



TOWN OF
VICTORIA PARK



Policy Committee Agenda – 24 May 2021



WE'RE OPEN
VIC PARK

Please be advised that an **Policy Committee** will be held at 5.30pm on 24 May 2021 as an electronic meeting.

Ms Natalie Martin Goode – A/Chief Executive Officer
20 May 2021

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1 Declaration of opening

Acknowledgement of Country (by Presiding Member)

I am not a Nyungar man, I am a non-Indigenous man. I am honoured to be standing on Whadjuk - Nyungar country on the banks of the Swan River.

Ngany yoowart Noongar maam, ngany wadjella maam. Ngany djerapiny Wadjak – Noongar boodja-k yaakiny, nidja bilya bardook.

I acknowledge the traditional custodians of this land and respect past, present and emerging leaders, their continuing cultural heritage, beliefs and relationship with the land, which continues to be important today.

Ngany kaaditj Noongar moort keny kaadak nidja Wadjak Noongar boodja. Ngany kaaditj nidja Noongar birdiya – koora, ye-ye, boorda, baalapiny moorditj Noongar kaaditjin, moort, wer boodja ye-ye.

I thank them for the contribution made to life in the Town of Victoria Park and to this region.

Ngany youngka baalapiny Noongar birdiya wer moort nidja boodja.

2 Attendance

Mayor	Mayor Karen Vernon
Banksia Ward	Cr Wilfred Hendriks Cr Claire Anderson Cr Ronhhda Potter Cr Luana Lisandro
Jarrah Ward	Cr Jesvin Karimi Cr Brian Oliver (Presiding Member) Cr Vicki Potter (Deputy Presiding Member) Deputy Mayor Bronwyn Ife
Chief Operations Officer	Ms Natalie Adams
Chief Financial Officer	Mr Michael Cole
A/Chief Community Planner	Mr Pierre Quesnel
A/Chief Community Planner	Ms Lisa Tidy
Manager Governance and Strategy	Ms Bana Brajanovic
Coordinator Governance and Strategy	Ms Jasmine Bray
Manager Stakeholder Relations	Ms Roz Ellis
Manager Community	Mr Paul Gravett
Manager Technical Services	Mr John Wong
Community Development Officer (Families, Youth and Homelessness)	Ms Anastasia Brooks
Secretary	Ms Amy Noon

2.1 Apologies

2.2 Approved leave of absence

Nil.

3 Declarations of interest

Declarations of interest are to be made in writing prior to the commencement of the meeting.

Declaration of financial interests

A declaration under this section requires that the nature of the interest must be disclosed. Consequently, a member who has made a declaration must not preside, participate in, or be present during any discussion or decision-making procedure relating to the matter the subject of the declaration. An employee is required to disclose their financial interest and if required to do so by the Council must disclose the extent of the interest. Employees are required to disclose their financial interests where they are required to present verbal or written reports to the Council. Employees can continue to provide advice to the Council in the decision-making process if they have disclosed their interest.

Declaration of proximity interest

Elected members (in accordance with Regulation 11 of the Local Government [Rules of Conduct] Regulations 2007) and employees (in accordance with the Code of Conduct) are to declare an interest in a matter if the matter concerns: a) a proposed change to a planning scheme affecting land that adjoins the person's land; b) a proposed change to the zoning or use of land that adjoins the person's land; or c) a proposed development (as defined in section 5.63(5)) of land that adjoins the persons' land.

Land, the proposed land adjoins a person's land if: a) the proposal land, not being a thoroughfare, has a common boundary with the person's land; b) the proposal land, or any part of it, is directly across a thoroughfare from, the person's land; or c) the proposal land is that part of a thoroughfare that has a common boundary with the person's land. A person's land is a reference to any land owned by the person or in which the person has any estate or interest.

Declaration of interest affecting impartiality

Elected members (in accordance with Regulation 11 of the Local Government [Rules of Conduct] Regulations 2007) and employees (in accordance with the Code of Conduct) are required to declare any interest that may affect their impartiality in considering a matter. This declaration does not restrict any right to participate in or be present during the decision-making process. The Elected Member/employee is also encouraged to disclose the nature of the interest.

4 Confirmation of minutes

Recommendation

That the Policy Committee confirms the minutes of the Policy Committee held on 22 March 2021.

5 Presentations

6 Method of dealing with agenda business

Recommendation

That the Policy Committee suspends clause 50 - Speaking twice of the *Meeting Procedures Local Law 2019* for the duration of the meeting, in accordance with clause 58 of the *Meeting Procedures Local Law 2019*.

