

State Council has also resolved that member Local Governments be requested to advise of the recommendations and/or issues that they specifically wish to discuss at the Special Forum to facilitate the agenda for the day.

The amended final report and appropriate supporting documentation will be distributed to all local Governments in the next few days.

In the interim, Local Governments are asked to;

- Determine their representation for the Special Forum (*recognizing that only two delegates from each Local Government will be assigned voting rights at the Forum*).
- Advise the Secretariat of their delegate details via email to Emily Ward (eward@walga.asn.au), including which delegates will carry voting entitlements, **by September 8th**.
- Advise the Secretariat of the specific issues that they wish to have discussed at the forum, via email to Wayne Scheggia (wscheggia@walga.asn.au) , **by September 8th**.

Your earliest replies would be greatly appreciated.

Many thanks,



Ricky Burges
Chief Executive Officer



Disclosure of interest affecting impartiality

Name/Position	Mayor Troy Pickard
Item No/Subject	CJ070-05/08 – WALGA's Systemic Sustainability Study – Draft Report
Nature of interest	Interest that may affect impartiality
Extent of Interest	Mayor Pickard is a member of WALGA's Systemic Sustainability Study Taskforce that has developed the draft report

CJ070-05/08 WALGA'S SYSTEMIC SUSTAINABILITY STUDY - DRAFT REPORT – [00033]

WARD: All

RESPONSIBLE DIRECTOR: Mr Ian Cowie
Governance and Strategy

PURPOSE/EXECUTIVE SUMMARY

To enable Council to consider WALGA's Systemic Sustainability Study Draft Report entitled 'The Journey: Sustainability into the Future' and provide feedback to WALGA.

BACKGROUND

The first page of the Executive Summary to the draft report provides both a background to the study and to the drafting of the report. The Executive Summary is included in full as Attachment 1 to the report. The background information is located on page xi.

DETAILS**Issues and options considered:**

The Executive Summary (included as Attachment 1) summarises the key findings of the report. Because of its size, the full report is not reproduced as an attachment but can be accessed through the WALGA website at www.walga.asn.au

The report makes 61 recommendations (Attachment 2). These recommendations range from those which are major and highly significant to some which are more low level and operational.

Key recommendations would appear to include the following. Officer comments follow these recommendations.

Recommendation 17

A system of revaluation of assets such as buildings and infrastructure on a five yearly basis to be incorporated into the annual financial accounts prepared by a Local Government.

Officer's comment

The concept of revaluation of assets is appropriate and the City is currently finalising an assessment of its building assets at present. The City will maintain information on both the value and condition of these assets into the future. However, it is questionable whether additional legislation should be written to require asset revaluation. This weakens local

government autonomy to address this matter in new and innovative ways and runs counter to Recommendation 38 (e).

Recommendation 18

That WALGA continue investigation of the possible creation of a Local Government Finance Authority.

Officer's comment

It is proposed that this body fund local government infrastructure maintenance and renewal. The Finance Authority would effectively 'be an investment and borrowing facility equivalent to a bank' according to the draft report. Continuing investigation would appear reasonable and a final decision in this regard should be made once detailed financial modelling is available to assess the costs and benefits of this approach.

Recommendation 27

That WALGA continue supporting ALGA in their push for Financial Assistance Grants to be allocated based upon a percentage of Commonwealth Taxation as the most effective way of increasing financial assistance to WA.

Officer's comment

The principle of this recommendation is commendable.

Recommendation 28

WALGA and LGMA seek approval to present a joint submission to State Government focusing on the benefits gained from the \$3m investment and seeking to expand the scope of the fund, as set out in this report, to cover sustainability issues and increase the amount of the financial allocation to an indicative \$6m per annum for 5 years.

Officer's comment

This recommendation seeks an increase in the State Government's funding of local government initiatives to \$6 million per annum. This would be a very positive outcome for the sector if achieved. However, this funding has principally been used to support regional local governments. Large metropolitan local governments should not be excluded from funding in the future. The recommendation's introductory words appear strange. Rather than 'seeking approval', local government representative bodies should just present their case.

Recommendation 32

This recommendation proposes that local governments be able to form corporate entities. It suggests appropriate clauses for legislation to enable this to occur.

Officer's comment

This recommendation is significantly different to other recommendations because it contains excessive detail. It is questioned whether this approach is necessary as local governments can currently delegate property management decisions to committees of experts (as long as an officer or elected member is involved). The recommended approach involves ministerial approval which weakens local government autonomy and requires a board of experts to run the business.

Recommendation 33

That WALGA seek to establish a Local Government Independent Assistance Commission for the purposes outlined in this discussion and seeks funding from the nominated sources to achieve this task.

Officer's comment

The draft report proposes that the Independent Assistance Commission would undertake independent assessments of local government finances, make recommendations for improvement and encourage consistency in the areas of financial reporting and asset management. It would also administer a best practice fund designed to encourage resource sharing, efficiencies and standardised processes within the sector.

This recommendation is likely to be particularly relevant and beneficial to smaller and regional local governments. It is likely to be of less relevance to larger local governments like Joondalup where consistency could limit autonomy and initiative in adopting new approaches.

*Recommendation 38 (e)**Local Government Act*

Issue: Principle of LGA is supposed to be 'general competence'. The level of prescription in the Act and regulations limits the degree of flexibility to a level which is more like *ultra vires*.

Proposal: Review or evaluation of the Act in relation to 'general competence' powers.

Officer's comment

This proposal is supported in theory. However, there is no clear indication of which sections are overly prescriptive and other recommendations in the draft report propose further prescription.

Recommendation 38 (h)

This recommendation proposes a range of amendments to tender regulations including varying tender thresholds based on organisational size and turnover.

Officer's comment

This is supported from a City perspective as it recognises Joondalup's capacity in contrast to some smaller local governments.

Recommendation 47

That WALGA request the State Government to amend the Local Government Act (1995) to require Councillors to undertake training within their first term.

Officer's comment

Compulsory training is a matter for Elected Members to consider. It should be noted that the recommendation refers to Councillors rather than Elected Members. It is presumed that a Mayor elected at large is captured by the spirit of the recommendation, if not the actual wording.

Recommendation 51

That WALGA implement information sessions for prospective candidates and non-mandatory networking for new Councillors. These events to be delivered on a regional/WALGA Zone basis.

Officer's comment

This recommendation is supported in principle. However, the City of Joondalup has provided candidate information sessions for the past few elections.

Recommendation 53

That WALGA request the State Government to amend the Local Government Act 1995 to require Councillors to undertake 'refresher training' every four years after initial training to ensure that Councillors are familiar with any changes in compliance requirements and best practice models.

