

# Minutes

## **SPECIAL MEETING OF COUNCIL**

**2 July 2019**

*By signing these minutes I certify that they were confirmed at the Ordinary Meeting of Council held on Tuesday, 9 July 2019 by resolution of Council.*

Cr DAN BULL, MAYOR  
**CHAIRPERSON**



### **Meeting Procedures**

1. All Council meeting are open to the public, except for matters dealt with under 'Confidential Items'.
2. Members of the public who are unfamiliar with meeting proceedings are invited to seek advice prior to the meeting from a City Staff Member.
3. Members of the public may ask a question during 'Public Question Time'.
4. Meeting procedures are in accordance with the City's Standing Orders Local Law 2018.
5. To facilitate smooth running of the meeting, silence is to be observed in the public gallery at all times, except for 'Public Question Time'.
6. This meeting will be audio recorded in accordance with the resolution of Council of 17 May 2016.
7. Persons are not permitted to record (visual or audio) at the Council meeting without prior approval of the Council.
8. In the event of an emergency, please follow the instructions of City of Bayswater Staff.

### **City of Bayswater**

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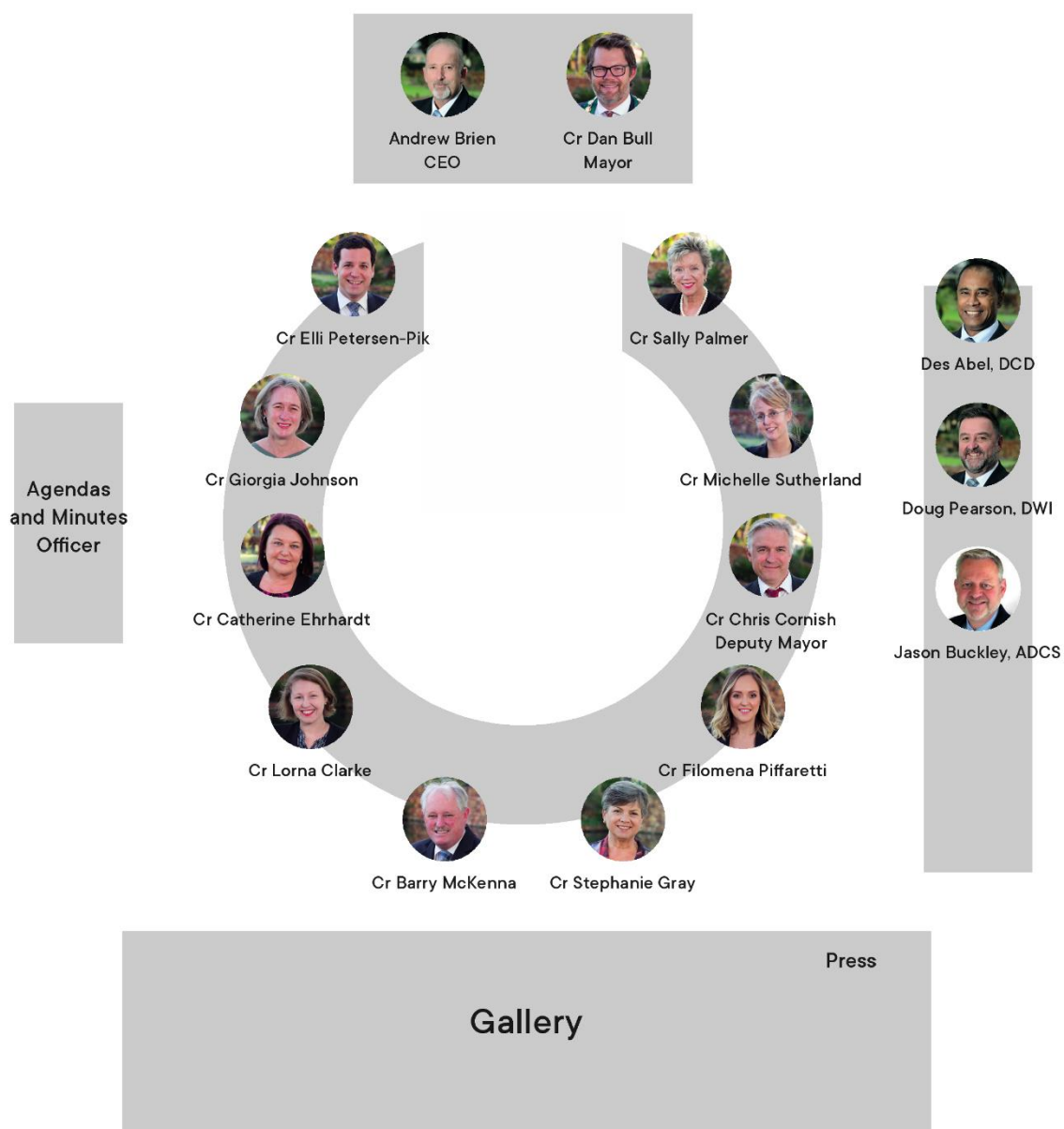
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# Council Chambers

## Seating Plan



## Nature of Council's Role in Decision Making

**Advocacy:** When Council advocates on its own behalf or on behalf of its community to another level of government/body/agency.

**Executive/Strategic:** The substantial direction setting and oversight role of the Council, e.g. adopting plans and reports, accepting tenders, directing operations, setting and amending budgets.

**Legislative:** Includes adopting local law, town planning schemes and policies.

**Review:** When Council reviews decisions made by officers

**Quasi-Judicial:** When Council determines an application/matter that directly affects a persons rights and interests. The Judicial character arises from the obligations to abide by the principals of natural justice.

Examples of Quasi-Judicial authority include town planning applications, building licenses, applications for other permits/licenses (e.g. under Health Act, Dog Act or Local Laws) and other decisions that may be appealable to the State Administrative Tribunal.

### *City of Bayswater Standing Orders Local Law 2018*

#### **6.9 Deputations**

- (1) Any person or group wishing to be received as a deputation by the Council or a Committee open to the public is to either –
  - (a) apply, before the meeting, to the CEO for approval; or
  - (b) with the approval of the Presiding Member, at the meeting.
- (2) Upon receipt of a request for a deputation the CEO must refer the request to the relevant decision making forum, either Council or a Committee, to decide by simple majority whether or not to receive the deputation.
- (3) Deputations in relation to a decision which requires absolute or special majority should be made to Council, in all other circumstances Deputations should be referred to the forum making the final decision on the matter.
- (4) Unless Council or the Committee meeting resolves otherwise, a deputation invited to attend the meeting is not to address the meeting for a period exceeding 5 minutes.
- (5) Unless given leave by the Presiding Member, only two members of the deputation may address the meeting, although others may respond to specific questions from Members.
- (6) For the purposes of this clause, unless Council or the Committee resolves otherwise, a deputation is taken to comprise all those people either in favour of, or opposed to, the matter which is the subject of the deputation.
- (7) Unless Council or the Committee resolves otherwise, any matter which is the subject of a deputation to the Council or a Committee open to the public is not to be decided by Council or the Committee until the deputation has completed its presentation.
- (8) The Presiding Member may require deputations to leave the meeting while other deputations are being heard in relation to that matter.



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**MINUTES**

**Minutes** of the Special Meeting of the Bayswater City Council which took place in the Council Chambers, City of Bayswater Civic Centre, 61 Broun Avenue, Morley on Tuesday, 2 July 2019.

**1. OFFICIAL OPENING**

The Chairperson, Cr Dan Bull, Mayor, declared the meeting open at 6:30pm.

**2. ACKNOWLEDGEMENT OF COUNTRY**

The Chairperson, Cr Dan Bull, Mayor, acknowledged the Traditional Custodians of the land, the Whadjuk people of the Noongar nation, and paid respects to Elders past, present and emerging.

**3. ANNOUNCEMENTS FROM THE PRESIDING MEMBER**

Nil.

**4. ATTENDANCE****Members****West Ward**

Cr Dan Bull, Mayor (Chairperson)  
Cr Lorna Clarke  
Cr Giorgia Johnson

**Central Ward**

Cr Chris Cornish, Deputy Mayor  
Cr Barry McKenna  
Cr Sally Palmer

**North Ward**

Cr Filomena Piffaretti  
Cr Michelle Sutherland

**South Ward**

Cr Catherine Ehrhardt  
Cr Elli Petersen-Pik

**Officers**

Mr Andrew Brien	Chief Executive Officer
Mr Doug Pearson	Director Works and Infrastructure
Mr Des Abel	Director Community and Development
Mr Jason Buckley	Acting Director Corporate and Strategy
Mrs Linnet Solomons	Manager Financial Services
Ms Cassandra Flanigan	Executive Support/Research Officer
Ms Carol Newport	PA/Acting Director Corporate and Strategy

**Observers**

Press - 1  
Public - 9  
Staff - 4

**4.1 Apologies**

Nil.

**4.2 Approved Leave of Absence**

<b>Councillor</b>	<b>Date of Leave</b>	<b>Approved by Council</b>
Cr Stephanie Gray	1 July to 9 August 2019	Ordinary Council Meeting 14 May 2019
Cr Barry McKenna	16 July to 19 July 2019	Ordinary Council Meeting 28 May 2019
Cr Lorna Clarke	11 July to 14 July 2019	Ordinary Council Meeting 25 June 2019
Cr Michelle Sutherland	5 July to 20 July 2019	Ordinary Council Meeting 25 June 2019
Cr Giorgia Johnson	15 July to 22 July 2019	Ordinary Council Meeting 25 June 2019

**4.3 Applications for Leave of Absence**

Nil.

**5. DISCLOSURE OF INTEREST SUMMARY**

In accordance with section 5.65 of the *Local Government Act 1995*:

A member who has an interest in any matter to be discussed at a Council or Committee meeting that will be attended by the member must disclose the nature of the interest -

- (a) in a written notice given to the CEO before the meeting; or
- (b) at the meeting immediately before the matter is discussed.

The following disclosures of interest were made at the meeting:

<b>Name</b>	<b>Item No.</b>	<b>Type of Interest</b>	<b>Nature of Interest</b>
CR GIORGIA JOHNSON	8.1	Impartial	<i>Cr Johnson is a social member of Bayswater Bowling Club, mentioned in the report.</i>
CR GIORGIA JOHNSON	8.1	Impartial	<i>Cr Johnson is a member of Environment House which is proposed to receive funding for activities.</i>
CR LORNA CLARKE	8.1	Impartial	<i>Cr Clarke is a member of Bedford and Bayswater Bowling Clubs</i>

Name	Item No.	Type of Interest	Nature of Interest
CR SALLY PALMER	8.1	<i>Impartial</i>	<i>Cr Palmer is the Chair of Bayswater Child Care Association (Inc.) unpaid.</i>
CR CHRIS CORNISH, DEPUTY MAYOR	8.1	<i>Impartial</i>	<i>Cr Cornish is Treasurer of the Bayswater Child Care Association which leases buildings from the City of Bayswater</i>
CR CHRIS CORNISH, DEPUTY MAYOR	8.1	<i>Impartial</i>	<i>Cr Cornish is a member of the Bedford Bowling Club and a social member of Bayswater Bowling Club</i>
CR MICHELLE SUTHERLAND	8.1	<i>Impartial</i>	<i>Cr Sutherland is a social member of the Noranda Sportsman Complex.</i>
CR MICHELLE SUTHERLAND	8.1	<i>Impartial</i>	<i>Cr Sutherland is a member of the Bayswater Child Care Association</i>
CR SALLY PALMER	8.1	<i>Impartial</i>	<i>Cr Palmer is a social member of both Bayswater and Bedford Bowling Clubs.</i>

## 6. PUBLIC QUESTION TIME

In accordance with the *Local Government Act 1995*, the *Local Government (Administration) Regulations 1996* and the *City of Bayswater Standing Orders Local Law 2018* the following procedures relate to public question time:

1. A member of the public who raises a question during question time, is to state his or her name and address.
2. Each member of the public with a question is entitled to ask up to 3 questions.
3. The minimum time to be allocated for public question time is 15 minutes.
4. Questions from the public must relate to a matter affecting the local government. Questions relating to matters of business listed on the agenda will be considered in the first instance, followed by questions relating to Council business not listed on the agenda.
5. A summary of each question raised by members of the public at the meeting and a summary of the response to the question will be included in the minutes of the meeting.
6. Where a question is taken on notice at the meeting, a summary of the response to the question will be provided in writing to the member of public and included in the agenda for the following meeting.

### 6.1 Responses to Public Questions Taken on Notice

Nil.

**6.2 Public Question Time**

Public Question Time commenced at 6:34pm.

**Mr Warren Lance - 21 Watervista Place, Maylands**

**Question 1**

I did send in a written question for tonight and I got a partial response late this afternoon. I was asking about what was in the draft Budget relative to the Governance expense for the Council. The response I got today gives me totals of various areas within Governance but it tells me there's been an allocation from other areas into the expense for Governance of \$501,484. I want to know where that's coming from and why.

**Answer 1**

The Acting Director Corporate and Strategy, Jason Buckley, advised: In terms of preparing the budget the Council has committed to putting it into a framework that's easier for the community to understand so it's categorised things a bit differently. When we do some of our administrative tasks such as our IT services and our financial services, they are allocated to a separate section of the statutory budget. The amounts relate to: General Purpose Funding - \$64,000, Financial Services - \$70,000; Rating Services - \$1 million; and adjusted the other way for: Information Services - \$406,000; Civic Centre Building - \$278,000. That's the reconciliation of those numbers that were reported in the written response.

**Question 2**

**Why didn't you provide that with the answer?**

**Answer 2**

I attempted to show you how the reconciliation was provided from the statutory budget to the community participatory budget.

**Question 3**

**What's the difference between those two?**

**Answer 3**

The budget in total reconciles completely; it's just that one format presents information in a slightly different format to the other, so there are some things that are included in one that aren't included in the other.

**Mr Tony Green - Bayswater City Residents Association (Inc), PO Box 1639, Morley 6943**

**Question 1**

**It seems very bizarre that we're the last City to put out publically our rate increase for this year and yet we're here discussing the budget.**

**Answer 1**

The Mayor, Cr Dan Bull, advised: I am not quite sure the order of different councils but I know Bassendean hasn't completed their budget yet.

**Yes, they have Mr Mayor; I'm sorry to correct you, but they have.**

The Mayor, Cr Dan Bull, advised: I don't know about Bassendean accepting their budget but they published their rates for this year. We have publicised our rates as well. It was in the draft Budget that was put out for public comment around a month ago.

**The draft budget that was put out a month ago, well I must have missed that. I do apologise for that.**

**Question 2**

**About four weeks ago, the Eastern Suburbs Reporter put out a public notice from the City of Bayswater advertising this meeting. It quite clearly gives the date and the place, but no time. Why is this?**

**Answer 2**

The Chief Executive Officer, Mr Andrew Brien, responded: If it didn't have a time it must have been an oversight. It normally does have a time for all our meetings and I will check that myself to find out.

