance & HR	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior HR Coordinator	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resource Officer	<b>0.80</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior OSH Coordinator	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
OSH Advisor	<b>0.20</b>	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Executive Governance Officer	<b>3.00</b>	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Governance Officer	<b>3.00</b>	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>12.00</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>	<b>12.20</b>

**CORPORATE & COMMUNITY SERVICES**

	Current	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Director Corporate & Community Services	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Improvement Officer	<b>0.40</b>	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Corporate Excellence & Compliance Officer	<b>0.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Officer - Media	<b>0.60</b>	0.60	0.70	0.80	0.90	0.90	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>2.00</b>	<b>2.60</b>	<b>2.70</b>	<b>2.80</b>	<b>2.90</b>	<b>2.90</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

**Financial Services**

Manager Financial Services	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Financial Accounting</b>											
Accountant	<b>0.90</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Accountant								1.00	1.00	1.00	1.00
WANJU Accountant		0.50	1.00	1.00	0.50						
Senior Finance Officer	<b>0.80</b>	0.80	0.80	0.80	0.80	0.80	1.00	1.00	1.00	1.00	1.00
Accounts Payable Officer	<b>0.80</b>	0.80	0.80	0.80	0.80	0.80	0.80	0.80	1.00	1.00	1.00
Payroll Officer	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Rates / Revenue</b>											
Senior Rates Officer	<b>1.00</b>	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Rates Officer	<b>1.00</b>	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.60	2.60
Accounts Receivable Officer	<b>0.50</b>	0.50	0.50	0.50	0.50	0.50	0.50	0.50	0.70	0.70	0.70
<b>Procurement</b>											
Procurement Officer		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>7.00</b>	<b>8.60</b>	<b>9.10</b>	<b>10.10</b>	<b>9.60</b>	<b>9.10</b>	<b>9.30</b>	<b>10.30</b>	<b>10.70</b>	<b>11.30</b>	<b>11.30</b>

**CORPORATE & COMMUNITY SERVICES**

	Current Budget FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Information Services</b>											
Manager - Information Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Information Technology</b>											
IT Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Systems & Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
IT Officer	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	3.00	3.00	3.00
<b>Business Solutions</b>											
Senior Business Systems Analyst							1.00	1.00	1.00	1.00	1.00
Business Systems Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Analyst Programmer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Solutions Officer	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior GIS Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Officer									1.00	1.00	1.00
<b>Information Document Services</b>											
Senior IDS Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
IDS Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>9.80</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>	<b>12.00</b>	<b>12.00</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>

**CORPORATE & COMMUNITY SERVICES**

	Note	Current Budget FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Recreation Centre</b>												
Manager Recreation Centre		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Services</b>												
Deputy Manager - Services		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Creche Supervisor		0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46
Creche Assistant		0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83	0.83
Vacation Care Qualified		0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46	0.46
Vacation Care Assistants		0.56	0.56	0.56	0.56	0.56	0.56	0.56	0.56	0.56	0.56	0.56
Administration Assistant		0.68	0.68	0.68	0.68	0.68	0.68	0.68	0.68	0.68	0.68	0.68
Customer Service Officer		0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60	0.60
Café Assistant		0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38
Customer Service Assistant		2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15	2.15
<b>Operations</b>												
Deputy Manager - Operations		0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66	0.66
Sports & Venue Coordinator		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Centre Supervisors		0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64	0.64
Membership Officer		0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38	0.38
Cleaner		0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87	0.87
Fitness Centre Coordinator		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Group Fitness Coordinator		0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16	0.16
Group Fitness Instructors		0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81	0.81
Fitness Centre Supervisors		1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74	1.74
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>		<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>	<b>15.38</b>

**CORPORATE & COMMUNITY SERVICES**

Note	Current Budget FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b><u>Community Services</u></b>											
Manager Community Services	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b><u>Community Services</u></b>											
Community Services Officer	<b>1.20</b>	1.20	1.20	1.20	1.20	1.20	1.20	1.20	1.50	1.50	1.50
Senior Events Officer	<b>0.00</b>	0.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Events Officer	<b>1.00</b>	1.00	0.60	0.60	0.60	0.60	0.90	0.90	1.00	1.00	1.00
Programs Officer	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b><u>Library Services</u></b>											
Coordinator Library Services	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Library Officer - Technology	<b>1.00</b>	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Library Officer - Collections Management	<b>2.00</b>	2.00	2.00	2.00	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Historian		0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>8.20</b>	<b>8.20</b>	<b>8.80</b>	<b>8.80</b>	<b>9.80</b>	<b>9.80</b>	<b>11.10</b>	<b>11.10</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>
<b>TOTAL (FTE)</b>	<b>42.38</b>	<b>44.78</b>	<b>45.98</b>	<b>47.08</b>	<b>48.68</b>	<b>48.18</b>	<b>50.78</b>	<b>51.78</b>	<b>54.58</b>	<b>55.18</b>	<b>55.18</b>