Officer's comment

This is a matter for Elected Members to consider. Again, it makes no reference to Mayors elected at large.

Recommendation 57

That WALGA immediately develop a discussion paper on the creation of an Industry Training Council focused on the needs of Local Government.

Officer's comment

This is considered a valuable initiative. An Industry and Employment Training Council used to operate within the local government sector.

Link to Strategic Plan:

This item has a general connection to the Strategic Plan.

Legislation – Statutory Provisions:

The draft report makes reference to the Local Government Act and the associated regulations.

Risk Management considerations:

Providing comment on the strategy in the manner recommended will involve no risk.

Financial/Budget Implications:

Not Applicable.

Policy Implications:

Not Applicable.

Regional Significance:

The Systemic Sustainability Study focuses on regional arrangements.

Sustainability Implications:

The Systemic Sustainability Study relates to the sustainability of the local government sector.

Consultation:

Not appropriate.

COMMENT

Provided under detail.

ATTACHMENTS

Attachment 1	Draft Report Executive Summary
Attachment 2	Draft Report Recommendations

VOTING REQUIREMENTS

Simple Majority.

OFFICER'S RECOMMENDATION: That Council SUPPORTS a response to WALGA on the Systemic Sustainability Study's Draft Report in line with the Officer's comments provided in Report CJ070-05/08.

MOVED Cr Fishwick, SECONDED Cr Corr that Council:

- 1 SUPPORTS a response to the WA Local Government Association (WALGA) on the Systemic Sustainability Study's Draft Report in line with the Officer's comments provided in Report CJ070-05/08;
- 2 in its response to WALGA, expresses its strong opposition to recommended amendments to the Local Government Act requiring Councils to:
 - Prepare strategic, asset management, and financial plans, create KPIs and report on them to their communities annually (Recommendation 1);
 - Produce annual community financial reports on terms equivalent to those currently applying in Queensland. (Recommendation 10);
 - Implement formal standardised long term asset management planning and require these to be published in the Annual Report in a "prescribed format" (Recommendations 31a and 31b);
 - Have new councillors undertake mandatory training within their first term and require councillors to undertake "refresher training" every 4 years after the initial training. (Recommendations 47 and 53);
- 3 in its submission, urges WALGA to not urgently pursue endorsement by the State Council of the mandatory four-core training modules referred to in the draft report. (Recommendation 48)

Discussion ensued.

It was requested that the Motion be voted on in two parts, with Point 2, fourth dotpoint being voted upon separately.

MOVED Cr Fishwick, SECONDED Cr Corr that Council:

- 1 SUPPORTS a response to the WA Local Government Association (WALGA) on the Systemic Sustainability Study's Draft Report in line with the Officer's comments provided in Report CJ070-05/08;
- 2 in its response to WALGA, expresses its strong opposition to recommended amendments to the Local Government Act requiring Councils to:
 - Prepare strategic, asset management, and financial plans, create KPIs and report on them to their communities annually (Recommendation 1);
 - Produce annual community financial reports on terms equivalent to those currently applying in Queensland. (Recommendation 10);
 - Implement formal standardised long term asset management planning and require these to be published in the Annual Report in a "prescribed format" (Recommendations 31a and 31b);
- 3 in its submission, urges WALGA to not urgently pursue endorsement by the State Council of the mandatory four-core training modules referred to in the draft report. (Recommendation 48)

The Motion was Put and

LOST (2/9)

In favour of the Motion: Crs Corr and Fishwick **Against the Motion:** Mayor Pickard, Crs Amphlett, Diaz, Hart, Hollywood, Jacob, John, Macdonald and Young

MOVED Cr Fishwick, SECONDED Cr Corr that Council:

- 2 in its response to WALGA, expresses its strong opposition to recommended amendments to the Local Government Act requiring Councils to:
 - Have new councillors undertake mandatory training within their first term and require councillors to undertake "refresher training" every 4 years after the initial training. (Recommendations 47 and 53);

The Motion was Put and

LOST (4/7)

In favour of the Motion: Crs Corr, Diaz, Fishwick and Jacob **Against the Motion:** Mayor Pickard, Crs Amphlett, Hart, Hollywood, John, Macdonald and Young

MOVED Mayor Pickard, SECONDED Cr Young that Council supports a response to WALGA on the Systemic Sustainability Study's Draft Report in line with the Officer's comments provided in Report CJ070-05/08.

The Motion was Put and

CARRIED (11/0)

In favour of the Motion: Mayor Pickard, Crs Amphlett, Corr, Diaz, Fishwick, Hart, Hollywood, Jacob, John Macdonald and Young

Appendix 5 refers

To access this attachment on electronic document, click here: [Attach5brf060508.pdf](#)

Systemic Sustainability Study (SSS) Draft Report

WALGA Recommendations (Original & Revised) & COJ Feedback

WALGA Recommendations (ORIGINAL)	COJ Feedback to WALGA	WALGA Recommendations (REVISED)
<p>1 Amend the <i>Local Government Act</i> to require Local Governments to:</p> <ul style="list-style-type: none"> • Prepare and publish a Strategic Plan for a minimum of ten years, with a review required after each general election of Council; • Create Asset Management Plans linked to the Strategic Plan; • Prepare, as part of the published Strategic Plan, Financial Plans that allow for the implementation of the Strategic and Asset Management Plans; • Create key performance indicators that are published as part of the planning process; and • Report performance against these KPIs to their community on an annual basis. 		<p>NEW RECOMMENDATION – (Refer Updated Schedule – Recommendation 7)</p> <p>That a Working Party consisting of WALGA, LGMA and the Department of Local Government and Regional Development undertake a review of all existing compliance and reporting arrangements applying under the <i>Local Government Act 1995</i> and Regulations to Local Government. The existing compliance burden to be reviewed and amended according to the following criteria:</p> <ul style="list-style-type: none"> • Continued relevance of the compliance requirement; • Efficacy and efficiency in achieving the intended outcome without undue burden upon Local Government; • The avoidance of duplication; and • Articulation to new compliance requirements proposed in the 10 Year Reform Plan. <p>RECOMMENDATION 1 AMENDED – (Refer Updated Schedule – Recommendation 8)</p> <p>That the <i>Local Government Act 1995</i> be amended to require Local Governments to:</p> <ul style="list-style-type: none"> • Prepare and publish a Strategic Plan for a minimum of five years with a review required after each general election of Council; • Create Asset Management Plans linked to the Strategic Plan; and <p>Prepare, as part of the published Strategic Plan, Financial Plans that allow for the implementation of the Strategic and Asset Management Plans.</p>
<p>2 Councillor and officer training to be developed to incorporate strategic planning issues and their relationship to asset management and long term financial plans.</p>		<p>RECOMMENDATION 2 AMENDED – (Refer Updated Schedule – Recommendation 30)</p> <p>Councillor professional development modules to be developed to incorporate strategic planning issues and their relationship to asset management and long term financial plans.</p>
<p>3 That the current operating revenue classes for nature/type:</p> <ol style="list-style-type: none"> a. Grants and subsidies b. Contributions, reimbursements & donations <p>Be changed as follows:</p>		<p>RECOMMENDATIONS 3, 4, 5, 6, 8 and (part of) 16 CONSOLIDATED – (Refer Updated Schedule – Recommendation 13)</p> <p>Consistent Financial Reporting</p>