**Question 3**

**Why hasn't the rates increase been put into the Reporter. It would be useful to the ratepayers if the proposed rate for this year was put in that.**

**Answer 3**

The Mayor, Cr Dan Bull, thanked Mr Green and advised that he had taken it on board.

**Question 4**

**I cannot read this total hard copy of the budget in the few minutes allocated for the Public Question Time before this meeting. Why aren't hard copies made available to the public? We rang up the officers here and they said they were available in the Library, but if you go down to the Library you can't take them away. Why not? We've paid for these things and they should be available to those people who want to take them away and study them.**

**Answer 4**

The Mayor, Cr Dan Bull, responded: Yes, I think that's a good point and we'll take that on board as well.

**Josh Eveson, 400 Guildford Road, Bayswater**

**Question 1**

**Regarding the Bayswater Town Centre Parking Consultation and the process it's going under at the moment, what is the budget allocation for implementing the parking solutions in the Bayswater Town Centre that will be coming from the consultation that the City is undertaking because I couldn't find any budget line or anything relating to that?**

**Answer 1**

The Chief Executive Officer, Andrew Brien responded: I'm not sure we've actually put an allocation against it yet because we haven't done a public consultation to understand what exactly is going to be there so I don't think there's a specific budget allocation at this point.

Director Community and Development, Mr Des Abel responded: Council recently resolved to seek comments on the options in terms of dealing with the parking situation, especially in terms of the proposed upgrade of the train station and the implications of that, so once we advertise that and seek comments on, we will then be developing the actual strategy, focussing on those concerns and then we will follow up implementation so implementation will probably in the next financial year.

### **Question 2**

**In July 2018, City of Bayswater's organisational structure was changed to streamline and make Council more agile to place it in position where it is better able to provide services to ratepayers and residents in a more effective and efficient way. What bankable savings have been applied to financial year 2020's budget due to the value realised from the financial year 2019's structure changes?**

### **Answer 2**

The Chief Executive Officer, Andrew Brien, responded that he would take the question on notice.

### **Question 3**

**How would the total repair and maintenance costs to date, since the commission of Bayswater Waves 21 years ago, line up with the projected maintenance costs as part of the asset management plan?**

The Mayor, Cr Dan Bull, took the question on notice.

**Mr Dominic Cuscuna - Maylands Park Shopping Centre, Shop 6, 238 Guildford Road, Maylands**

### **Question 1**

**How much will City of Bayswater ratepayers save when the City ceases its 50/50 cost sharing arrangement with the City of Swan in respect to the Altone Park facilities and has this saving been included in this year's draft budget for 2019/20? If not, why not?**

### **Answer 1**

The Acting Director Corporate and Strategy, Jason Buckley responded: I've been given information that there's a \$150,000 saving that's not included in the budget, it's actually a saving of \$150,000.

**So it has been included in the budget?**

The Mayor, Cr Dan Bull, advised that it hasn't been included in the budget because we don't have to pay for it.

**Your Notes don't say when the arrangement will cease, so what's the figure based on?**

The Mayor, Cr Dan Bull, took the question on notice to go back to the original report.

**Question 2**

**The City's Security Watch service is no longer a 24/7 service for ALL City of Bayswater ratepayers and residents, so why hasn't the cost of this very costly and rather ineffectual service in terms of reducing anti-social behaviour in a lot of our business areas been reduced in this year's Budget in order to reduce the proposed rates increase to a more reasonable level?**

**Answer 2**

The Mayor, Cr Dan Bull, advised: The service continues. There are some assumptions within the question that I wouldn't necessarily agree with, so on that basis I don't think that I can say that there is a reason for the service to have been decreased so there wouldn't be a cost saving because the service hasn't been decreased.

**I've been reading some of the material from the budget consultation process where it was fairly clearly stated that the service was no longer for everybody - It's mainly for the City of Bayswater's facilities, which means that it's, I think, 10% of what it should be.**

The Mayor, Cr Dan Bull, thanked Mr Cuscuna for his question.

**Question 3**

**Why does the Council continue to increase its rates by 50% more than the annual CPI increases when many small businesses and lots of families are struggling with the costs that they already have?**

**Answer 3**

The Mayor, Cr Dan Bull, responded: Throughout deliberations, it's been clear to me that Councillors are really aware of the fact that there are a lot of people doing it tough and the continuing discussions are how we can continue to provide great services in a way that is more cost-effective, and that can keep the rates coming down on a year-on-year basis, and that is something that we continue to work towards. We have discussions around how to create efficiencies so we can continue to provide those services in a more cost-effective manner. It's a 'work in progress'.

**Mr Warren Lance - 21 Watervista Place, Maylands**

**Question 1**

**I have previously written to the City on the 13<sup>th</sup> May, repeated it on the 5<sup>th</sup> of June and repeated it again last week. What I specifically asked for was a break-up of the Governance expense in the City's accounts for the years ended 30 June 2017 and 30 June 2018, and what I was looking for was the actual breakup, like how many people, what the cost was, what the consultants were, you know, the total breakdown. The increase between those two years, as reported in your accounts, is, in round numbers, \$1.3million dollars, so I would like to know why.**

**Answer 1**

The Acting Director Corporate and Strategy, Jason Buckley, responded: In terms of breaking down, the questions do not relate to the current financial year, but go back into previous financial periods. I simply haven't had the time, in my time here, to go back that far to get that information. It's a question if this Council requires that level of detail provided for past financial periods. Yes, we can do it but it will take our attention away from other things.



**Question 2**

I've circulated to the CEO and the City three days before this meeting because in preparation for looking at the budget I started looking at your actual reports for the month ended April 2019 and again, on my topic of Governance, it was reported in those numbers the expense on Governance year to date was in excess of budget by over 15% which happened to be \$661,000 and the comment about the variance was 'this is due to a phasing of the budget'. Can you explain what 'phasing of the budget' means?

**Answer 2**

The Acting Director Corporate and Strategy, Jason Buckley responded that he thought there could have probably been better phrasing to 'timing difference on expenditure', not the budget. I think the confusion is talking about the budget being phased. It's not the budget being phased, it's the expenditure that's being phased. That's a timing difference on when it's anticipated to be spent as to when it has been spent, so it's probably been overspent against year-to-date budget, but it could still come in 'on budget'. It's a timing difference.

**Can I comment and correct you. The actual words reported and printed in the agenda state: Overall expenditure is over budget due to the phasing of the budget; it doesn't talk about the expense timing, it talks about phasing of the budget.**

The Acting Director Corporate and Strategy, Jason Buckley responded: That's my point, I think. It could have been better expressed and talked about the expenditure, not the budget, so it's a timing difference on expenditure and it could have been worded better.

**Public Question Time was closed at 6:50pm.**

**7. PRESENTATIONS**

Nil.

**8. REPORTS****8.1 Adoption of the 2019/20 Budget**

<b>Responsible Branch:</b>	Financial Services	
<b>Responsible Directorate:</b>	Corporate and Strategy	
<b>Authority/Discretion:</b>	<input type="checkbox"/> Advocacy <input checked="" type="checkbox"/> Executive/Strategic <input type="checkbox"/> Legislative	<input type="checkbox"/> Review <input type="checkbox"/> Quasi-Judicial <input type="checkbox"/> Information Purposes
<b>Voting Requirement:</b>	Absolute Majority Required Points 1, 2, 3,4 and,5 Simple Majority Required Points 6, 7 and 8	
<b>Attachments:</b>	1. 2019/20 Budget (under separate cover) 2. Budget Allocator Results 3. Community Panel Recommendations	

**CR GIORGIA JOHNSON DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Giorgia Johnson declared an impartial interest in this item as she is a social member of Bayswater Bowling Club mentioned in the report and is also a member of Environment House which is proposed to receive funding for activities. Cr Giorgia Johnson remained in the room during voting on this item.*

**CR LORNA CLARKE DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Lorna Clarke declared an impartial interest in this item as she is a member of Bedford and Bayswater Bowling Clubs. Cr Lorna Clarke remained in the room during voting on this item.*

**CR SALLY PALMER DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Sally Palmer declared an impartial interest in this item as she is the Chair of Bayswater Child Care Association (Inc.) unpaid and is also a social member of Bedford and Bayswater Bowling Clubs. Cr Sally Palmer remained in the room during voting on this item.*

**CR CHRIS CORNISH, DEPUTY MAYOR, DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Chris Cornish, Deputy Mayor, declared an impartial interest in this item as he is Treasurer of the Bayswater Child Care Association which leases buildings from the City of Bayswater and he is also a social member of Bedford and Bayswater Bowling Clubs. Cr Chris Cornish, Deputy Mayor, remained in the room during voting on this item.*

**CR MICHELLE SUTHERLAND DECLARED AN IMPARTIAL INTEREST**

*In accordance with regulation 11 of the Local Government (Rules of Conduct) Regulations 2007, Cr Michelle Sutherland declared an impartial interest in this item as she is a social member of the Noranda Sportsman Complex and is also a member of the Bayswater Child Care Association. Cr Michelle Sutherland remained in the room during voting on this item.*

**SUMMARY**

For Council to consider and adopt the Municipal Fund Budget for the 2019/20 financial year together with supporting schedules, including imposition of rates and minimum payments, adoption of fees and charges and other consequential matters arising from the budget.

This report provides an overview of the draft 2019/20 Budget presented in its statutory form for Council adoption in accordance with the *Local Government Act 1995* (the Act), the *Local Government (Financial Management) Regulations 1996* (the Regulations) and Australian Accounting Standards.

**ADDENDUM**

*Further to the distribution of the agenda for the Special Council Meeting of 2 July 2019, the following changes have been made:*

- **ADDITIONAL INFORMATION**

*With respect to Point 3 of the Officer's Recommendation:*

*That Council:*

3. *Rates for the 2019/20 financial year for community lease facilities on council freehold-owned land be waived for new lease facilities from 1 July 2019 as outlined in the Community Facility Lease and Licence/User Agreement policy in accordance with section 6.47 of the Local Government Act 1995.*

**ABSOLUTE MAJORITY REQUIRED**

*to clarify that community leases on both freehold land and reserve land will be waived, Point 3 has been amended.*

**RECOMMENDATION IMPLICATIONS**

*In light of the above Point 3 of the Officer's Recommendation is to be amended as follows:*

*That Council:*

3. *Waives rates for the 2019/20 financial year for new community leases from 1 July 2019 as outlined in the Community Facility Lease and Licence/User Agreement policy in accordance with section 6.47 of the Local Government Act 1995.*

**ABSOLUTE MAJORITY REQUIRED**

- **ADDITIONAL INFORMATION**

*Point 8 of the recommendation:*

*That Council:*

8. *Adopts a material variance of \$250,000 or 10% of the appropriate base, whichever is the higher, for the 2019/20 Financial Activity Statement, for the purpose of reporting under regulation 34(5) of the Local Government (Financial Management) Regulations 1996 and AASB 1031 Materiality.*

**Simple Majority Required**

*requires adjustment to the material variance figure which should read \$50,000, not \$250,000.*

**RECOMMENDATION IMPLICATIONS**

*In light of the above Point 8 of the Officer's Recommendation is to be amended as follows:*

That Council:

8. *Adopts a material variance of \$50,000 or 10% of the appropriate base, whichever is the higher, for the 2019/20 Financial Activity Statement, for the purpose of reporting under regulation 34(5) of the Local Government (Financial Management) Regulations 1996 and AASB 1031 Materiality.*

*Simple Majority Required*

- **ADDITIONAL INFORMATION**

Note 11 Major Land Transactions and Trading Undertakings (page 28 of the Budget document (**Attachment 1**))

*States: "It is not anticipated the City will be party to any Major Land Transactions or Trading Undertaking during 2019/20."*

*The City may enter into Major Land Transaction(s) subject to investigation and consideration of Council.*

**IMPLICATIONS**

*The 2019/20 Budget (Note 11) is to be amended accordingly.*

**Mr Dan Bull, Mayor, advised that the 8 points would be voted on individually, with the Officer's Recommendation as amended in line with the above Addendum.**

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

That Council:

1. **Municipal Fund Budget for 2019/20**

**Adopts, pursuant to the provisions of section 6.2 of the *Local Government Act 1995* and part 3 of the *Local Government (Financial Management) Regulations 1996*, the Municipal Fund Budget for the City of Bayswater for the 2019/20 financial year, as contained in Attachment 1 (amended to incorporate the changes to Note 11), which includes the following:**

- **Statement of Comprehensive Income by Nature or Type showing a net result for the year of \$3,143,491 (Page 2);**
- **Statement of Comprehensive Income by Program showing a net result for the year of \$3,143,491 (Page 5);**
- **Statement of Cash Flows showing cash at the end of the year of \$74,181,065 (Page 8);**
- **Rate Setting Statement showing the amount required to be raised from rates of \$48,419,336 (Page 9);**
- **Notes to and Forming Part of the Budget (Pages 10 to 32);**
- **Transfers to-Reserve Accounts \$1,276,995 (Pages 25 and 26);**
- **Capital Expenditure and New Initiatives - \$13,743,594 (Pages 34 to 42); and**
- **Carry Forward Projects - \$4,719,778 (Pages 43 to 44).**

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED BY AN ABSOLUTE MAJORITY: 6/4**

**FOR VOTE:** Cr Sally Palmer, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson and Cr Dan Bull, Mayor.

**AGAINST VOTE:** Cr Michelle Sutherland, Cr Chris Cornish, Deputy Mayor, Cr Filomena Piffaretti, and Cr Elli Petersen-Pik.

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

**2. General and Minimum Rates. Instalment Payment Arrangements:**

- a) For the purpose of yielding the deficiency disclosed by the Municipal Fund Budget adopted at Part 1 above, pursuant to sections 6.32, 6.33, 6.34 and 6.35 of the *Local Government Act 1995*, imposes a uniform general rate of 6.393 cents in the dollar on all rateable properties within the district, with the minimum rate being \$906.

This equates to a general increase in rates of 2.95%.

- b) Pursuant to section 6.45 of the *Local Government Act 1995* and regulation 64(2) of the *Local Government (Financial Management) Regulations 1996*, nominates the following due dates for the payment of rates in full, and service charges by instalments:

• Incentive Draw – Full payment due date	2 August 2019
• Full payment and 1 <sup>st</sup> instalment due date	16 August 2019
• 2 <sup>nd</sup> half instalment due date	18 October 2019
• 2 <sup>nd</sup> quarterly instalment due date	18 October 2019
• 3 <sup>rd</sup> quarterly instalment due date	20 December 2019
• 4 <sup>th</sup> and final quarterly instalment due date	21 February 2020

- c) Adopts an instalment administration charge where the owner has elected to pay rates (and service charges) through an instalment option of \$5 for each instalment after the initial instalment is paid, pursuant to section 6.45 of the *Local Government Act 1995* and regulation 67 of *Local Government (Financial Management) Regulations 1996*.
- d) Adopts an interest rate of 5.5% where the owner has elected to pay rates and service charges through an instalment option, pursuant to section 6.45 of the *Local Government Act 1995* and regulation 68 of *Local Government (Financial Management) Regulations 1996*.
- e) Adopts an interest rate of 9% for rates (and service charges) and costs of proceedings to recover such charges that remain unpaid after becoming due and payable, pursuant to section 6.51(1) and subject to section 51(4) of the *Local Government Act 1995* and regulation 70 of *Local Government (Financial Management) Regulations 1996*.