**ENGINEERING & DEVELOPMENT SERVICES**

Note	Current Adopted FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Director Engineering & Development Services	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>
<b>Assets</b>											
Manager Assets	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Coordinator Assets	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior ETO - Design	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior ETO - Assets Sustainability Officer					0.50	1.00	1.00	1.00	1.00	1.00	0.00
Asset Inspector		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
ETO - Design		1.00	1.00	1.00	1.00	1.00	1.00	1.50	2.00	2.00	2.00
ETO - Assets	1.00	1.00	1.00	1.00	0.50	0.00	0.00	0.00	0.00	0.00	0.00
ETO - Trainee	1.00				0.50	1.00	1.00	0.50			
Project Development Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
ETO - Compliance	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.50</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

**ENGINEERING & DEVELOPMENT SERVICES**

Note	Current Adopted FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Operations</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
					0.50	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.50
	0.00	0.50	1.00	1.00	0.50	0.00	0.00	0.50	1.00	1.00	0.50
<b>Parks &amp; Environment</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	2.00	3.00	3.00	3.50	4.00	4.00	4.00	4.00	4.00	4.00	4.00
								1.00	1.00	1.00	1.00
								1.00	2.50	2.50	2.50
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
				0.50	1.00	1.00	1.00	1.00	1.00	1.00	1.00
		1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00
	1.00	1.00	1.00	0.50							
<b>Cleaners</b>											
	2.50	1.50	1.50	1.50	2.50	2.50	2.50	2.50	2.50	2.50	2.50

**ENGINEERING & DEVELOPMENT SERVICES**

	Note	Current Adopted FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Transport</b>												
Principal Works Supervisor		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Leading Hands - Construction		2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Construction - Major Works		3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Construction - Minor Works		2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Leading Hand - Maintenance		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance		3.00	3.00	3.00	3.50	4.00	4.00	4.00	4.00	4.00	4.00	4.00
<b>Refuse Site</b>												
Landfill Attendants		2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
<b>General Maintenance</b>												
Stores & Maintenance General Hand		1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>		<b>35.50</b>	<b>37.00</b>	<b>37.50</b>	<b>38.50</b>	<b>40.50</b>	<b>40.50</b>	<b>40.50</b>	<b>44.00</b>	<b>46.00</b>	<b>46.00</b>	<b>46.00</b>

**ENGINEERING & DEVELOPMENT SERVICES**

Note	Current Adopted FTE	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
<b>Development Services</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
<b>Planning Services</b>											
			1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00
	1.60	1.00	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	2.00
		1.00	1.00	1.00	1.00						
		0.50	1.00	1.00	0.50						
<b>Building Services</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	0.80	0.90	0.90	0.90	1.00	2.00	2.20	2.40	2.60	2.80	2.80
<b>Health Services</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.20	1.40	1.60	1.60	1.60	1.60	1.80
<b>Law Enforcement</b>											
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
	1.00	1.00	1.00	1.00	1.40	1.60	1.80	2.00	2.00	2.00	2.00
	0.80	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
		0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40	0.40
<b>TOTAL FULL TIME EQUIVALENT (FTE)</b>	<b>12.20</b>	<b>13.80</b>	<b>15.30</b>	<b>15.30</b>	<b>15.50</b>	<b>17.40</b>	<b>18.00</b>	<b>18.40</b>	<b>18.60</b>	<b>18.80</b>	<b>19.00</b>
<b>TOTAL (FTE)</b>	<b>55.70</b>	<b>59.80</b>	<b>61.80</b>	<b>62.80</b>	<b>65.50</b>	<b>67.90</b>	<b>68.50</b>	<b>72.40</b>	<b>74.60</b>	<b>74.80</b>	<b>75.00</b>

## 9. REVIEW

This Workforce Plan is to be reviewed annually taking into account:

- Population growth.
- New strategic development/projects.
- New legislation.
- The needs of the community.
- New technology.
- Organisational requirements.

### VERSION HISTORY

ADOPTED/AMENDED	DATE	RESOLUTION
Adopted by Council	17/12/2014	420/14
Amended by Council	20/05/2015	015/15
Amendments incorporated in Adoption of Corporate Business Plan	15/06/2015	184/15
Amended by Council	27/01/2016	012-16
Amended by Council	25/01/2017	014-17
Amended by Council at Special Meeting – Corporate Business Plan DRAFT to Strategic Planning Committee for Council - 2018	30/06/2017	179-17



**Administration Centre – Eaton**  
1 Council Drive | PO Box 7016  
EATON WA 6232  
Tel: 9724 0000 | Fax: 9724 0091  
records@dardanup.wa.gov.au  
www.dardanup.wa.gov.au