<p>a. Operating grants, subsidies and contributions b. Non-Operating grants, subsidies and contributions</p> <p>Revenue received for reimbursements and donations that cannot be classified as operating/non operating contributions or Fees and Charges are to be classified as 'Other Revenue'.</p>		<ul style="list-style-type: none"> • That the disclosure notes required under the Local Government (Financial Management) Regulations 1996 are to be expanded to show the application of these revenues for operating, capital, reserve transfers and/ or debt servicing. To support these changes to Sections 23, 24, 39 and 40 of the Local Government (Financial Management) Regulations 1996 be amended to require these disclosures.
<p>4 The disclosure notes required under the <i>Local Government (Financial Management) Regulations 1996</i> are to be expanded to show the application of these revenues for operating, capital, reserve transfers and/ or debt servicing.</p> <p>To support these changes to Sections 23, 24, 39 and 40 of the <i>Local Government (Financial Management) Regulations 1996</i> be amended to require these disclosures.</p>		<ul style="list-style-type: none"> • That disclosure notes required under the Local Government (Financial Management) Regulations 1996 should be expanded to show the application of reserves for operating, capital and/ or debt servicing. • The data collection sets include the classification of reserves held for the purpose of current liabilities, non-current liabilities, asset renewal, new assets, restricted funds (Special Area Rates/service charges, unspent grants) or future operating outlays.
<p>5 That the model financial reports disclose the restricted assets, by way of a note, so that funds not applied can be aligned with the appropriate financial year.</p> <p>Further, that the effects of restricted assets such as unspent operating grants are considered in assessing the operating result of Local Governments in preparing comparative financial indicators.</p>		<ul style="list-style-type: none"> • Amendments be made to Sections 27(h) and 38 of the Local Government (Financial Management) Regulations 1996 to require these disclosures. • That the model financial reports disclose the restricted assets, by way of a note, so that funds not applied can be aligned with the appropriate financial year.
<p>6 That the model financial reports disclose extra-ordinary financial transactions, by way of a note, so that funds not applied can be aligned with the appropriate financial year.</p> <p>Further, that the effects of extra-ordinary financial transactions are considered in assessing the operating result of Local Governments in preparing comparative financial indicators.</p>		<ul style="list-style-type: none"> • Further, that the effects of restricted assets such as unspent operating grants are considered in assessing the operating result of Local Governments in preparing comparative financial indicators. • That the current operating revenue classes for nature/type: <ul style="list-style-type: none"> a Grants and subsidies; and b Contributions, reimbursements & donations be changed as follows: <ul style="list-style-type: none"> - Operating grants, subsidies and contributions; and - Non-Operating grants, subsidies and contributions. • Revenue received for reimbursements and donations that cannot be classified as operating/non operating contributions or Fees and Charges are to be classified as 'Other Revenue'. • That performance indicators for debt management be incorporated in the disclosure requirements for the long term financial plans, annual reports and the annual budgets. • Disclosure requirement for asset acquisitions be expanded to show the value of acquisitions for new assets and outlays on the renewal of existing assets.
<p>7 That the first release of an Industry Accounting Manual include a detailed guidance note on useful life, residual values and the resultant depreciation rates for all classes of fixed assets.</p>		RECOMMENDATION 7 DELETED
<p>8 That disclosure notes required under the <i>Local Government (Financial Management) Regulations 1996</i> should be</p>		RECOMMENDATIONS 3, 4, 5, 6, 8 and (part of) 16 CONSOLIDATED – (Refer Updated Schedule – Recommendation 13) (SEE ABOVE 3-

	<p>expanded to show the application of reserves for operating, capital and/ or debt servicing.</p> <p>The data collection sets include the classification of reserves held for the purpose of current liabilities, non-current liabilities, asset renewal, new assets, restricted funds (Special Area Rates/service charges, unspent grants) or future operating outlays.</p> <p>Amendments be made to Sections 27(h) and 38 of the <i>Local Government (Financial Management) Regulations 1996</i> to require these disclosures.</p>	6)
9	<p>In order to support the function of an independent Local Government Independent Assistance Commission a partnership arrangement to be entered into between the Department and WALGA to facilitate the production of comparative information for financial transactions for the sector. This information is to be compiled utilising a web based collection system that allows direct input and amendment of the information.</p> <p>An investment is required to enable data collection to commence in 2008.</p>	<p>RECOMMENDATION 9 AMENDED – (Refer Updated Schedule – Recommendation 9)</p> <p>That the Department of Local Government and Regional Development facilitate the production of comparative information for financial transactions for the sector. This information is to be compiled using a web based collection system, managed by the Department, which allows direct input and amendment of the information.</p>
10	<p>That the <i>Local Government Act 1995</i> be amended to require the production of annual community financial reports on terms equivalent to those currently applying in Queensland.</p>	RECOMMENDATION 10 DELETED
11	<p>That from the collection of Local Government financial information a set of industry comparative financial indicators associated with financial sustainability be provided to the industry by July 2009.</p> <p>To support this development WALGA develop training programs for Councillors on the importance and interpretation of financial sustainability indicators.</p>	<p>RECOMMENDATION 11 AMENDED – (Refer Updated Schedule – Recommendation 10)</p> <p>That from the collection of Local Government financial information a set of industry comparative financial indicators associated with financial sustainability be provided to the industry on an annual basis.</p>
12	<p>That suitable debt management indicators for Local Government be developed in consultation with the WA Treasury Corporation to form part of the proposed comparative data set for Local Government. Each debt indicator should include a range by which Local Governments can manage debt in a prudent fashion.</p>	RECOMMENDATION 12 RETAINED – (Refer Updated Schedule – Recommendation 14)
13	<p>That comparative information be reported for debt and debt management. This information is to be compiled using a web based collection system that allows direct input and amendment of the information.</p> <p>The information is to provide state, region and size analysis</p>	<p>RECOMMENDATION 13 AMENDED – (Refer Updated Schedule – Recommendation 15)</p> <p>That comparative information be reported for debt and debt management. This information is to be compiled using a web based collection system that allows direct input and amendment of the</p>