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED BY AN ABSOLUTE MAJORITY: 6/4**

**FOR VOTE:** *Cr Sally Palmer, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Michelle Sutherland, Cr Chris Cornish, Deputy Mayor, Cr Filomena Piffaretti, and Cr Elli Petersen-Pik.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

3. Waives rates for the 2019/20 financial year for new community leases from 1 July 2019 as outlined in the Community Facility Lease and Licence/User Agreement policy in accordance with section 6.47 of the Local Government Act 1995.

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED BY AN ABSOLUTE MAJORITY: 8/2**

**FOR VOTE:** *Cr Sally Palmer, Cr Michelle Sutherland, Cr Filomena Piffaretti, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Chris Cornish, Deputy Mayor, and Cr Elli Petersen-Pik.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

4. **Reserve Funds – New Reserves Established**

Establish the following reserves pursuant to section 6.11 of the *Local Government Act 1995*:

- a) Noranda Netball Courts Reserve – funds set aside for the asset management requirements of the Noranda Netball Courts;
- b) Crimea Park and Surrounds Reserve – to set aside income received from the telephone tower located at Crimea Park for initiatives that improve the amenity of Crimea Park and the surrounding area; and
- c) Bus Shelters Reserve - to set aside income received from illuminated advertising on bus shelters for the asset management requirements of bus shelters.

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED BY AN ABSOLUTE MAJORITY: 8/2**

**FOR VOTE:** *Cr Sally Palmer, Cr Filomena Piffaretti, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson, Cr Elli Petersen-Pik and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Chris Cornish, Deputy Mayor and Cr Michelle Sutherland.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

**5. General Fees and Charges for 2019/20**

Adopts the Fees and Charges included at pages 45 to 115 inclusive of the draft 2019/20 Budget.

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED BY AN ABSOLUTE MAJORITY: 8/2**

**FOR VOTE:** *Cr Sally Palmer, Cr Chris Cornish, Deputy Mayor, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson, Cr Elli Petersen-Pik and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Michelle Sutherland and Cr Filomena Piffaretti.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

**6. Other Statutory Fees for 2019/20**

Imposes a swimming pool inspection levy of \$28.55 (GST exempt) for the 2019/20 financial year for each property where there is located a private swimming pool, in accordance with regulation 53 of the *Building Regulations 2012*.

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED: 9/1**

**FOR VOTE:** *Cr Sally Palmer, Cr Chris Cornish, Deputy Mayor, Cr Filomena Piffaretti, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson, Cr Elli Petersen-Pik and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Michelle Sutherland.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

**7. Adopts in accordance with section 67 of the *Waste Avoidance and Resources Recovery Act 2007*, the following charges for the removal and deposit of domestic and commercial waste:**

**a) Residential Premises:**

- 1. Domestic service (annual charge) \$358.30 (GST free)**  
**Service includes:**
  - 240 litre waste bin collected weekly;
  - 240 litre recycling bin collected fortnightly;
  - 240 litre green waste bin collected fortnightly; and
  - Three (3) cubic metre bin – three services per annum.
- 2. Additional Domestic Refuse Service Charges (annual charge):**
  - Rubbish service \$172.55 (GST free)
  - Recycling service \$86.00 (GST free)
  - Green waste service \$42.75 (GST free)

**b) Commercial Premises:**

1. **Commercial service (annual charge)** **\$358.30 (GST free)**  
**Service includes:**
  - 240 litre waste bin collected weekly;
  - 240 litre recycling bin collected fortnightly; and
  - 240 litre green waste bin collected fortnightly.
2. **Additional Commercial Refuse Service Charges (annual charge):**
  - Rubbish service **\$172.55 (GST free)**
  - Recycling service **\$86.00 (GST free)**
  - Green waste service **\$42.75 (GST free)**

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED: 9/1**

**FOR VOTE:** *Cr Sally Palmer, Cr Chris Cornish, Deputy Mayor, Cr Filomena Piffaretti, Cr Barry McKenna, Cr Lorna Clarke, Cr Catherine Ehrhardt, Cr Giorgia Johnson, Cr Elli Petersen-Pik and Cr Dan Bull, Mayor.*

**AGAINST VOTE:** *Cr Michelle Sutherland.*

**COUNCIL RESOLUTION**  
**(OFFICER'S RECOMMENDATION)**

8. **Adopts a material variance of \$50,000 or 10% of the appropriate base, whichever is the higher, for the 2019/20 Financial Activity Statement, for the purpose of reporting under regulation 34(5) of the Local Government (Financial Management) Regulations 1996 and AASB 1031 Materiality.**

**CR DAN BULL, MAYOR MOVED, CR BARRY MCKENNA SECONDED**

**CARRIED UNANIMOUSLY: 10/0**

**BACKGROUND**

The draft 2019/20 Budget is the third year of the Long-Term Financial Plan 2017-2027 (LTFP) and is aligned to the City's Strategic Community Plan 2017-2027, the Corporate Business Plan 2019-2023 and the Workforce Plan 2017-2027. The draft 2019/20 Budget has been prepared in accordance with the presentations made to Councillors at a number of Councillor Workshops. In addition, the community provided input into the budget through the participatory budgeting process.

The draft 2019/20 Budget aims to balance the community aspirations against financial realities.

**EXTERNAL CONSULTATION**

The City introduced participatory budgeting this year to give the community a chance to provide direct input into the budget process. The program involved four key phases as follows:

1. Drop in/information sessions – educate the community about what services the City provides and how much it costs to provide these services. The purpose of this phase was also to raise awareness of the project.
2. Budget allocator – the community was invited to have its say on how the City's 2019/20 operating budget should be spent via an online budget allocator tool. Participants could opt to maintain spending, decrease it by 5%, or increase it by 5%, across 19 service areas. 250 residents provided their input. The results of the budget allocator tool are detailed in Attachment 2.



3. Community panel - a panel of 40 residents was invited to take a more in-depth look at the City's operating budget, along with feedback received from the broader community and key strategic documents. The final panel of 31 comprised ratepayers, business owners and renters, and reflected the 2016 census profile for the City of Bayswater across age, gender, suburb of residence and home ownership status. The panel met over two and a half days. The panel was asked the question: *"How do we prioritise spending to provide the opportunity for a quality lifestyle across the City of Bayswater community?"*

Managers from across the organisation came to panel sessions to explain the services they delivered on behalf of the community. They were also on hand to answer any questions raised. In its final report to Council, the community panel made recommendations across 19 service areas. The panel recommendations (March 2019) are detailed in [Attachment 3](#).

4. Draft budget advertising – in the preparation of its draft 2019/20 Budget, Council considered the recommendations of the community panel along with strategies already committed to in the City's Strategic Community Plan 2017-2027, and feedback gained from regular consultation with the community. The draft 2019/20 Budget was subsequently advertised on 28 May 2019 in the 'Eastern Reporter' and available on the City's engagement portal [engage.bayswater.wa.gov.au](http://engage.bayswater.wa.gov.au)

## OFFICER'S COMMENTS

### Details

The draft 2019/20 Budget has been prepared to include information required by the *Local Government Act 1995*, the *Local Government (Financial Management) Regulations 1996* and Australian Accounting Standards. The main features of the 2019/20 Budget include:

- Investment of \$85 million in programs and services (operating expenditure), and the capital works program is \$18.5 million which includes projects brought forward from the 2018/19 program. This allocation is part of the City's focus on asset management and meeting the Department of Local Government, Sport and Cultural Industries' financial sustainability targets.
- An estimated \$4.7 million is anticipated to be brought forward from 30 June 2019. Consistent with Council's practice of adopting the budget late June/early July, this is a careful estimate based on project plans. This is unaudited and may change. Any change will be addressed as part of a future budget review and following audit of the City's 2018/19 financial statements.
- The rate in the dollar has increased by 2.95%. The proposed rate in the dollar for all properties is \$0.06393 and a minimum rate of \$906.
- The rate increase includes an amount of \$456,088, equivalent to 1% of rates, to be transferred to reserve for future asset replacement.
- Household and commercial waste charges are proposed to increase by 3% and are itemised separately in the draft 2019/20 Budget.
- An allocation of \$27,000 has been made for the 2019 Rates Incentive Draw and Function. The terms and conditions of this incentive draw will be available on the City's website, and in a promotional flyer to be distributed with the 2019/20 Rate Notice. The rates prize draw function has been scheduled for 4 September 2019.

- The Council decided at its meeting held on 9 April 2019 to amend the Community Facility Lease and Licence/User Agreement policy to provide that rates will not be charged by the City. This will be effective from the 2019/20 financial year. The decision to waive the rates must be made by an absolute majority in accordance with section 6.47 of the Act.

### **Instalment Fee and Penalty Interest Rates**

To offset the administrative costs of offering the instalment options, Council may impose an administration charge and interest charge.

Pursuant to section 6.51(1) and subject to section 6.51(4) of the *Local Government Act 1995* and Regulation 70 19A of the *Local Government (Financial Management) Regulations 1996*, local governments may charge late payment interest up to a maximum of 11% for rates and service charges that remain unpaid after becoming due and payable; a rate of 9% is proposed for 2019/20 and is consistent with the rate set for 2018/19.

The administration charge is intended to cover the costs incurred by the City including additional notices and postage. It does not allow for a profit to be made as per regulation 67 of the *Local Government (Financial Management) Regulations 1996*. The administration charge for the last few years has been \$5.00 per instalment and it is proposed that this remain the same for 2019/20.

Under section 6.45 of the *Local Government Act 1995*, Council may adopt an interest rate for payment of rates by instalments up to a maximum rate of 5.5%. The maximum rate is set by regulation 68 of the *Local Government (Financial Management) Regulations 1996*. In line with other local governments, it is proposed to apply a rate of 5.5% in 2019/20.

### **Reserves**

The draft Reserve Fund Budget 2019/20 reflects discussions at recent Councillor Workshops.

The draft 2019/20 Budget has been developed based on the 2017-2027 Strategic Community Plan and underpinned by a continuing focus to position the City of Bayswater strongly into the future and deliver financially sustainable services to the community.

Consistent with Council's resolution on 29 June 2015, any savings achieved within the overall capital works program will be restricted and transferred to reserve accounts.

Establishment of new reserve accounts for:

- a) Noranda Netball Courts - funds set aside for the asset management requirements of the netball courts;
- b) Crimea Park and Surrounds - to set aside income received from the telephone tower located at Crimea Park for initiatives that improve the amenity of Crimea Park and the surrounding area - in line with the recommendation from the Planning and Development Services Committee meeting held on 8 May 2018 and Council resolution of 26 June 2018; and
- c) Bus Shelters - to set aside income received from illuminated advertising on bus shelters for the asset management requirements of bus shelters - in line with the recommendation from the Community, Technical Finance and Corporate Services Committee meeting held on 19 June 2018 and Council resolution of 24 July 2018.

**Statutory Statements**

The draft 2019/20 Budget which is included in this report for the year 1 July 2019 to 30 June 2020 is prepared in accordance with the Act, the Regulations and Australian Accounting Standards, and includes the following financial statements:

- Rate Setting Statement;
- Statement of Cash Flows;
- Statement of Rating Information;
- Statement of Comprehensive Income (By Program);
- Statement of Comprehensive Income (By Nature or Type); and
- Reserve Accounts.

It includes detailed information about the rates and charges to be levied and other financial information which Council requires to make an informed decision about the adoption of the budget.

The Statement of Comprehensive Income is an accrual-based statement prepared in accordance with Australian Accounting Standards and generally adopted accounting principles. It includes non-cash items such as depreciation, but does not include capital items. The Statement of Cash Flows is a cash statement prepared in accordance with Australian Accounting Standards.

**Financial Sustainability**

The LTFP has been developed to assist Council in resourcing the aspirations expressed in the City's Strategic Community Plan 2017-2027 and Corporate Business Plan 2019-2023 in a financially sustainable way. Year 3 of the LTFP will be revised to align with the 2019/20 Budget.

**Triple Bottom Line Assessment****1. Economic Implications**

The draft 2019/20 Budget has been developed based on sound financial management and accountability principles and is considered to deliver a sustainable economic outcome for the community and the City of Bayswater.

**2. Social Implications**

The draft 2019/20 Budget delivers social outcomes in diverse forms of community services including three libraries; three recreation centres; community events; 188 parks, ovals and open spaces; two senior citizen centres; the provision of buildings, and supports over 120 local sporting clubs through the provision of clubrooms and facilities. The City also operates five child health centres and immunisation clinics.

**3. Environmental Implications**

The draft 2019/20 Budget supports key environmental strategies and initiatives adopted by Council. It invests resources to address water quality, protection of the wetlands and the planting of over 1500 trees to increase the tree canopy across the City.

**LEGISLATIVE COMPLIANCE**

Council has several financial policies which have been taken into consideration in the budget process, including its policies on investments, assets, treatment of income and expenditure and rates arrears.

Section 6.2 of the Act requires that not later than 31 August in each financial year, or such extended time as the Minister allows, each local government is to prepare and adopt (by Absolute Majority) in the form and manner prescribed, a budget for its municipal fund for the financial year ending on the next following 30 June.

Divisions 5 and 6 of the Act refer to the setting of budgets and raising of rates and charges. The Regulations detail the form and the content of the budget.

In accordance with regulation 34(5) of the Regulations, and AASB 1031 Materiality, the material variances to be used in the 2019/20 Financial Activity Statement shall be an amount of \$250,000 or 10% of the appropriate base, whichever is the higher.

Other statutory and legislative consequences are detailed in this report.

## OPTIONS

In accordance with the City's Risk Management Framework, the following options have been assessed against the City's adopted risk tolerance. Comments are provided against each of the risk categories.