<p>online for the following debt matters:</p> <ul style="list-style-type: none"> • general statistics to include amount of new debt raised, refinancing amounts, debt service amounts and outstanding debt performance indicators be published for: <ul style="list-style-type: none"> - debt service costs as a percentage of general funds - debt service costs as a percentage of LG revenue - debt outstanding as a percentage of general funds - debt outstanding as a percentage of LG revenue - weighted average interest rate of debt - gross debt to economically realisable assets - untied cash reserves as a percentage of outstanding debt - net financial liabilities. <p>Performance indicators for debt management be incorporated in the disclosure requirements for the long term financial plan, the annual report and the annual budget.</p>		<p>information.</p> <p>The information is to provide state, region and size analysis online for the following debt matters:</p> <ul style="list-style-type: none"> • general statistics to include amount of new debt raised, refinancing amounts, debt service amounts and outstanding debt; • performance indicators be published for: <ul style="list-style-type: none"> - debt service costs as a percentage of general funds; - debt service costs as a percentage of LG revenue; - debt outstanding as a percentage of general funds; - debt outstanding as a percentage of LG revenue; - weighted average interest rate of debt; - gross debt to economically realisable assets; - untied cash reserves as a percentage of outstanding debt; and - net financial liabilities.
<p>14 That the roll out of an asset management program to all Local Governments is recommended. The process should be facilitated on a regional basis for smaller Local Governments.</p> <ul style="list-style-type: none"> • The implementation of the program needs to be supported with resources that permit the timely implementation of the program. • Consistent with the proposed practices included in the accounting manual, industry guidance be provided on service standards and intervention levels. <p>Information for the annual road survey by WALGA should be collated through a web based collection portal and undertaken in conjunction with information collected through the proposed industry bureau.</p>		<p>RECOMMENDATION 14 AMENDED – (Refer Updated Schedule – Recommendation 11)</p> <p>That the roll out of an asset management programme to all Local Governments is recommended. The process should be facilitated on a regional basis for smaller Local Governments.</p> <ul style="list-style-type: none"> • The implementation of the programme needs to be supported with resources that permit the timely implementation of the programme. • Consistent with the proposed practices included in the accounting manual, industry guidance be provided on service standards and intervention levels. <p>Information for the annual road survey by WALGA should be collated through a web based collection portal and undertaken in conjunction with information collected through the Department of Local Government and Regional Development.</p>
<p>15 That a partnership to be established with the Department of Local Government and Regional Development, Main Roads WA, and WALGA for a bureau to be established or the collection and management of road infrastructure data for all Local Governments.</p> <p>The establishment costs of the bureau to be initially funded from the State road fund allocations. Following the first five years the costs of the bureau is to be met from Local Government contributions.</p>		<p>RECOMMENDATION 15 AMENDED – (Refer Updated Schedule – Recommendation 12)</p> <p>That a partnership be established between the Department of Local Government and Regional Development, Main Roads WA, and the Local Government sector for the collection of road infrastructure data for all Local Governments. Data collection and management to be undertaken by the Department.</p>
<p>16 That a schedule of recommended depreciation rates for each class of fixed assets be incorporated into the first release of the accounting manual.</p>		<p>RECOMMENDATIONS 3, 4, 5, 6, 8 and (part of) 16 CONSOLIDATED – (Refer Updated Schedule – Recommendation 13) (SEE ABOVE 3-6)</p>

	Disclosure requirement for asset acquisitions be expanded to show the value of acquisitions for new assets and outlays on the renewal of existing assets. The definitions used in the WAAMI model will be used as the basis for defining 'new' or 'renewal'.		RECOMMENDATION (part of)16 DELETED
17	That a system of revaluation of assets such as buildings and infrastructure on a five yearly basis be incorporated into the annual financial accounts prepared by a Local Government.	<i>The concept of revaluation of assets is appropriate and the City is currently finalising an assessment of its building assets. The City will maintain information on both the value and condition of these assets in the future. However, it is questionable whether additional legislation should be written to require asset revaluation. This weakens local government autonomy to address this matter in new and innovative ways and runs counter to Recommendation 38(e).</i>	RECOMMENDATION 17 DELETED
18	That WALGA continue investigation of the possible creation of a Local Government Finance Authority.	<i>Further investigation into this initiative would appear reasonable and a final decision in this regard should be made once detailed financial modelling is available to assess the costs and benefits of this approach.</i>	RECOMMENDATION 18 DELETED
19	That WALGA support the rate setting process as outlined Section 6.22 as an example of best practice in rate setting.		RECOMMENDATION 19 AMENDED – (Refer Updated Schedule – Recommendation 18) That the Local Government sector endorses the rate setting process contained in <i>The Journey: Sustainability into the Future</i> as an example of best practice in rate setting.
20	<ul style="list-style-type: none"> a. That WALGA in conjunction with the ABS constructs and maintains a revised WA Local Government Cost Index using average actual expenditure and appropriate cost and price indices. b. That the WA Local Government Cost Index be delivered via a website that allows members to input individual expenditure to customise their weightings and develop an index tailored to their circumstances. c. That Local Governments use a revised WA Local Government Cost Index as part of their budget calculations and communications. 		RECOMMENDATION 20 AMENDED – (Refer Updated Schedule – Recommendation 19) <ul style="list-style-type: none"> a. That WALGA in conjunction with the ABS constructs and maintains a revised WA Local Government Cost Index using average actual expenditure and appropriate cost and price indices. b. That the WA Local Government Cost Index be delivered via a website; managed by the Department of Local Government and Regional Development; that allows members to input individual expenditure to customise their weightings and develop an index tailored to their circumstances. c. That Local Governments use a revised WA Local Government Cost Index as part of their budget calculations and communications and to approximate cost increases as part of their annual review of fees and charges.
21	That Local Governments use the principles of: transparency, timeliness, comparability and pricing policy as key elements of best practice in setting fees and charges.		RECOMMENDATION 21 DELETED
22	The LGIAC is the reference panel for the purpose of setting standard costs for like goods and services provided by Local Governments. The LGIAC to include representation from the Department of Local Government and Regional Development,		RECOMMENDATION 22 AMENDED – (Refer Updated Schedule – Recommendation 20) That the comparative financial data held by the Department of Local

<p>Industry Organisations including WALGA and the WA Department of Treasury and Finance to overview the relativity, accuracy, applicability and methodology of standard costs, which would be available for Local Governments to adopt.</p> <p>The LGIAC would conduct reviews of best practice in pricing policy and suggest methodologies for setting discounted community fees and charges to ensure industry consistency. The default unit for analysis and fee setting should be regional.</p>		<p>Government and Regional Development is the reference source for the purpose of setting standard costs for like goods and services provided by Local Governments. The Department to manage a reference group of Industry Organisations including WALGA, LGMA and the WA Department of Treasury and Finance to overview the relativity, accuracy, applicability and methodology of standard costs, which would be available for Local Governments to adopt.</p> <p>The Department to conduct reviews of best practice in pricing policy and suggest methodologies for setting discounted community fees and charges to ensure industry consistency. The default unit for analysis and fee setting should be regional.</p>
<p>23 That Sec 6.16 (3) of the <i>Local Government Act (1995)</i> be amended to allow Local Governments to set fees and charges other than at the time of adopting the annual budget and provide sufficient time to be applicable from 1st July each year.</p>		<p>RECOMMENDATION 23 RETAINED – (Refer Updated Schedule – Recommendation 22)</p>
<p>24 That Sec 6.16 of the <i>Local Government Act (1995)</i> be amended to cater for circumstances where Local Governments operate a commercial undertaking selling fast moving consumer goods and where marketing imperatives require line managers to make pricing and discounting decisions.</p>		<p>RECOMMENDATION 24 RETAINED – (Refer Updated Schedule – Recommendation 23)</p>
<p>25 That Local Governments use the WA Local Government Cost Index (as enhanced by Recommendation 20) to approximate cost increases as part of their annual review of fees and charges cost levels.</p>		<p>RECOMMENDATION 25 INCORPORATED IN RECOMMENDATION 20 AS PART C – (Refer Updated Schedule – Recommendation 19) (SEE ABOVE 20)</p>
<p>26 That LGIAC establishes a website for the purpose of providing Local Governments with access to comparable information on rates in terms of the ratios outlined in this report.</p>		<p>RECOMMENDATION 26 AMENDED – (Refer Updated Schedule – Recommendation 21)</p> <p>That the Department for Local Government and Regional Development establish a website for the purpose of providing Local Governments with access to comparable information on rates in terms of a set of standard ratios to be agreed</p>
<p>27 That WALGA continue supporting ALGA in their push for Financial Assistance Grants to be allocated based upon a percentage of Commonwealth Taxation as the most effective way of increasing financial assistance to WA.</p>	<p><i>The principle of this recommendation is commendable.</i></p>	<p>RECOMMENDATION 27 AMENDED – (Refer Updated Schedule – Recommendation 5)</p> <p>That the Local Government sector endorses and actively supports a campaign for enhanced funding with the following elements:</p> <ul style="list-style-type: none"> • The existing national campaign for Financial Assistance Grants to be underpinned by a fixed percentage of total Commonwealth Taxation (net of GST). • The national campaign for the establishment of a Community Infrastructure Fund. <p>That WALGA advocate for the current Roads to Recovery programme to be established as a permanent funding source and escalated each</p>

<p>28 WALGA and LGMA seek approval to present a joint submission to State Government focusing on the benefits gained from the \$3m investment and seeking to expand the scope of the fund, as set out in this report, to cover sustainability issues and increase the amount of the financial allocation to an indicative \$6m per annum for 5 years.</p>	<p><i>An increase in the State Government's funding of local government initiatives to \$6m per annum would be a very positive outcome for the sector if achieved. However, this funding has principally been used to support regional local governments. Large metropolitan local governments should not be excluded from funding in the future.</i></p> <p><i>Also, the recommendation's introductory words appear strange. Rather than 'seeking approval', local government representative bodies should just present their case.</i></p>	<p>year based upon the increase in Commonwealth Taxation Revenue. RECOMMENDATION 28 DELETED</p>
<p>29 That WALGA endorse the Principles and methodologies contained in the document <i>Guidelines: Levying Development Contributions for Community Infrastructure</i> and seek funding from the State Government for the expansion of the Community Infrastructure Planning framework proposed in that document.</p> <p>Further, WALGA recommend that Councils experiencing significant levels of growth and development should prepare as part of their strategic planning process Community Infrastructure Plans.</p>		<p>RECOMMENDATION 29 AMENDED – (Refer Updated Schedule – Recommendation 16)</p> <p>That the Local Government sector endorses the principles and methodologies contained in the document <i>Guidelines: Levying Development Contributions for Community Infrastructure</i> and seek funding from the State Government for the expansion of the Community Infrastructure Planning framework proposed in that document.</p> <p>Further, that Councils experiencing significant levels of growth and development should prepare as part of their strategic planning process Community Infrastructure Plans.</p>
<p>30 That WALGA advocate change to Sections 6.41((2)(b) of the <i>Local Government Act (1995)</i> to increase a Local Government's flexibility to offer a monthly payment of property rates without a individual instalment notice.</p>		<p>RECOMMENDATION 30 AMENDED – (Refer Updated Schedule – Recommendation 24)</p> <p>That the Local Government sector seek change to Section 6.41(2)(b) of the <i>Local Government Act 1995</i> to increase a Local Government's flexibility to offer a monthly payment of property rates without an individual instalment notice.</p>
<p>31 a. That the <i>Local Government Act (1995)</i> be amended to mandate implementation of formal standardised long term asset management planning for Local Governments as soon as possible, and as part of that implementation confirm the annual preservation maintenance gap and establish the extent of the infrastructure backlog.</p> <p>b. That the <i>Local Government Act (1995)</i> be amended to require Local Governments to publish the result of their asset management plans in their annual report in a prescribed format.</p> <p>c. That WALGA advocate for the current Roads to Recovery program to be established as a permanent funding source and escalated each year based upon the increase in Commonwealth Taxation Revenue.</p>		<p>RECOMMENDATION 31 (a) AND (b) DELETED</p> <p>RECOMMENDATION 31 (c) TRANSFERRED TO RECOMMENDATION 27 – (Refer Updated Schedule – Recommendation 5)</p>
<p>32 That the proposals contained in the Report <i>Achieving Best Practice in Urban Regeneration: A review of statutory</i></p>	<p><i>This recommendation is significantly different to other recommendations because it contains excessive detail. It is</i></p>	<p>RECOMMENDATION 32 ABBREVIATED – (Refer Updated Schedule – Recommendation 17)</p>

constraints to Local Government guided outcomes be adopted and the Local Government (Functions and General) Regulations 1996 be amended as proposed in the Report to enable a Local Government to form a corporate entity (such as a company, partnership or joint venture) providing that any amendment contains restrictions and safeguards, as outlined in this discussion, in relation to an appropriate governance model.