<b>Option 1</b> <b>That Council ADOPTS the Budget (as presented) and fees and charges for the 2019/20 financial year.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Low
Reputation	Low	Low
Governance	Low	Low
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	Low
Environmental Responsibility	Low	Low
Service Delivery	Low	Low
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>The City of Bayswater meets its statutory requirements under the Act, the Regulations, Australian Accounting Standards, and facilitates completion of the 2019/20 Budget and timely issue of rate notices. The draft 2019/20 Budget delivers on the vision and actions articulated in the Strategic Community Plan 2017-2027 and other strategies adopted by Council.</p> <p>The draft 2019/20 Budget has been prepared following a series of Councillor workshops informed by the City's Strategic Community Plan 2017-2027, Corporate Business Plan and other strategies.</p> <p>The risk of approving the draft 2019/20 Budget may be linked to stakeholders' response to services not contained within the budget and/or the resultant rates increase.</p>	

<b>Option 2</b> <b>That Council does NOT ADOPT the Budget (as presented) and fees and charges for the 2019/20 financial year.</b>		
<b>Risk Category</b>	<b>Adopted Risk Appetite</b>	<b>Risk Assessment Outcome</b>
Strategic Direction	Moderate	Moderate
Reputation	Low	High
Governance	Low	High
Community and Stakeholder	Moderate	Moderate
Financial Management	Low	High
Environmental Responsibility	Low	Low
Service Delivery	Low	Moderate
Organisational Health and Safety	Low	Low
<b>Conclusion</b>	<p>Further meetings of Council required to adopt the budget in accordance with the Act and Regulations. The City of Bayswater considers any changes to the draft 2019/20 Budget and adopts the budget in its revised form at a later meeting.</p>	

	It may affect budget development timelines and cash flows, and potentially delay implementation of proposed services and initiatives in 2019/20. There would also be implications for printing and posting of rate notices with printing and posting schedules pre-set.
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## FINANCIAL IMPLICATIONS

Specific financial implications are as outlined in the Analysis section of this report and as itemised in the 2019/20 Budget **attached under separate cover** for adoption.

The draft 2019/20 Budget is broadly consistent with the LTFP noting that the LTFP contains a set of long-range financial projections based on assumptions and is intended to be a guide only with the financial approval of specific projects or proposals subject to the annual budget process. The LTFP is a rolling ten-year planning document and is subject to regular review and updating during the preparation of the annual budget. The LTFP will be reviewed and updated as a consequence of the adoption of the 2019/20 budget.

The LTFP provided a long-range assumption of rate increases of 3.5%. Through the development of the 2019/20 budget, and testing through the participatory budgeting process, the rate increase to properties is 2.95% inclusive of 1% allocated to future asset replacement in accordance with the previously approved Reserve Funding Strategy. The additional 1.95% in rates incorporates the local government cost index determined by WALGA reflecting cost of living increases faced by local governments.

A summary of the Income Statement is provided below:

	Budget 2018/19 \$	Budget 2019/20 \$
<b>Revenue</b>		
- Rates	46,151,467	48,419,337
- Operating grants, subsidies and contributions	10,598,442	10,621,679
- Fees and charges	21,727,697	22,453,673
- Interest earnings	2,366,713	2,286,850
- Profit on asset disposals	18,669	19,868
- Other Revenue	1,055,330	1,521,114
	<b>81,918,318</b>	<b>85,322,521</b>
<b>Expenses</b>		
- Employee costs	(33,242,729)	(33,506,901)
- Materials and contracts	(25,116,292)	(26,685,562)
- Utility charges	(3,619,560)	(3,588,875)
- Depreciation and amortisation	(13,219,659)	(12,004,239)
- Interest expenses	(1,308)	(1,000)
- Insurance expenses	(1,050,300)	(723,950)
- (Loss) on asset disposals	(435,866)	(465,686)
- Other expenditure	(8,117,987)	(8,096,333)
	<b>(84,803,701)</b>	<b>(85,072,546)</b>
<b>Net Revenue &amp; Expenses</b>	<b>(2,885,383)</b>	<b>249,975</b>
Non-operating grants, subsidies and contributions	3,471,678	2,893,517
<b>Net Result</b>	<b>586,295</b>	<b>3,143,492</b>

The draft 2019/20 Budget does not provide for any new borrowings.

**STRATEGIC IMPLICATIONS**

In accordance with the City of Bayswater Strategic Community Plan 2017-2027, the following applies:

Theme: Leadership and Governance.  
Aspiration: Open, accountable and responsive service.  
Outcome L1: Accountable and good governance.  
Outcome L3: Strong stewardship and leadership.

**CONCLUSION**

Option 1 is recommended as it enables adoption of the draft 2019/20 Budget in accordance with the Act, the Regulations and Australian Accounting Standards, and facilitates the delivery of services our community values.

The draft 2019/20 Budget continues to deliver on other strategies adopted by Council and maintains a high level of service across programs while it positions the City of Bayswater to remain a strong, financially-sustainable organisation and maintains the City's commitment to excellence to ensure that our City continues to be a great place in which to live, work and play.

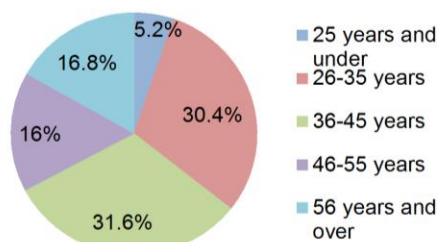
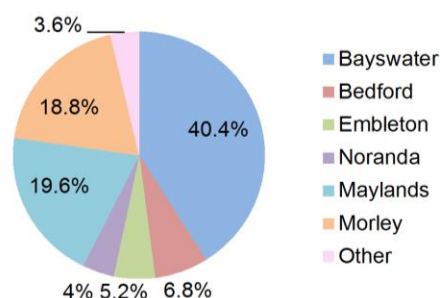
**Attachment 2****BUDGET ALLOCATOR RESULTS****Respondents: 250**

The Participatory Budgeting project adopted by the City of Bayswater invites the community to help inform the City's annual operating budget for the 2019/20 financial year. The first stage of the project used the budget allocator tool to capture community recommendations on 19 budget categories. The tool asked participants 'How would you allocate the City of Bayswater's 2019/20 operating budget?' and presented consequences for three options; increase the current budget by 5%, maintain current budget and decrease the current budget by 5%.

The 19 categories, associated costs and consequences are attached in the appendix of this document. Participants were invited to leave comments explaining their choices. All comments received were passed on to the Community Panel as part of the deliberation process. To find out more about the project you can visit [engage.bayswater.wa.gov.au/budget](https://engage.bayswater.wa.gov.au/budget).

**RESPONDENT STATISTICS**

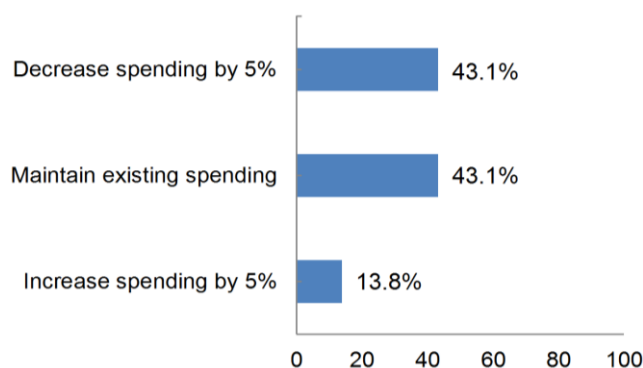
**Gender** | 53.6% Male | 44.8% Female | 1.6% Other |

**Age****Suburb**

**Budget** | 22.4% participants spent over \$85M | 53.6% participants maintained \$84M spend (current COB budget) | 24% participants spent under \$83M |

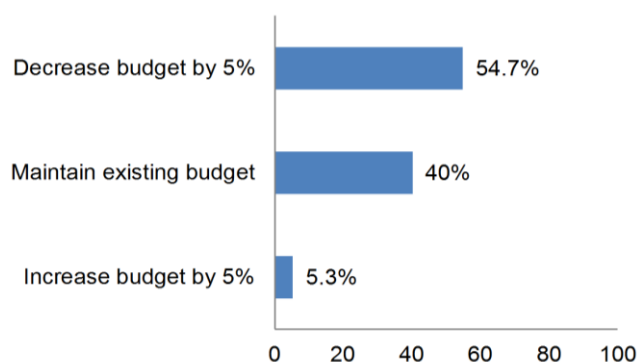
**CATEGORY RESULTS****GOVERNANCE, STRATEGY AND ACCOUNTABILITY**

The services in this area involve strategic and operational planning. It also enables the City to comply with laws and regulations, and to lead and manage the workforce. This includes many of the internal operations required to run the City's administration, including managing the City's finances, performance monitoring, governance, occupational health and safety, compliance and accountability, audit, local government elections, information management, people and culture, IT, risk management and rates services.



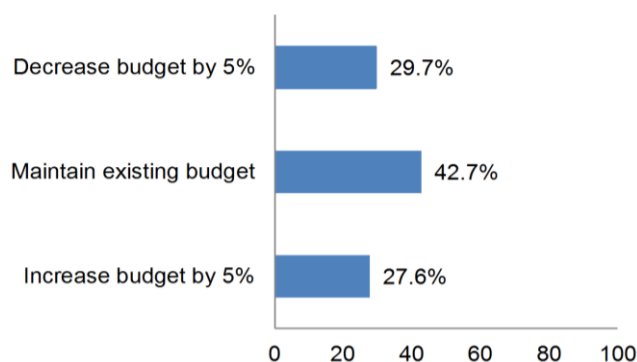
#### MEMBERS OF COUNCIL

This covers all expenses related to the City's elected Council members. This includes fees payable to the Councillors, training, industry subscriptions, costs attributed to conduct of meetings and internal services such as administrative support.



#### COMMUNICATION AND COMMUNITY ENGAGEMENT

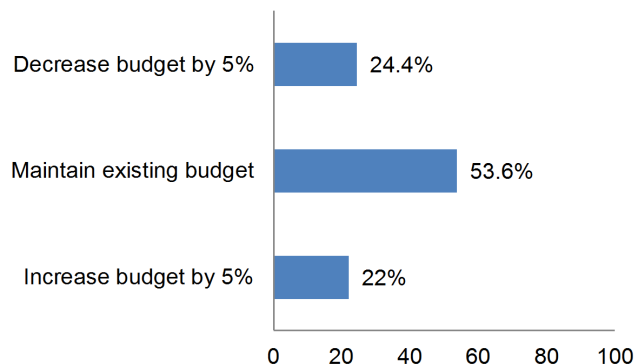
This incorporates activities to communicate and promote the many services, projects and initiatives delivered by the City, as well as provide opportunities for the community to get involved and have a say on things. Services provided include the provision of the City's newsletters (print and electronic), managing media stories, online social media, marketing materials, oversight of the Engage Bayswater website, and the management and support required to plan and deliver consultation activities such as information sessions, focus groups, surveys and workshops.



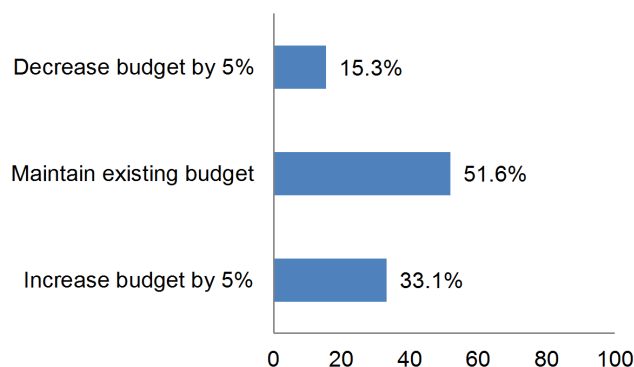


**CUSTOMER SERVICE**

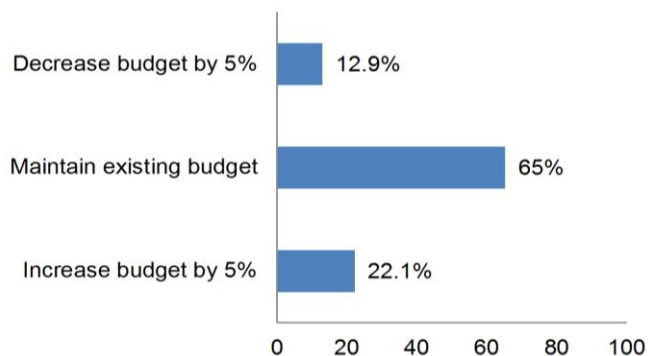
This category relates to the provision of service to our customers who visit the Civic Centre or Maylands Library, or phone the City to seek information or do business with the City. Customer Service is an integral component of how the City of Bayswater interacts with its community and includes a range of services to both external and internal customers including receipting of payments, receiving building and development applications, animal registrations and providing waste and recycling passes.

**RANGER AND SECURITY**

This category relates to the services provided to create a safe and secure community for our residents, ratepayers and visitors. This includes Ranger patrols, animal control (dogs, cats and livestock), operating the animal pound, fire break inspections and the Security patrol service. Many of these services are required in order for the City to enforce laws and regulations.

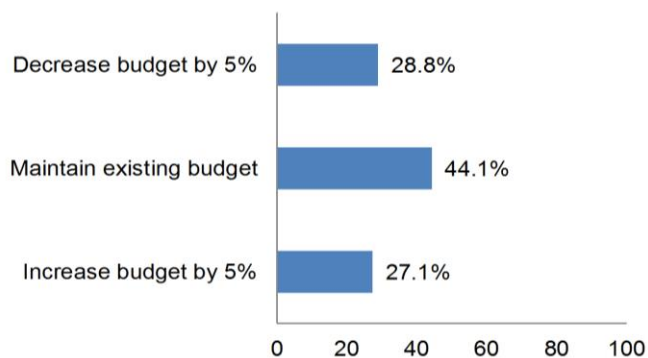
**PUBLIC HEALTH**

This covers all of the services provided to ensure the health of our community is maintained, such as inspections of food premises, water quality testing at public pools, noise control, pest control, immunisation clinics and the provision of buildings for child health clinics. It also includes the coordination of the City's emergency management arrangements, required under legislation.



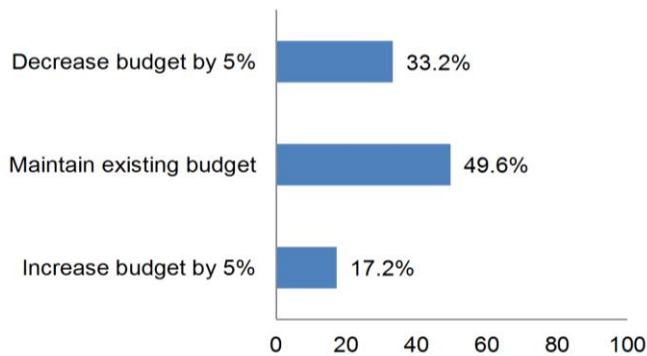
#### COMMUNITY DEVELOPMENT

This covers a variety of services and activities provided for, or in conjunction with, the community. This includes disability access and inclusion, volunteers, youth services, community training, community bus hire, Reconciliation Action Plan, podiatry services, and the City's two community centres for older adults.