Proposals are outlined as follows (for insertion in the *Local Government (Functions and General) Regulations 1996*):

32A. Local government permitted to form corporate entities

(1) In this regulation:

- *approved commercial enterprise* means an enterprise to which subregulation (8) applies and which has been approved by the Minister.
- *approved development project* means a project approved by the WA Planning Commission as meeting the criteria for an Improvement Plan under section 37A of the Metropolitan Region Planning Scheme Act, and by the Minister for the purposes of this Act.
- *approved investment scheme* means an investment scheme to which subregulation (9) applies and which has been approved by the Minister. control and controlled have the meanings contained in [Corporations Law] independent Board member means a person other than an elected member of the local government, or an employee of the local government, who is appointed to the Board of a local government corporate entity
- *local government corporate entity* means a corporate entity (including an incorporated company or a trust) that is owned or controlled by a local government and has been approved by the Minister in accordance with this regulation.

(2) Where a local government wishes to undertake or participate in commercial activities (including ownership of commercial property or participation in a property development project primarily for investment or income-producing purposes) within its boundaries that involve, or have the potential to involve or to create the impression of, a conflict of interest between the regulatory and investment activities of the local government, the local government shall have regard to such measures as may

questioned whether this approach is necessary as local governments can currently delegate property management decisions to committees of experts (as long as an Officer or Elected Member is involved). The recommended approach involves ministerial approval which weakens local government autonomy and requires a board of experts to run the business.

That the proposals contained in the Report Achieving Best Practice in Urban Regeneration: A review of statutory constraints to Local Government guided outcomes be adopted and the Local Government (Functions and General) Regulations 1996 be amended as proposed in the Report to enable a Local Government to form a corporate entity (such as a company, partnership or joint venture) providing that any amendment contains restrictions and safeguards, as outlined in this discussion, in relation to an appropriate governance model.

be necessary to remove the existence or appearance of a conflict of interest.

- (3) A local government may form, or participate in forming, or control a local government corporate entity established in accordance with this regulation with the approval of the Minister on such terms as the Minister may see fit to impose for any of the following purposes:
 - (vii) to participate in an approved development project; or
 - (viii) to participate in an approved commercial enterprise;or
 - (ix) to participate in an approved investment scheme.
- (4) Every local government corporate entity established in accordance with this regulation shall be placed under the control of a Board appointed by the local government and shall:
 - (ix) be governed by the applicable law governing the type of entity to which it conforms; and
 - (x) have a Constitution approved by the Minister; and
 - (xi) operate in accordance with an annual Statement of Intent agreed between the Board and the local government; and
 - (xii) be subject to [Public Sector Finance provisions].
- (5) The Board of a local government corporate entity shall comprise not fewer than 3 nor more than 5 persons appointed for their expertise, knowledge and experience relevant to the nature of the business of the local government corporate entity.
- (6) A person who is an elected member of the local government, or an employee of the local government, may be appointed to the Board of a local government corporate entity if he has the requisite expertise, knowledge and experience to qualify for appointment under subregulation (5). However, under no circumstances may the number of independent Board members be fewer than one half of the total membership of the Board.
- (7) Every local government corporate entity must prepare an annual Statement of Intent describing its proposed business activities for the following year, including the performance measures by which it proposes to measure the success of those activities. The Statement of Intent must be approved by the local government and thereafter made available for public inspection.
- (8) If a local government believes that an enterprise is:
 - (i) essential to the well-being of its local community; and
 - (ii) but for the intervention or participation of the local

<p>government, the services and facilities provided by that enterprise would not be reasonably available or accessible to residents of its area</p> <p>the local government may apply to the Minister stating reasons why, in the opinion of the local government, the enterprise should be declared an approved commercial enterprise for the purposes of this Act.</p> <p>(9) Where a local government wishes to hold investments that involve, or have the potential to involve or to create the impression of, a conflict of interest between the regulatory and investment activities of the local government, the local government may apply to the Minister stating reasons why, in the opinion of the local government, the enterprise should be declared an approved investment scheme for the purposes of this Act.</p> <p>(10) The approval of the Minister to the formation or control of a local government corporate entity may be given on such terms as the Minister sees fit, and may be limited as to term. The Minister may direct that the local government seek the views of its ratepayers by the conduct of a poll on the proposed establishment of the local government corporate entity, and may take the results of such poll into consideration, although not bound to do so.</p> <p>(11) Where more than one local government jointly forms, or participates in forming, or controls a local government corporate entity, the provisions of this regulation apply jointly and severally to each local government.</p> <p>(12) The transfer of property to a local government corporate entity is an exempt transaction under section 3.58 (5)(d) and section 3.59(10) of the Act.</p> <p>(13) The approval of the Minister to participate in an approved investment scheme meets the requirement for approval under section 6.14(1)(b) of the Act.</p>		
<p>33 That WALGA seek to establish a Local Government Independent Assistance Commission for the purposes outlined in this discussion and seeks funding from the nominated sources to achieve this task.</p>	<p><i>This recommendation is likely to be particularly relevant and beneficial to smaller and regional local governments. It is likely to be of less relevance to larger local governments, like Joondalup, where consistency could limit autonomy and initiative in adopting new approaches.</i></p>	<p>RECOMMENDATION 33 DELETED</p>
<p>34 That when discussing the future of Local Government the definition of sustainability of Local Government should include social, environmental, economic, financial and cultural factors.</p>		<p>RECOMMENDATIONS 34 DELETED</p>
<p>35 That the diversity of Local Government not be used as a reason to avoid taking responsibility to address issues impacting on sustainability and to improve outcomes through innovation and change, and determine the future direction and sustainability of the sector.</p>		<p>RECOMMENDATIONS 35 DELETED</p>