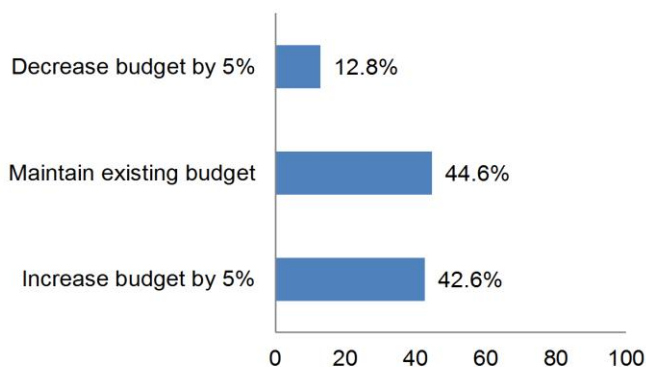
#### AGED PERSONS ACCOMMODATION

This category funds accommodation for independent living and residential care facilities for older people in the community. The City of Bayswater's residential and aged care assets comprise four retirement villages and two residential care facilities. These services operate independent of the City's general operations in accordance with relevant legislation

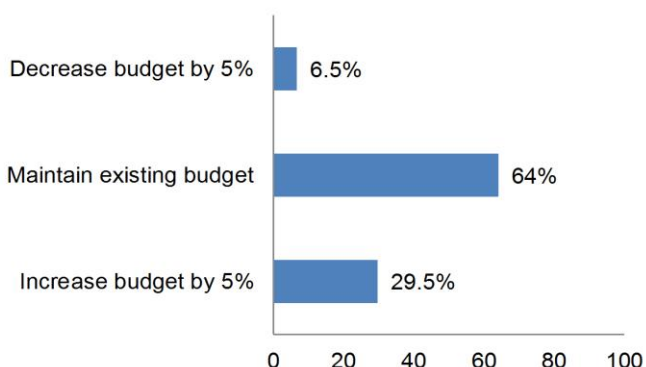


**ENVIRONMENTAL MANAGEMENT**

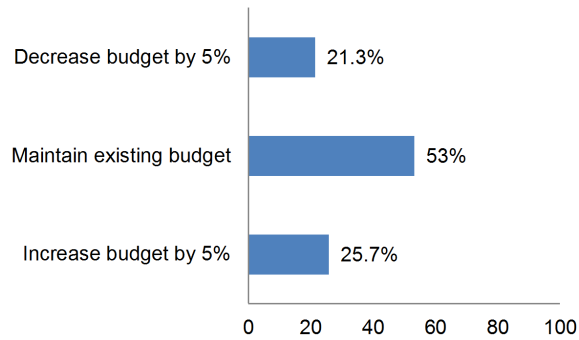
This category includes the many activities required to manage and maintain the environmental assets across the City including lakes, bushland, wetlands and living streams. Services include water quality monitoring, community education, events and workshops, supporting 'Friends of' groups, and riverbank restoration.

**WASTE AND RECYCLING**

This covers the management of the City's waste and recycling services, including the coordination of a weekly domestic and fortnightly recycling/green waste collection for residential and commercial properties. Transfer station operations, waste initiatives, bulk bins/tip passes, white goods pick-ups, waste drop-off points and waste education programs are also included.

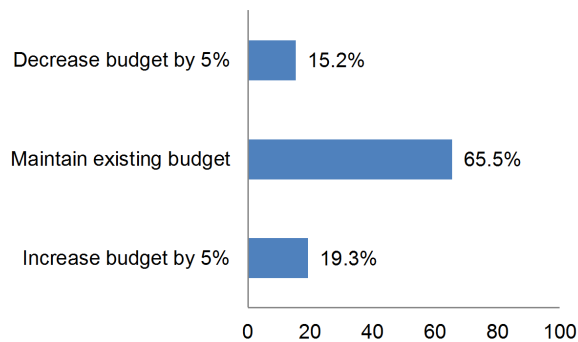
**PLANNING**

This category focuses on statutory and land use planning, including the assessment and approval of planning applications, development compliance, and administration of leases. It is also covers the activation of our four town centres in Bayswater, Maylands, Morley and Noranda; and the development of the City's urban strategic plans such as the Local Planning Strategy to plan for the future community and the built and natural environments.



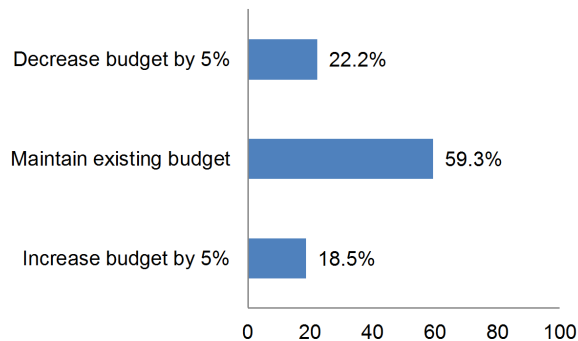
#### COMMUNITY FACILITIES

This funds all aspects of managing the many community facilities provided by the City, such as spaces for community groups, clubs and associations, including the Men's Shed, Morley Training Centre and The RISE. Services include general maintenance and repairs, cleaning, air-conditioning maintenance, fire safety, gutter cleaning, security monitoring and furniture repair at these facilities. Depreciation expenses are also included.



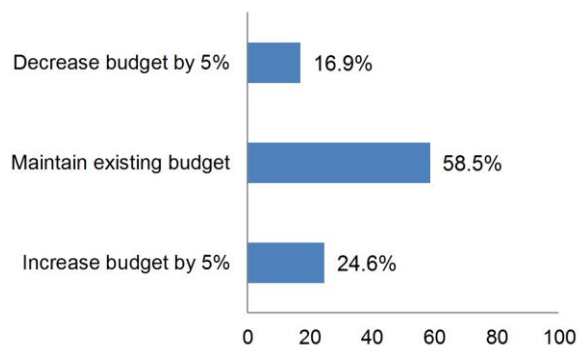
#### AQUATIC FACILITIES

This covers the operational management of Bayswater Waves and Maylands Waterland. Bayswater Waves has a number of services and facilities including a wave pool, six heated swimming pools, water slide, spa, sauna, health club, and swimming lessons. Maylands Waterland provides a number of shallow-depth pools for children and families along with play equipment, BBQ's and a kiosk.

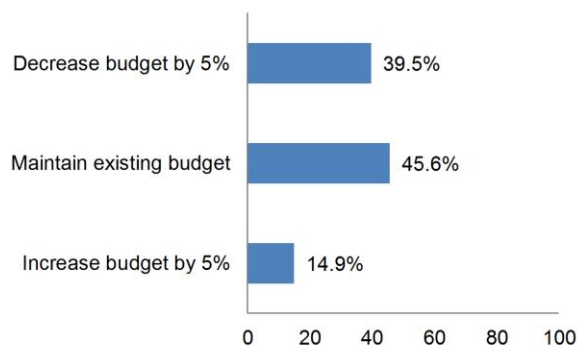


**PARKS AND RECREATIONAL FACILITIES**

This encompasses the management, maintenance and depreciation costs of over 188 parks, ovals and open spaces, as well as the pavilions, gazebos and public toilets provided in these spaces. Management of these sites involves mowing, reticulation, watering and cleaning. This category also includes master planning of reserves, administration of the City's Club Development program, and provides assistance and training for local sporting clubs and associations.

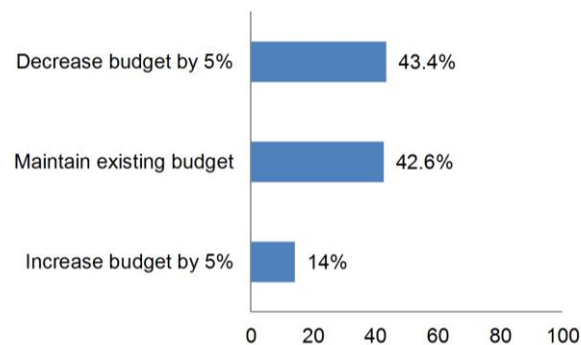
**LIBRARIES**

This category includes all aspects of managing the City's three library branches, pop up library, 24/7 access to e-resources and the library website. The Libraries provide an accessible and wide range of services and resources to meet the recreational, educational, cultural and technological needs of the community. They do this through the collections, programs, spaces and services they provide including at the library facilities, a home bound delivery service, 24/7 virtual library, lifelong learning programs, literacy program and access to the internet and printing services.

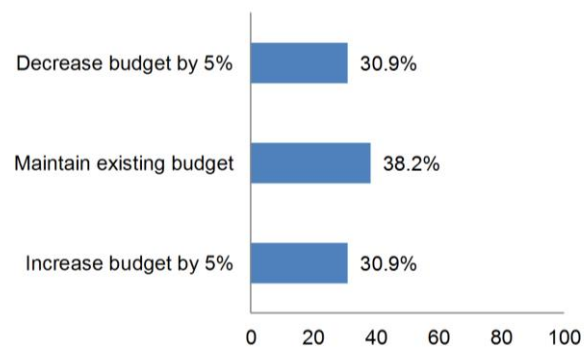


**HERITAGE**

This category covers the costs of maintaining the facilities within the Maylands Brickworks, as well as several other sites of historical significance owned by the City.

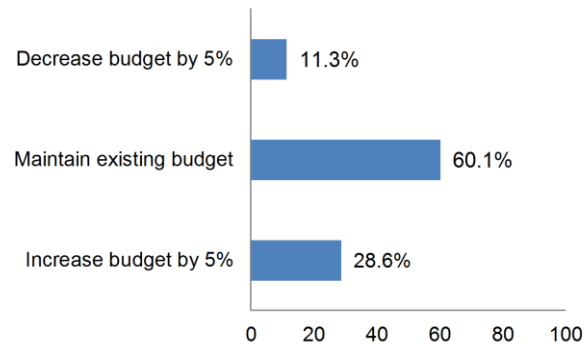
**COMMUNITY EVENTS**

This encompasses all of the community events delivered or supported by the City, and are provided to enrich the lives of our residents and visitors, or to honour significant occasions. It includes grant funding to community groups to deliver major town centre events, and the City's Community Grants Program, which funds organisations delivering community initiatives.

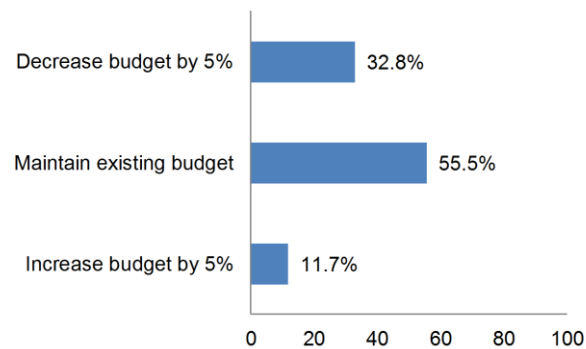


**ROADS, FOOTPATHS AND VERGES**

This category incorporates the maintenance and depreciation costs of 360 kilometres of local roads, footpaths, drains, medians, verges and roundabouts across the City, as well as street cleaning, street lighting, street signs and the City's graffiti program.

**BUILDING APPROVALS AND WORKS**

This category includes the assessment and approval of building applications, swimming pool inspections and the administration of building works delivered by the City.





## Appendix - Budget Allocator Consequences

Category Area	Category Budget	Budget Items	Item Cost	Description
<b>Governance and Administration</b>	\$4.22m	Increase budget by 5%	\$4.43m	Support the capacity of the organisation to provide systems that enable the City to continuously improve it's accountability, effectiveness and service interactions with the community.
		Maintain existing budget	\$4.22m	Provision of internal operations required for strategic planning, occupational health and safety, people and culture, IT, financial management, governance, performance monitoring, local government elections, records management and risk management.
		Decrease budget by 5%	\$4.01m	Reduced scope to meet compliance obligations, performance requirements as well as to respond to changes in the external environment.
<b>Members of Council</b>	\$1.24m	Increase budget by 5%	\$1.30m	Improved capacity of elected members to provide good governance and organisational oversight, including the ability to effect change through increased advocacy at State and National levels.
		Maintain existing budget	\$1.24m	Provision of governance structure that translates into benefits for the future planning of services, compliance and independent oversight of the City. This service area includes fees payable to the Councillors and administration support.
		Decrease budget by 5%	\$1.17m	Compromised ability of the Council to provide good governance and organisational oversight to benefit service outcomes for the community.
<b>Communication and Community Engagement</b>	\$1.09m	Increase budget by 5%	\$1.15m	Greater promotion of City services, events and activities as well as more opportunities for the community to have their say.
		Maintain existing budget	\$1.09m	Continue to provide accurate and timely information about City services, events and activities as well as opportunities to have a say in the decision making process, via community newsletters, social media, marketing materials and consultation activities.
		Decrease budget by 5%	\$1.04m	Less promotion of the City's services, events and activities as well as less opportunities for the community to have their say.
<b>Customer Service</b>	\$923.68k	Increase budget by 5%	\$969.86k	Business improvement opportunities can be realised leading to improved customer service to the community. For example the implementation of a revised customer service model.



		Maintain existing budget	\$923.68k	Continue to provide current service levels to customers who visit our administration centre or phone the City to seek information or do business with the City. Current level of customer service is not aligned with contemporary service models.
		Decrease budget by 5%	\$877.49k	Reduced levels of customer service resulting in increased walk-in wait times and delays in service delivery. Reduced ability for the team to provide customer service at a level that is expected by the community.
<b>Ranger and Security Services</b>	2.97m	Increase budget by 5%	3.11m	Increased patrols and services to mitigate crime and anti-social behaviour and improved response times. Increased focus on education and enforcement relating to animal control, littering and unlawful parking including foot and bicycle interaction with community.
		Maintain existing budget	2.97m	Continue to provide current service levels for Ranger patrols, animal control, the animal pound, fire break inspections and the Security patrol service to provide a safe and secure community.
		Decrease budget by 5%	2.82m	Reduced proactive patrol and response capability. Increased waiting times for response to incidents, including animal attacks. Reduction in 24/7 service provision.
<b>Public Health</b>	1.90m	Increase budget by 5%	1.99m	Increased health promotional activities which aim to improve the general health and wellbeing of the community.
		Maintain existing budget	1.90m	Continue with existing level of inspections of statutory premises (food businesses, public buildings etc.) and public health complaint investigations (noise, asbestos, odour etc.). Continued provision of immunisation clinics, mosquito control operations and the coordination of the City's emergency management arrangements.
		Decrease budget by 5%	1.80m	Reduction in the number of immunisation clinics and school immunisation programmes offered and reduced mosquito control operations.
<b>Community Development</b>	1.77m	Increase budget by 5%	1.86m	Would allow for an increase in community training and skill building in various areas and greater opportunities for accessible programs and activities, such as a shopping bus for vulnerable groups.

		Maintain existing budget	1.77m	Variety of programs, services and activities provided for the community with a focus on access and inclusion, volunteers, youth, seniors, community training, community bus hire, reconciliation plan, capacity building and the City's two Community Centres. The City also provides facilities for a number of pre-schools and child care centres.
		Decrease budget by 5%	1.68m	A decrease in community training opportunities, grant funding opportunities for the community and in youth programs and opportunities.
<b>Aged Persons Accomodation</b>	10.03m	Increase budget by 5%	10.53m	These services are financed on a user pays basis. Any change in budget will be managed in accordance with the legislation under which the services operates.
		Maintain existing budget	10.03m	Provision of accommodation for independent living and residential care facilities for older people. These services are financed on a user pays basis and operate as per the relevant legislation.
		Decrease budget by 5%	9.53m	These services are financed on a user pays basis. Any change in budget will be managed as per the applicable legislation.
<b>Environmental Management</b>	1.24m	Increase budget by 5%	1.30m	This investment would provide resourcing of a climate change and adaption program to reduce the city's carbon footprint and position the City in a stronger strategic position to respond the pressures of climate change.
		Maintain existing budget	1.24m	Activities to manage and maintain the City's environmental assets including water quality monitoring, community education and programs, riverbank restoration, with a focus on lakes, bushland, wetlands and living streams.
		Decrease budget by 5%	1.18m	A reduction in the on ground environmental services to manage and maintain the City's environmental assets. This would result in the reduction of 6.4 hectares of environmental assets managed or 16,000 less native plants planted in the financial year.
<b>Waste and Recycling Services</b>	11.43m	Increase budget by 5%	12m	Introduction of additional waste initiatives to help reduce the amount of waste being sent to landfill and increased waste education programmes.
		Maintain existing budget	11.43m	Ongoing management of waste and recycling services including weekly domestic and fortnightly recycling and green waste collections for residential and commercial premises. Transfer Station operations, waste initiatives, bulk bins/ tip passes, white goods pick-ups, waste drop-off points and waste education programmes.

		Decrease budget by 5%	10.86m	Unable to fulfill contractual arrangements with the City's Waste Collection Contractor.
<b>Planning</b>	3.27m	Increase budget by 5%	3.44m	Reduced time frames for assessment and approval of development applications, and greater capacity to undertake action against unauthorised development within the City. More planning projects can be completed to get better quality buildings developed in Bayswater in the future and more on-the-ground place activation projects in each the City's town centres.
		Maintain existing budget	3.27m	Assessment and approval of planning applications, development compliance, administration of leases for a number of City properties, activation of the City's four town centres and development of the Local Planning Strategy in addition to other strategic and heritage planning documents.
		Decrease budget by 5%	3.11m	Increased time frames for assessment and approval of development applications and reduced capacity to undertake action against unauthorised development within the City. Less future planning will occur which may result in the state government and development industry dictating the form that new buildings take without consideration of the heritage and character of the City. Less activation projects will be delivered in each town centre and the administration of leases will fall further behind, which may result in the City's buildings being damaged or tenants defaulting on payments.
<b>Community Facilities (incl. the Rise)</b>	3.87m	Increase budget by 5%	4.07m	Increased expenditure for community facilities would allow for better presented and maintained halls and Centres as well as increased programming options at the RISE.
		Maintain existing budget	3.87m	Ongoing management including bookings, general maintenance and repairs, cleaning, air conditioning maintenance, fire safety and security monitoring for various community centres, halls and The RISE.
		Decrease budget by 5%	3.68m	A decrease in budgeted expenditure would decrease the ability to maintain halls and Centres throughout the City and significantly reduce programming at the RISE. As RISE programs are income generating there will be a negative affect on income collection if programs are reduced.
<b>Aquatic Facilities</b>	6.95m	Increase budget by 5%	7.30m	An increase in expenditure would allow for better programming at City operated aquatic facilities providing recreation opportunities to the wider community.

		Maintain existing budget	6.95m	Continue current service levels and management of Bayswater Waves and Maylands Waterland. Continue to meet the demand for programs and activities and offsetting expenditure with the resultant income.
		Decrease budget by 5%	6.60m	Aquatic facilities have significant fixed costs such as electricity, water and legislated supervision levels. A reduction in expenditure would either require shutting a facility or reducing income generating programs such as group fitness classes and swimming lessons. Reducing these programs would decrease income collection more than it would decrease expenditure, ultimately reducing the overall budget.
<b>Parks and Recreational Facilities</b>	12.61m	Increase budget by 5%	13.25m	May go some way to meet community expectation in relation to increased maintenance of park infrastructure and water provision on parks and reserves.
		Maintain existing budget	12.61m	Continue existing schedules for the management and maintenance of over 188 parks, ovals and open spaces including mowing, reticulation and cleaning of these spaces.
		Decrease budget by 5%	11.98m	Reduced service levels in relation to the maintenance of parks and recreational facilities such as less frequent mowing.
<b>Libraries</b>	3.15m	Increase budget by 5%	3.31m	Improved service from the Bayswater Library by continuing the reactivation project and providing a better experience to the community. Expand programs delivered to the children and adult members of the community.
		Maintain existing budget	3.15m	Maintain current service levels at the Bayswater, Maylands and Morley libraries.
		Decrease budget by 5%	2.99m	Reduced opening hours and service levels.
<b>Heritage</b>	278.82k	Increase budget by 5%	292.76k	Increased funding would allow for an increased level of maintenance for the heritage buildings owned by the City.
		Maintain existing budget	278.82k	Maintaining the facilities at the Maylands Brickworks, as well as other sites of historical significance owned by the City.
		Decrease budget by 5%	264.87k	This would result in decreased level of service in maintaining the heritage buildings owned by the City. This would be applied in the first instance to those buildings which are not leased.
<b>Community Events</b>	1.14m	Increase budget by 5%	1.19m	Increased funding available to community-led events.
		Maintain existing budget	1.14m	Continue with the current provision of City facilitated community events and support for events delivered by local community organisations. This includes the community grants program and funding for Major Town Centre events.



		Decrease budget by 5%	1.08m	Reduction in the number of City facilitated community events and reduced amount of funding towards community-led events.
<b>Roads, Footpaths and Verges</b>	15.10m	Increase budget by 5%	15.85m	This will result in improved levels of service in relation to footpath repairs, therefore minimising the potential for injury associated with uneven surfaces. It will also allow more regular street sweeping and litter control in high profile areas such as town sites. In addition improved drainage maintenance will lower the risk of flooding. Verge maintenance and street lighting standards can also be improved.
		Maintain existing budget	15.10m	Maintain delivery of current maintenance program for over 360km of local roads including footpaths, drains, medians, verges and roundabouts as well as street cleaning, lighting, signs and the City's graffiti program.
		Decrease budget by 5%	14.34m	This will result in a lower level of service for infrastructure maintenance thus increasing the risk of injury/damage to users of roads and footpaths. Potential greater frequency of flooding events and graffiti removal response times will be increased. Aesthetics of town sites and verges will also be impacted. In addition inadequate maintenance will impact on overall life of assets.
<b>Building Approvals and Pool Inspections</b>	1.19m	Increase budget by 5%	1.25m	Assist in reducing time frames for assessment and approvals of building applications. Improved ability to maintain up to date swimming pool inspections throughout the City and improved customer service. Improve building compliance customer services. Improve ability to attract appropriately qualified staff.
		Maintain existing budget	1.19m	Maintains current assessment and approvals of building applications, swimming pool inspections and administration of building works delivered by the City.
		Decrease budget by 5%	1.14m	Increased time frames for assessment and approval of building applications, risk of costs to the City if time frames are not met. Increased risk of mandatory swimming pool inspections not being undertaken in a timely manner. Reduced building compliance customer services. Risk of further staff turn over.
<b>TOTAL BUDGET</b>	<b>\$84.37m</b>			

**Attachment 3****[FINAL]**

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## Introduction

A panel of 40 residents were invited to take part in a facilitated participatory budgeting process for the City of Bayswater. The final panel of 31 comprised of ratepayers, business owners and renters and reflected 2016 census profile for the City of Bayswater across age, gender, suburb of residence and home ownership status. The panel met over two and a half days. There was robust discussion about 19 areas of operational funding. The panel was a full-scale, fully-informed deliberative process.

The panel was asked the question:

*“How do we prioritise spending to provide the opportunity for a quality lifestyle across the City of Bayswater community?”*

The panel adopted a critical thinking approach when formulating its recommendations based on the following:

- Clarity
- Accuracy
- Relevance
- Depth
- Breadth
- Logic

The panel identified criteria for a quality lifestyle within the City of Bayswater. These included (*in no particular order*):

- |                  |                       |
|------------------|-----------------------|
| • Accessibility  | • Activities          |
| • Affordability  | • Green Spaces        |
| • Diversity      | • Security and Safety |
| • Connectedness  | • Governance          |
| • Sustainability | • Roads               |
| • Amenities      |                       |
| • Housing        |                       |

The panel then discussed “What is the role of local government in providing these opportunities?”. The panel largely agreed on the importance of local government in delivering amenities and services to the community as a whole. The panel also raised questions on what is on the horizon for the City of Bayswater.

The panel was provided the opportunity to speak with managers of each funding area and heard from the CEO Andrew Brien and other Project Managers who offered

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professional expertise and guidance. The panel were able to request information from the Council. This was a very valuable part of the process.

## Remit

The City of Bayswater is close to 70,000 people, living across 7 Suburbs. The local government provides many programs and services for its residents, rate payers, businesses and visitors.

The panel has the following task to make recommendations on:

**“How do we prioritise spending to provide opportunities for a quality lifestyle across the City of Bayswater community?”**



## About the overall budget target

The discussion on the overall financial increase/decrease/maintain was discussed during the panel session in the following way:

Panellist were asked;

"If our recommendations deliver enough of the opportunities, we have identified...

What are we aiming for from a financial point of view;

- An overall increase
- An overall balance (maintain)
- An overall decrease

While there was no clear agreement among the panel as to this answer other than to say:

None of the panellists strongly advocated for a reduction in expenditure below its current level, though a number were concerned with the projected 3.5% increase year on year. The main concern centred round the defensibility and affordability of this level of increase for people on fixed or low incomes.

Some supported an annual CPI increase and some supported an increase beyond CPI but not beyond the 3.5% increase currently budgeted. There was very limited support for an increase above 3.5%

Overall there were three main concepts that emerged from this discussion. Panellists were keen to ensure any budget decisions could demonstrate:

- **Efficiency:** Ensuring there is a culture of efficiency and not an expectation of there being an annual increase beyond CPI.
- **Affordability:** Ensuring that the overall rate offering is affordable for the cross section of the community. Many households are on fixed incomes etc are not indexed with CPI, so increases beyond this amount present a real stress to some households. Affordability could be improved by identifying income streams beyond the rate base.
- **Community:** Ensuring the qualities, services and facilities that people appreciate about Bayswater are maintained effectively.

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When deliberating on the recommendation to either increase, decrease or maintain each area of the budget, panellists were asked NOT to consider a specific percentage value, nor if 'maintain' meant stay to the budgeted increase of 3.5%.

The reason for this was because one area may increase spending, but another may decrease, resulting in a net reduction. The other reason was that the value of the budget varied significantly across each program area and so there was less relative value of a CPI or 3.5% increase in an area. As such panellists were asked to look at the needs and outcomes for each budget area and then review the overall effect of the recommendations across all 19 funding areas.

\*\*

What this means for City of Bayswater staff considering the panel recommendations is that;

**1. A recommendation to decrease can be seen as a signal to explore;**

- Ways to deliver the existing services more efficiently with a budget increase limited to CPI.
- Identifying areas of service duplication with other private, community or government providers.
- Reassess Community priorities following the end of the "boom times"
- There is no targeted percentage to decrease by\*

**2. A recommendation to maintain can be seen as a signal to explore;**

What benefits would be delivered between the CPI - 3.5% increase currently budgeted but to not assume there is simply money to spend.

As such, they would be considering:

- Ways to deliver existing services more efficiently.
- Identifying areas of service duplication with other private, community or government providers.

**3. A recommendation to increase can be seen as a signal to explore;**

What added benefits would be delivered by an increase, but not assume there is simply money to spend.

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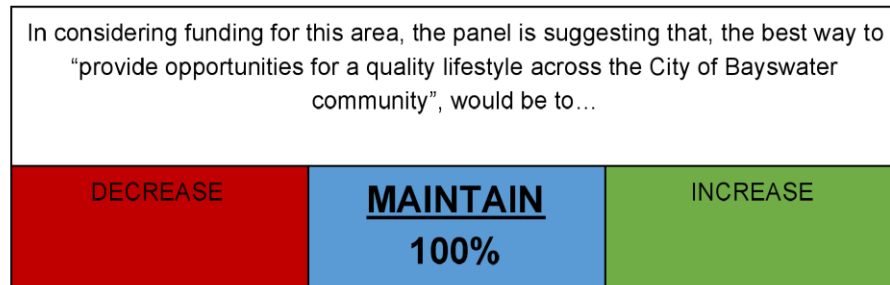
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As such, they would be considering:

- Ways to deliver existing services more efficiently
- Identifying areas of service duplication with other private, community or government providers
- There is no targeted percentage to increase by\*

\*Overall, the objective is to limit any cumulative budget increase to between CPI and 3.5%. The panel did not have a single view as to which end of that CPI - 3.5% increase range to focus on.

## 1. Governance, strategy and accountability



The panel recognised this as an important function of local government operations and agreed about the importance of meeting compliance and legal obligations. Initial discussions focused on reducing spend as costs seemed high. After further discussions the panel agreed to maintain spend with a view for keeping long term costs down.

### Our rationale for this is

The panel's rationale to maintain in this area:

- This is an important function for local government. It manages the income, has responsibility for oversight and risk reduction.
- The panel expressed concerns that a reduction in this area could become a problem with compliance and fraud.
- IT spend can lead to efficiencies through automation, reduction would lessen this.
- Increase in populations should lead to an increase in income, which will help maintain the cost.

### The areas that could be focused on the most are

The panel felt there was an opportunity to:

- Trim some areas of spending with small to no risk.
- Gain efficiencies through automation, which should lead to reductions in costs- automation should be a capital expense.
- Limit spending in line with CPI increase only and not with current projected spend.
- From the overall operating budget of \$85Million, employee cost and material and contracts account for over 80% of the budget. These two cost centres should be reviewed as a whole. For example procurement audit to ensure rate

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payers are getting value for money. Review of these area may drive down the rate increase.

## 2. Members of council

In considering funding for this area, the panel is suggesting that, the best way to “provide opportunities for a quality lifestyle across the City of Bayswater community”, would be to...		
DECREASE	<b><u>MAINTAIN</u></b> <b>100%</b>	INCREASE

The panel recognised the current Councillors had demonstrated a progressive approach to the budget by opening up the process to public consultation. After three reviews of this area the initial recommendation of maintain did not change.