36	That each Local Government must place emphasis on achieving good value in the use of the community's resources entrusted to it through continually improving service delivery.	RECOMMENDATIONS 36 DELETED
37	That each Local Government conduct a self assessment of its sustainability by 30 June 2009 and thereafter annually utilising the Sustainability Checklist in Section 10.1.	RECOMMENDATION 37 AMENDED – (Refer Updated Schedule – Recommendation 26) That as a matter of best practice, each Local Government conduct a self assessment of its sustainability annually, using the specimen Sustainability Checklist
38	<p>That the following amendments be made to the <i>Local Government Act 1995</i> (LGA) and the <i>Local Government (Functions and General Regulations) 1996</i></p> <p>e. Local Government Act Issue: Principle of LGA is supposed to be 'general competence'. The level of prescription in the Act and regulations limits the degree of flexibility to a level which is more like <i>ultra vires</i>. Proposal: Review or evaluation of the Act in relation to 'general competence' powers.</p> <p>f. Local Government Act Issue: To implement improved service delivery initiatives will quite probably create a 'major trading undertaking'. Local Government is then required to prepare and publish business plans. Disadvantages community by requiring disclosure of commercially significant information. Limits the potential to be innovative in seeking different and more effective ways to do LG business. Proposal: Clarify Act to remove any requirement where the initiative is for delivery of Local Government services by an individual Local Government or by joint arrangements. Review the requirements to remove any requirement which requires disclosure of commercially important information (including to potential competitors).</p> <p>g. Local Government Act Issue: A Local Government must employ a person to be the CEO. Other provisions relate to annual review and contract of employment. The provisions are drafted envisaging one CEO working for one LG. New opportunities such as sharing a CEO between two or more Local Governments, including on a regional or district basis, require a new approach in the Act. Proposal: Revise the LGA so that it recognises the shared CEO option and reduce the level of direction so</p>	<p>e. <i>This proposal is supported in theory. However, there is no clear indication of which sections are overly prescriptive and other recommendations in the Draft Report propose further prescription.</i></p> <p>h. <i>This is supported from a City perspective as it recognises Joondalup's capacity in contrast to some smaller local governments.</i></p> <p>RECOMMENDATION 38 AMENDED – (Refer Updated Schedule – Recommendation 25)</p> <p>That the following amendments be made to the <i>Local Government Act 1995</i> (LGA) and the <i>Local Government (Functions and General Regulations) 1996</i>¹:</p> <ul style="list-style-type: none"> • Review or evaluation of the Act in relation to 'general competence' powers. • Clarify Act to remove any requirement where the initiative is for delivery of Local Government services by an individual Local Government or by joint arrangements. Review the requirements to remove any obligation to disclose commercially important information (including to potential competitors). • Revise the LGA so that it recognises the shared CEO option and reduce the level of direction so that local arrangements can be made and entered into by contract. • Amendments to the Local Government Functions and General Regulations that focus on the underlying purpose and effect of Local Government Purchasing: <ul style="list-style-type: none"> - Establishment of varying tender thresholds based on organisation size and turnover, or alternatively the ability for each Local Government to nominate and submit its tender threshold through its purchasing policy which is lodged with the Department for approval (as exists in State Government agencies). - Enhanced exemptions to competitive public tendering in areas of limited supply, and the establishment of the capacity for Local Government to issue closed tenders (non-public requests) in specialised areas. - Foster regional cooperation and shared service delivery by creating new regulatory provisions which provide for the establishment of panel contracts, and regional buying groups. - Establish regulatory capacity to directly source market

¹ pp. 146-147 *The Journey: Sustainability into the Future*

that local arrangements can be made and entered into by contract.

h. Local Government (Functions and General Regulations)

Issue: Local Government is required in prescribed circumstances to call competitive tenders. The assumption of the requirement is a competitive market place. In reality this is often not the case where a number of supplies are either monopolised or oligopolised, particularly in regional areas. The Regulations may also place impediments on innovated service arrangements by Local Government, especially if they involve some form of long term commercial arrangements. Although the tender threshold was recently lifted to \$100,000 this amount varies across Local Governments and is not defined to the extent that minor purchasing will not eventually be subject to competitive public tender.

The tender provisions of the Functions and General Regulations require revision to remove obstacles to innovative service delivery options and foster sustainability.

Proposal: Amendments to the Local Government Functions and General Regulations that focus on the underlying purpose and effect of Local Government Purchasing:

- Establishment of varying tender thresholds based on organisation size and turnover, or alternatively the ability for each Local Government to nominate and submit its tender threshold through its purchasing policy which is lodged with the Department for approval.
- Enhanced exemptions to competitive public tendering in areas of limited supply, and the establishment of the capacity for Local Government to issue closed tenders (non-public requests) in specialised areas.
- Foster regional cooperation and shared service delivery by creating new regulatory provisions which provide for the establishment of panel contracts, and regional buying groups.
- Establish regulatory capacity to directly source market suppliers in the instance that no tenders are received, or that no compliant submissions within 20% of Councils budget are received.

Recognition of the advisory services, model documentation, training, and managed tender services of

suppliers in the instance that no tenders are received, or that no acceptable submissions within 20% of Councils budget are received.

Recognition of the advisory services, model documentation, training, and managed tender services of WALGA through its procurement programme by enhancing the definition of (11) (2) (b) of Part 4 of the current regulations.

	WALGA through its procurement program by enhancing the definition of (11) (2) (b) of Part 4 of the current regulations.	
39	That WALGA seek a partnership with the Department of Local Government and Regional Development so that stakeholders work together in pursuing the goal of achieving a long term sustainable Local Government model, with particular emphasis on reviewing and modernising the <i>Local Government Act</i> to remove obstacles and foster sustainability.	RECOMMENDATION 39 AMENDED – (Refer Updated Schedule – Recommendation 6) That the Local Government sector seek a partnership with the State Government/Department of Local Government and Regional Development so that stakeholders work together in pursuing the goal of achieving a long term sustainable Local Government model, with particular emphasis on reviewing and modernising the Local Government Act to remove obstacles and foster sustainability.
40	That WALGA proceed to establish a bureau service (potentially on fee for service basis) which draws together expert teams to support members to examine and progress service options.	RECOMMENDATION 40 DELETED
41	That WALGA provide leadership and support by: <ul style="list-style-type: none"> • Continuing to encourage and promote the reform of the sector by the sector. • Developing resources to support members in identifying and investigating opportunities, including: <ul style="list-style-type: none"> - A website which has examples of alternatives with case studies and contact details for more information. - A range of ‘toolkits’ for the range of options available (similar to the Department of Local Government and Regional Development handbook for Local Governments Implementing Amalgamations). 	RECOMMENDATION 41 DELETED
42	That the <i>Local Government Act 1995</i> be reviewed with the objective of amending unnecessary impediments and existing sources of inflexibility for regional Local Government structures.	RECOMMENDATION 42 RETAINED – (Refer Updated Schedule – Recommendation 4)
43	That WALGA seek funding to develop a pilot Regional Council to progress the Regional Model concept. That WALGA commence negotiation with State and Commonwealth Governments to secure funding for Local Governments to establish regional service provision (software costs, shared service agreements, etc).	RECOMMENDATIONS 43A and 43B DELETED
44	That the WALGA State Council initiate quarterly reviews of progress in achievement in the shift to regional platforms to support and review ongoing dialogue with State and Commonwealth Governments.	RECOMMENDATION 44 DELETED
45	That WALGA engage regional workforce planning processes for the Local Government sector in collaboration with Regional Development Commissions (RDCs). The engagement should	RECOMMENDATION 45 AMENDED – (Refer Updated Schedule – Recommendation 27)