### **MAINTAIN - Our rationale for this is**

The panel's rationale to maintain in this area:

- The panel acknowledged the need for Councillors to be paid an appropriate recompense.
- Appropriate and progressive education and training for Councillors allows them to keep abreast of legislative requirement and community needs.

Ensures adaptability of Councillors to changing economic and social circumstances.

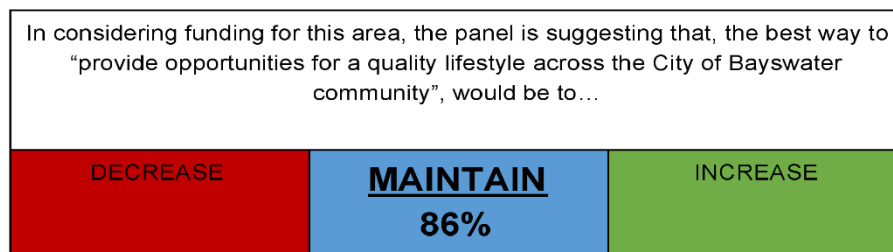
### **The areas that could be focused on the most are**

The panel requested:

- That they did not wish to allow excessive allowances that may be misused.
- That Councillors recompense be appropriate and mindful of the current economic climate.
- Councillors remain fully accountable to the community.

Overall the panel could not really see any reductions in this area. It was agreed that this was not an area to decrease in order to save money but required prudence to reflect current economic and social circumstances.

### 3. Communication and community engagement



The panel agreed that community consultation is desirable to residents and integral to shaping a neighbourhood. Initial reviews voted to increase spending in this area to reflect the requirement of additional resources. However on further discussion the panel felt that future projects could be implemented within current projected spending.

#### Our rationale for this is

The panel's rationale to maintain in this area:

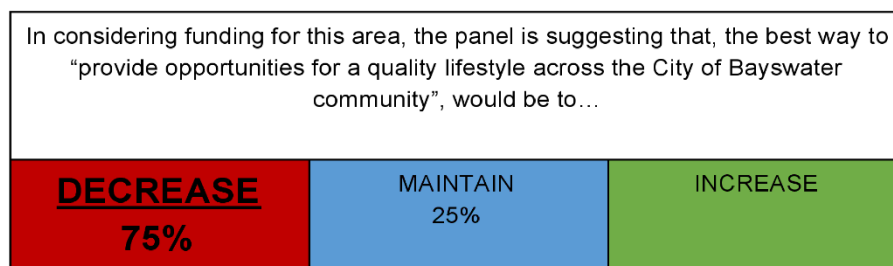
- Acknowledgment of the importance of community involvement in the overall decision making process.
- Acknowledgment of the importance of communicating information regarding events and services in the city.
- Importance of keeping residents up to date with information.
- Acknowledgement that engaged communities are overall happier communities (because they know they are being heard).

#### The areas that could be focused on the most are:

The panel agreed there was an opportunity to:

- Establish stronger relationships/partnerships with outside relevant organisations.
- Provide greater clarity and transparency of activities within community engagement.
- Invest and update in systems required to facilitate effective community engagement including successful social media management.
- Look for efficiencies with administrative processes.

## 4. Customer service



The panel recognised the importance of the Customer Service team as being the public face of the City of Bayswater and its role in delivering a core service function. Whilst the final recommendation was to decrease in this area this was not a majority consensus. (Consensus was 75% to Decrease and 25% to Maintain)

### **Our rationale for this is**

The panel's rationale for decrease in this area:

- Acknowledgement that Customer Service is already doing an excellent job and service levels are sufficient.
- That increasing demands require different ways of coping with services.
- Need to maintain current levels of service.
- Council to work with the community to identify an average handling time.

### **The areas that could be focused on the most are [Increase/Maintain/Decrease]**

The panel felt there was an opportunity to:

- Maintain a range of communication channels to meet the diverse needs of our community (i.e. those not online).
- Consider the facilities and infrastructure required in the long term to improve efficiency.
- Consider the impact of increases in population on customer service levels.

Overall the recommendation to decrease was not aimed at decreasing or reducing services in this area but in increasing efficiencies in the delivery of customer services.

### **Minority Report**

Those that voted for maintain feel that;

- There should not be a reduction in customer service.

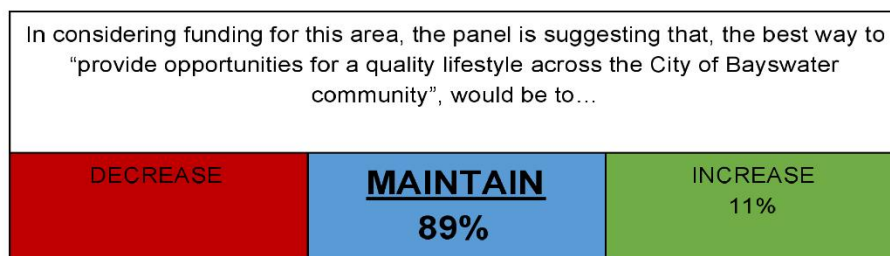


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- Customer service is seen as an important reputational risk for the council.
- By becoming too focused on efficiency it may affect the effectiveness of customer service.
- An investment in automation to improve efficiencies could be worthwhile.

## 5. Rangers and security



The panel held two views on this area of the budget. Discussion from the reviews of this area highlighted the different perceptions that panel members held about safety and security and the role of local government in this area. There was lots of discussion around security, particularly after hours security patrols. There was also recognition that services were being increasingly utilised for personal security issues due to a lack of police presence.

There were strong viewpoints presented for the increase argument a minority report for an increase is also included below.

### Our rationale for this is

The panel's rationale to maintain in this area:

- Current services provided are adequate. Area is running very efficiently.
- An increase in current budget was not reflective of current economic circumstances.
- It was felt that a lot of the needs of the community would be better served by the police department.
- Security patrols do not have the power to move on or detain offenders,
- Security patrols were essentially for the security of council property and not for personal safety and therefore the consensus was to maintain as it is.
- The responsibility of the council would be better serviced with use of funds being channeled into CCTV in conjunction with manned patrols.

**The areas that could be focused on the most are;**

The panel felt there was an opportunity to:

- Approach police for increased services/ presence.
- Implement best practice to increase department efficiency.
- More rangers.
- Greater technology use.
- Increase number of out of hour patrols for security.
- Ensure that all patrols in evenings are manned in pairs, to ensure their safety.

**Minority report**

The panel's rationale for an increase in this area:

- Increasing population requires increasing services.
- There is a need to decrease response times.
- Rangers are providing the solution for displaced/homeless persons rather than pushing them into other areas, as is the policy of the police force. However, this does not address the problems for these people.
- Acknowledgment that the visibility of security patrols reduces anti social behaviour and increases residents sense of security which enhances quality of life.
- Rangers play a very important role within the community.

## 6. Public health



The panel agreed that this was an important service provided by local government for safety, health and wellbeing. Some members of the panel felt that there was an opportunity to explore a reduction (not cessation of services) where there may be duplication of services at a State or Federal level.

### Our rationale for this is:

The panel's rationale to maintain in this area:

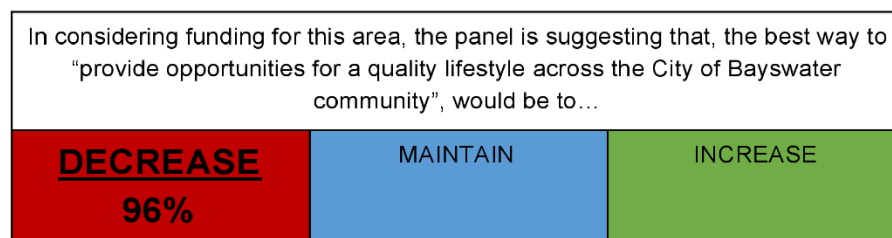
- Future projections show an increase in business and people within the City of Bayswater. There is a clear need to maintain the level of service currently provided.

### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Identify areas of duplication between State, Federal initiatives and reduce (not stop) local government services
- Identify underutilised facilities and staffing and continue to share resources with other areas
  - For example look for synergies between education and information of waste management services with Communication and Community engagement.
- To identify opportunities for efficiencies through the sharing of personnel, such as what is currently occurring with Rangers and Security.

## 7. Community development



The panel recognised this as an area for potential further review. It recognised that some legacy services being provided may no longer be required as key services to be delivered by local government. The panel also raised concerns about the \$1.77M budget as a lot of money with not much clarity as to how it was spent.

### Our rationale for this is

The panel's rationale for a decrease in this area:

- There appears to be several Legacy Services such as Podiatry, which perhaps now could be managed by appropriate community health services rather than Community Development programmes.
- It's difficult to discern the success or failure of community development objectives with the use of 'Motherhood Statements'.

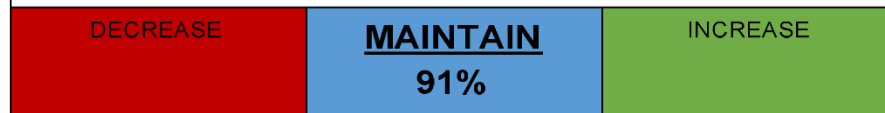
### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Rationalise overlapping activities with Community Events and Community Engagements sections.
- Explore leveraging partnerships with other community groups or look to volunteering to deliver some of these services.
- Further clarify community development objectives to increase the evidence for outcomes achieved.

## 8. Aged persons accommodation

In considering funding for this area, the panel is suggesting that, the best way to "provide opportunities for a quality lifestyle across the City of Bayswater community", would be to...



The panel recognised aged persons accommodation as an important service being provided by local government. However, the panel noted that upcoming legislative changes being proposed would increase compliance and therefore costs required by local government to maintain current levels of service. There was acknowledgement by the panel that these services may no longer be a core function for local government in the future.

### Our rationale for this is

The panel's rationale to maintain in this area:

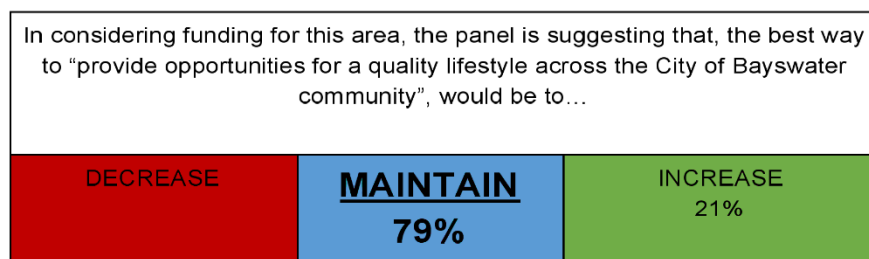
- Aged persons accommodation is a user pay system bound by legislation
- Currently an exit strategy in place, which means more funding not required.
- Viewed as an item that is better in the private sector.
- Cost neutral, doesn't need a reduction

### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Confirm the divestment strategy (The recommendation to maintain was with a view to an exit strategy).
- Some members of the panel felt that with more people living longer, this area could use some additional funding especially if some facilities are being kept.

## 9. Environmental management



The panel held two views on this area of the budget without a super majority. Discussion from the reviews of this area highlighted the different perceptions that panel members held about the management of the environment by local government. There was lots of discussion around upcoming environmental challenges including climate change. The panel also was uncertain as to what has already been achieved and wanted further clarification of outcomes. (Has the heavy lifting been done in previous financial years?).

As there were strong viewpoints presented for the increase argument a minority report for an increase is also included below.

### **Our rationale for this is:**

The panel's rationale to maintain in this area:

- The current level of expenditure was sufficient to meet the needs of this area.
- Great environmental facilities such as the bird sanctuary, waterways project need ongoing funding.
- There is good management of bushlands and wetlands.
- There are dedicated protected areas that need to be maintained.
- The information provided was not specific enough to justify an increase.

### **The areas that could be focused on the most are;**

The panel felt there was an opportunity to: Maintain expenditure:

- Meaningful thought given to vegetation i.e where there is infill what vegetation is removed/retained.
- Explore Mmore drainage/water recovery options.

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- Provide further clarity on where an increase in expenditure would be used.
- Improve community education.
- Explore the use of solar panels on council buildings and other facilities owned by the council.
- Recognise external factors and drivers that could impact on this area of work.
  - For example State Government and Federal government policy changes.

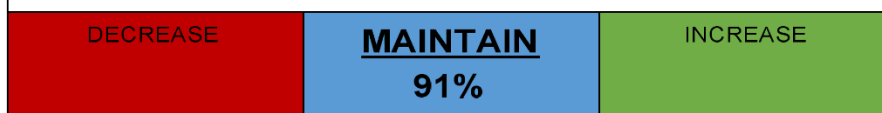
**Minority report**

- The panel's rationale for an increase in this area: Support investment in better water management.
- The need for dedicated strategies to address climate change.
- Further understanding of the City's carbon footprint will become a necessary requirement.
- By demonstrating a preparedness to spend in this area then more government grants may be obtainable.



## 10. Waste and recycling services

In considering funding for this area, the panel is suggesting that, the best way to "provide opportunities for a quality lifestyle across the City of Bayswater community", would be to...



There was unanimous agreement across three reviews to maintain spending in this operational area. The panel felt this area was working efficiently.

### Our rationale for this is

The panel's rationale to maintain in this area:

- The current funding is adequate as revenue/expenditure evens out.
- These are essential services to the community.
- Already operating in line with new State Government bin policy and maintaining currency of information to the community is important. For example bin stickers as a guide for recycling.

### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Increase education in recycling of household goods in the community and future waste initiatives. Implementing reuse/reduce and recycle projects reduces the costs of relying on landfill and will reduce the carbon footprint.
- Look for further efficiencies in areas that could reduce costs further.
- Explore opportunities to share waste costs with other Councils?
- Would like to see more efficient strategies in place to reduce costs but be a better and forward-thinking council with new and innovative ideas.
- Explore efficiency synergies with environmental management.

## 11. Planning

In considering funding for this area, the panel is suggesting that, the best way to “provide opportunities for a quality lifestyle across the City of Bayswater community”, would be to...



The panel recognised the importance of strategic planning as good local government management, however discussion from the reviews highlighted the need for funding of this operational area to reflect the current downward trend in the building sector.

### Our rationale for this is

The panel's rationale for a decrease in this area:

- Current downturn in the building sector will result in a reduction in planning applications to the City and funding allocations for this area should reflect the industry trend.
- The deferral of the Morley Galleria expansion by the developer suggests the call on strategic planning will also be reduced in the next 12 months.
- Acknowledgement that the Bayswater Townsite / Metronet change will require additional resources, but believe these can be absorbed in the current budget and with State Government support.

### The areas that could be focused on the most are

The panel felt there was an opportunity to:

- Prioritise and explore strategic opportunities to improve efficiencies - consider reducing approval times, reducing red tape and improved provision of advice.

## 12. Community facilities (including the RISE)

In considering funding for this area, the panel is suggesting that, the best way to "provide opportunities for a quality lifestyle across the City of Bayswater community", would be to...

DECREASE	<b><u>MAINTAIN</u></b> <b>100%</b>	INCREASE
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After three reviews of this area the initial recommendation of maintain did not change. The panel agreed that community facilities were an essential service that contributed to the 'quality lifestyle' being delivered by local government.

### Our rationale for this is

The panel's rationale to maintain in this area:

- For safety reasons community facilities need to be maintained.
- Community services are enabled through this infrastructure.
- **In relation to THE RISE:**
  - The panel felt that as a relatively new facility it is already well maintained, so ongoing maintenance would be minimal in the immediate future.
  - The facility is a valuable community asset, not just a building, with infrastructure that enables varied community use. It currently engages a wide range of the community that would be otherwise disengaged. This is done through community facilities, events and development.
  - This facility engages youth and is aimed at reducing anti-social behaviour and/or crime.

### The areas that could be focused on the most are:

The panel felt there was an opportunity to:

- Rationalise community facilities. For example review the utilisation of bookings for spaces to determine the demand and subsequent investment required.
- Review programmes being offered on a regular basis to ensure optimal community engagement.
- Increased revenue by exploring alternative uses, for example:

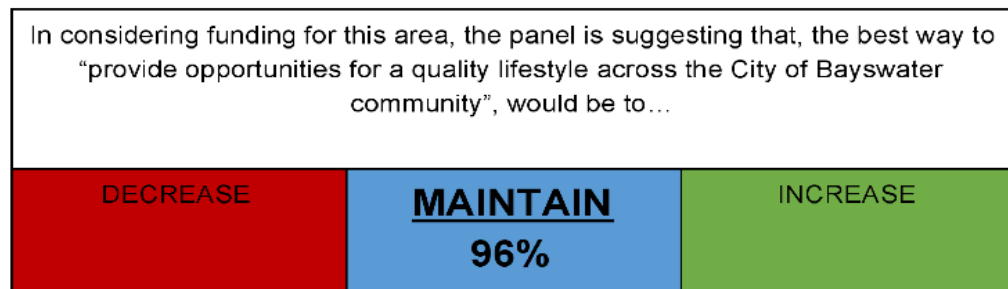
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- Offering space to alternative schools.
  - Outsource running of the gym facilities.
  - Relocation of the Morley Training Centre.

### 13. Aquatic facilities



The panel recognised this as an important area for residents lifestyles, however it also noted that this operational area was running at a loss. There was some discussion around possible revenue raising activities and some significant discussions about the future of the Maylands Water Park.

**Our rationale for this is**

The panel’s rationale to maintain in this area:

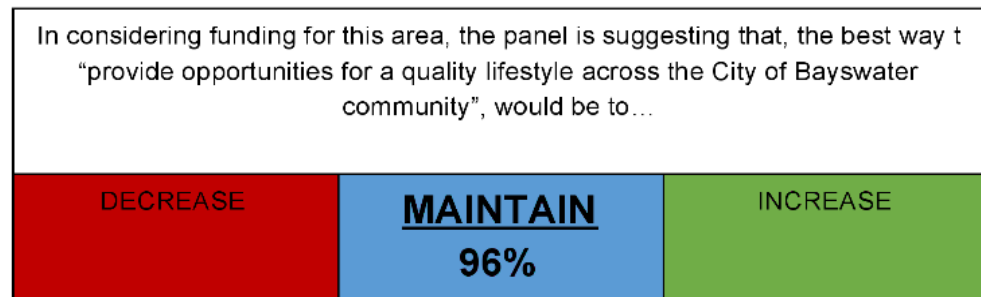
- Having aquatic centres in the area is important to residents lifestyles.
- Despite the budget showing a loss, Bayswater Waves generates significant revenue which could be augmented through sponsorship opportunities.
- Recognition that these services are essential for maintaining the health of community members.
- Recognition that staffing levels need to be maintained for safety levels.

**The areas that could be focused on the most are:**

The panel felt there was an opportunity to:

- Some panelists felt a potential area of cost reduction is to restrict the operation of the wave pool to school holidays, due to the fact that this could reduce the number of lifeguards required.
- Look at ways to increase revenue base from the aquatic centre.
  - Explore other options could include outsourcing the gym at Bayswater Waves.
  - Explore sponsorship opportunities.

## 14. Parks and recreational facilities



The panel identified that Parks and Recreational facilities were areas that largely contributed to having a great lifestyle within the City of Bayswater.

### Our rationale for this is;

The panel's rationale to maintain this area:

- Current service levels are more than adequate and job being done satisfies current levels of expenditure and community expectations.
- Being the Garden City, we love our parks and wish to maintain the lifestyle.

### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Review the Employee Cost and Material and contract budget (\$8.5M) of this area to find efficiencies.
- Review the current service level required for this area as there are 180 parks to look at.

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## 15. Libraries

In considering funding for this area, the panel is suggesting that, the best way to “provide opportunities for a quality lifestyle across the City of Bayswater community”, would be to...		
DECREASE	<b><u>MAINTAIN</u></b> <b>100%</b>	INCREASE

The Panel felt that libraries are vital for the community and all age groups. They can be and are a meeting place for many community groups.

### **Our rationale for this is**

The panel’s rationale to maintain in this area:

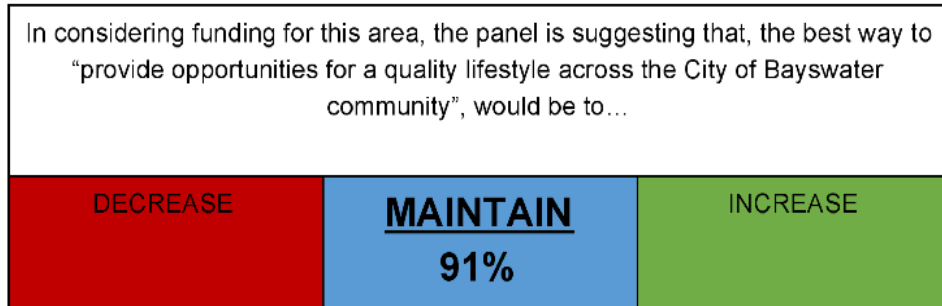
- Libraries are a multispace resource centre (not just books).
- They combine library and customer services.
- According to inputs from the personnel, library services are increasing in demand.
- Libraries are essential meeting places for groups and smaller number of individuals, safe place to meet clients and deliver services.
- Programs to introduce reading to children are run and these are vital for their future.
- The libraries do a wonderful job providing books to the infirm.

### **The areas that could be focused on the most are;**

The panel felt there was an opportunity to:

- Improve facilities and infrastructure
- Review and update stock held by libraries. Provision of further training for library staff and updates to library services. Explore the relocation of other libraries to recreational centres with a view to centralise services.
  - For example: the RISE model.

## 16. Heritage



The panel agreed that it was important to preserve the heritage of the City of Bayswater for future generations. The panel noted that the majority of expenses listed were for insurance and depreciation and agreed it was not an area where overall cost savings could be made.

### Our rationale for this is

The panel's rationale to maintain in this area:

- It's a very small budget item (expense is minimal) and local government has responsibility to maintain Heritage Buildings.
- Preserve the heritage buildings for future generations.
- Redevelopment and urban infill in some suburbs is raising challenges for maintaining heritage precincts (Maylands and Bayswater)

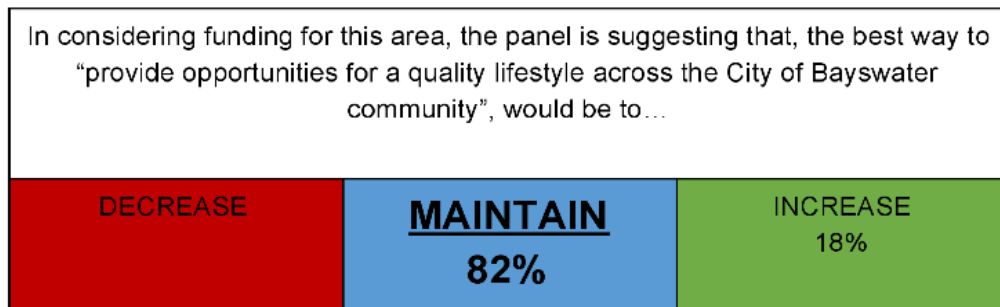
### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Create a plan/ strategy for this operational area moving forward which would identify key activities and priorities for the future.
- Explore activities being undertaken by other local councils (best practice).
- Ensure there is a balance between development and heritage. The focus should not just be on buildings but consideration of aboriginal and vegetation heritage as well.



## 17. Community events



The panel recognised this an area of opportunity for the residents and visitors to the City of Bayswater and recommended to maintain the budget in this area. The panel noted that there was not much difference between expenditure and revenue.

Discussion from the reviews highlighted that community events created a sense of participation and connectedness in the community

### Our rationale for this is

The panel’s rationale is to maintain in this area:

- The panel agrees that community events enable greater interaction between residents and builds a strong sense of community.
- Having community events shows that the Council has a greater respect for everything in the community and each other and reflect the diversity in the community.
- Promote the use of the town centres and increase awareness of the area.
- The consensus of the panel was that they enjoyed community events and would like to see more, however due to the current economic circumstance it was prudent to maintain rather than increase. In the future with improved economic conditions this would be an area to increase.

### The areas that could be focused on the most are;

The panel felt that there was an opportunity to:

- Improve administration and planning efficiency. This could be achieved through the assessment of any overlaps and working together with Community Development and Community Engagement.
- Ensure activities are distributed evenly over the City of Bayswater.
- Clarify process of review for Community events.

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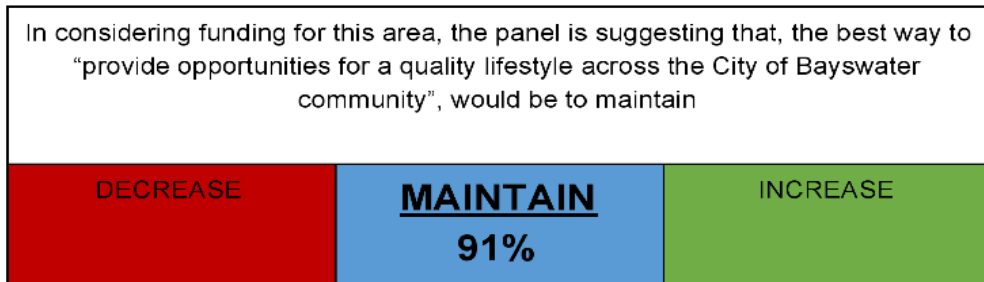
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**Minority Report**

For those in the minority that wanted to increase felt that;

- Local events brought economic benefit to the community.
- There are a range of social and reputational benefits to events (such as safety).

## 18. Roads, footpaths and verges



Overall the panel felt this area was being well managed. That said, not to lose sight of the benefit of continually looking for efficiencies.

### Our rationale for this is

The panel's rationale to maintain in this area:

- Scope to review compliance of the the City's footpaths against the Australian Standard (and Accessibility Standards).
- Review the use of verges, including food gardens, water wise roads and verges.
- A need to maintain footpaths and cleaning of streets.
- A need to maintain graffiti removal.

### The areas that could be focused on the most are;

The panel felt there was an opportunity to:

- Consider the impact of increasing density in older town centres (Maylands and Bayswater) on the local road network, including the width of the road, on-street parking, capacity to cater for visitors and shoppers to local businesses.
- Review the type of trees that are being planted may not be the most suitable for the locations - ie. future tree root damage to roads and paths, falling tree branches, etc. This would include the use of native and shade bearing trees as a preference where appropriate.
- Ensure that building of new sub-division includes footpaths and installing footpaths in locations where they are absent.

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- A few panelists would like to review the use of darker bitumen on local roads out of concern for the impact on the ambient temperature. This could include exploring alternatives to bitumen.

## 19. Building approvals and works

In considering funding for this area, the panel is suggesting that, the best way to “provide opportunities for a quality lifestyle across the City of Bayswater community”, would be to...		
<b><u>DECREASE</u></b> <b>100%</b>	MAINTAIN	INCREASE

The panel recognised the essential nature of this service and highlighted pool safety as a concern. However, discussions from the reviews highlighted the need for a decrease to mirror the recommended decrease under planning and also reflect the current downward trend in the building sector.

### **Our rationale for this is**

The panel's rationale for a decrease in this area:

- Decrease in demand - drop in applications (However, a drop in demand should not affect pool inspections).
- Given that the majority of funding in this area is approvals and not works, a decrease in this area is warranted.
- Mirror decrease recommended in 11. Planning

### **The areas that could be focused on the most are;**

The panel felt there was an opportunity to:

- Explore modern processing costs (eg online application, change of processes, reduction of red tape)

## Conclusion

One of the key things identified by the panel across most spending areas was that the current level of services being provided and money being spent was adequate. In the areas of Customer Service and Environmental Management there wasn't a clear majority with some members of the panel having strong views for other recommendations in these areas. In the area of Governance, Strategy and Accountability; Members of council; Public Health; Community facilities; Libraries and Building approvals and works there was unanimous agreement on the budget recommendation. In the remaining areas the panel achieved more than 80% consensus in their recommendations.

Overall, the panel felt that the projected rate increases of 4% per annum over a ten year period were not in line with the changed economic climate or community expectations - the feeling is there simply isn't the cash available to meet the community expectations that were defined during boom times.. Recurrent themes for "reduction" revolved mostly around a significant fear of rate increases, and the cost of living pressures that vulnerable people are currently facing (such as retirees). There was a strong feeling that if greater efficiencies were applied it was felt that the services, lifestyle and amenities could be maintained with an increase reflected by the CPI.

During the entire process the panel was asked to assume that all operating areas were being run efficiently and steps were being taken to improve efficiencies across all areas. The CEO also addressed this by saying he has included the 1% efficiency dividend for all areas. However, the issue of efficiency kept being raised and was identified by the panel as a large concern. Some key points from the discussion included further investigation into areas of duplication of services across community and government.

The panel identified that Parks and Recreational facilities were areas that largely contributed to having a great lifestyle within the City of Bayswater. The second most important point identified by the panel in relation to lifestyle was safety and security. However the panel were divided by this issue with regard to whether increase spending to provide additional security officers would result in better outcomes.

Overall, the panel were positive and indicated that the City should continue to focus on maintaining this quality lifestyle with amenities and services to suit the broad array of people in the City.

**9. MEETING CLOSED TO THE PUBLIC**

**9.1 Matters for Which the Meeting May be Closed**

Nil.

**9.2 Public Reading of Resolutions That May be Made Public**

Nil.

**10. CLOSURE**

There being no further business to discuss, the Chairperson, Cr Dan Bull, Mayor, declared the meeting closed at 7:48pm.