	extend to involvement in regular reviews of existing plans.		That Local Governments develop regional workforce planning processes for the Local Government sector in collaboration with Regional Development Commissions (RDCs).
46	That WALGA develop a policy where recruitment is undertaken using the Regional Model framework and not purely based on a local model framework.		RECOMMENDATION 46 DELETED
47	That WALGA request the State Government to amend the <i>Local Government Act (1995)</i> to require Councillors to undertake training within their first term.	<i>Compulsory training is a matter for Elected Members to consider. It should be noted that the recommendation refers to Councillors rather than Elected Members. It is presumed that a Mayor elected at large is captured by the spirit of the recommendation, if not the actual wording.</i>	RECOMMENDATION 47 AMENDED – (Refer Updated Schedule – Recommendation 28) That the <i>Local Government Act 1995</i> be amended to require Local Governments to resource the participation of Councillors in professional development.
48	That WALGA urgently pursue State Council endorsement of the mandatory four core training modules.		RECOMMENDATION 48 AMENDED – (Refer Updated Schedule – Recommendation 29) That Councillors be encouraged to undertake the following four core units for professional development in a Councillor's first term: <ul style="list-style-type: none"> • Legal responsibilities; • Finance; • Corporate Governance/Ethics; and, • Sustainable Asset Management or Land Use Planning, with the selection dependent on the extent to which asset management is a core function of the Local Government concerned. NEW RECOMMENDATION – (Refer Updated Schedule – Recommendation 31) That Local Governments be encouraged to undertake regular reviews of the number of Councillors required to conduct the governance functions required. NEW RECOMMENDATION – (Refer Updated Schedule – Recommendation 32) That the <i>Local Government Act 1995</i> be amended to give responsibility to the Western Australian Salaries and Allowances Tribunal for establishing the range of fees and allowances for elected members, with each Local Government having the ability to set a fee within this range. The Tribunal also is required to update the fees and allowances on an annual basis.
49	That WALGA develop on-line delivery of the core modules required for Councillor accreditation.		RECOMMENDATION 49 DELETED
50	That WALGA establish and support regional training programs for Councillors.		RECOMMENDATION 50 DELETED
51	That WALGA implement information sessions for prospective candidates and non-mandatory networking for new	<i>This recommendation is supported in principle. However, the City of Joondalup has provided candidate information sessions for the past</i>	RECOMMENDATION 51 AMENDED – (Refer Updated Schedule – Recommendation 33)

	Councillors. These events to be delivered on a regional/WALGA Zone basis.	<i>few elections.</i>	That the Department of Local Government and Regional Development provide information sessions for prospective candidates.
52	That 'New Councillor Weekends' be re-established.		RECOMMENDATION 52 RETAINED – (Refer Updated Schedule – Recommendation 34)
53	That WALGA request the State Government to amend the <i>Local Government Act 1995</i> to require Councillors to undertake 'refresher training' every four years after initial training to ensure that Councillors are familiar with any changes in compliance requirements and best practice models.	<i>This is a matter for Elected Members to consider. Again, it makes no reference to Mayors elected at large.</i>	RECOMMENDATION 53 DELETED
54	That formal mentoring arrangements, and supporting training, be established to support new Councillors and be delivered on a regional/WALGA Zone basis.		RECOMMENDATION 54 AMENDED – (Refer Updated Schedule – Recommendation 35) That formal mentoring arrangements, and professional development, be established to support new Councillors and be delivered on a regional basis.
55	WALGA produce a discussion paper on the creation of an Industry Training Fund during 2008, with full implementation by 2010.		RECOMMENDATION 55 AMENDED – (Refer Updated Schedule – Recommendation 36) That a discussion paper on the creation of an Industry Training Fund be produced.
56	That WALGA develop an appropriate Local Government 'work experience' program and/or explore other relevant labour force interventions.		RECOMMENDATION 56 AMENDED – (Refer Updated Schedule – Recommendation 38) That an appropriate Local Government 'work experience' programme be developed and other relevant labour market interventions be explored.
57	That WALGA immediately develop a discussion paper on the creation of an Industry Training Council focused on the needs of Local Government.	<i>This is considered a valuable initiative. An Industry and Employment Training Council used to operate within the local government sector.</i>	RECOMMENDATION 57 AMENDED – (Refer Updated Schedule – Recommendation 37) That a discussion paper on the creation of an Industry Training Council focused on the needs of Local Government be produced.
58	That WALGA seek to work with the State Government to develop a training fund specifically designed to work with Indigenous communities increasing the pool of employees.		RECOMMENDATION 58 RETAINED – (Refer Updated Schedule – Recommendation 39)
59	That a key theme for industry promotion in 2010-2011 be flexible employment options. WALGA to showcase and promote through industry forums models and options which have demonstrated success.		RECOMMENDATION 59 DELETED
60	That should the State Government engage in external intervention to restructure Local Government prior to completion of the voluntary change process by Local Government, the 10 Year Plan explored in this paper should be used as the WALGA negotiating position.		RECOMMENDATION 60 DELETED

<p>61 That WALGA advocate and seek initial funding to develop a pilot Regional Council and \$30m to progress the Regional Model concept.</p>		<p>RECOMMENDATION 61 AMENDED – (Refer Updated Schedule – Recommendation 2)</p> <p>That WALGA advocate and seek initial funding of \$30m to develop a series of pilot Regional Shared Services Models and to progress strategies to further develop the concept of regional processes and platforms for the Local Government sector.</p> <p>NEW RECOMMENDATION – (Refer Updated Schedule – Recommendation 1)</p> <p>That the Local Government sector in Western Australia endorse a re evaluation of the processes and platforms for the delivery of functions and services to more fully explore the adoption of regional arrangements.</p> <p>NEW RECOMMENDATION – (Refer Updated Schedule – Recommendation 3)</p> <p>That WALGA explore methods by which the various shared services models emerging in other States can be shared with the Local Government sector in WA.</p>
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