7 Reports

7.1 Implementation and Effectiveness of Policy 113 Homelessness - The Town's role

Location	Town-wide
Reporting officer	Anastasia Brooks
Responsible officer	Paul Gravett
Voting requirement	Simple majority
Attachments	1. Practice 113.1 Responding to Reports of Homelessness [7.1.1 - 6 pages]

Recommendation

That the Policy Committee recommends that Council note the report outlining the progress of the implementation and the effectiveness of Policy 113 Homelessness – The Town’s role.

Purpose

To provide Council with a report outlining the progress of the implementation and effectiveness of Policy 113 Homelessness – The Town’s role.

In brief

- The Town has undertaken a number of actions to realise the intent of Policy 113 Homelessness – The Town’s role, guided by the new policy adopted in June 2020 and the Homelessness Policy Implementation Plan July 2020 – June 2023. The Town has reviewed the effectiveness of these actions in respect to the potential for process improvement, the level and impact of activities undertaken and the return on investment.
- Over the last ten months there has been a focus on implementing actions to improve the Town’s internal systems and processes to align with Policy 113. Staff training, the development of a new management practice and improved data collection methods, amongst other activities, ensures a compassionate, consistent approach to responding to incidents of homelessness. However, due to the short reporting time period, no data trends have been demonstrated to determine whether these actions have had a reportable impact on homelessness in the community.
- Three community organisations were interviewed to provide feedback on the Town’s activities since the adoption of Policy 113. Generally, the organisations were satisfied with the actions that had been undertaken. However, not all actions were known to the organisations, particularly actions completed internally or in partnership with agencies or local governments outside of the Town. Feedback was also mixed on the level of impact the Town’s work has had in the community to date.
- The Town is committed to continuing to progress the actions within the Implementation Plan and will work in partnership with local organisations to progress actions with an external/community focus. The Town further acknowledges that homelessness is not isolated to the Town and will continue to be involved in actions led by the City of Perth and the wider homelessness sector to address homelessness in the region and Western Australia more broadly.

Background

1. At the 16 June 2020 Ordinary Council Meeting, Council resolved to adopt Policy 113 Homelessness – The Town’s role, replacing the existing policy adopted at the Ordinary Council Meeting on 13 December 2016. Council also resolved to:
 - a. *Direct the CEO to present a report back to the June 2021 Council meeting to outline the progress of the implementation and the effectiveness of the policy.*
2. Since July 2020, the Town has undertaken a number of actions to realise the intent of Policy 113 Homelessness – The Town’s role, guided by the policy and the Homelessness Policy Implementation Plan July 2020 – June 2023. The process, actions taken and preliminary outcomes are contained in this report.

Strategic alignment

Social	
Strategic outcome	Intended public value outcome or impact
S02 - An informed and knowledgeable community.	Under the direction of the policy, the Town provides information and support to vulnerable community members, community organisations and the community more broadly to address homelessness.
S03 - An empowered community with a sense of pride, safety and belonging.	Under the direction of the policy, the Town undertakes actions that ensure public spaces are safe and inclusive, and that vulnerable community members are treated with respect, compassion and care.

Engagement

Internal engagement	
Stakeholder	Comments
Customer Service	Ongoing discussions and process review.
Parking and Rangers	Ongoing discussions and process review.
Stakeholder Engagement	Ongoing advice and assistance with external communications.

Other engagement	
Stakeholder	Comments
Nardine (women’s refuge)	Feedback provided on Town actions.
Star Street Uniting Church	Feedback provided on Town actions.

Legal compliance

Not applicable.

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	N/A				Low	
Environmental	N/A				Medium	
Health and safety	N/A				Low	
Infrastructure/ ICT systems/ utilities	N/A				Medium	
Legislative compliance	N/A				Low	
Reputation	Town appears not to be involved in addressing homelessness	Moderate	Unlikely	Medium	Low	TREAT through continuing to action the Homelessness Policy Implementation Plan
Service delivery	N/A				Medium	

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation.
Future budget impact	Funds to continue to undertake actions within the Homelessness Policy Implementation Plan July 2020 – June 2023 will be proposed to Council during the 2021/2022 budgeting process.

Analysis

3. The implementation and the effectiveness of Policy 113 Homelessness – The Town’s role is considered in respect to the potential for process improvement, the level and impact of activities undertaken and the return on investment.

Process

4. The review of Policy 113 Homelessness – The Town’s role incorporated a total of three engagement periods and a public submission period:
 - a. Engagement with the Supporting People with Basic Needs group from May 2019 to November 2019.
 - b. Engagement with internal Town service areas between December 2019 and January 2020.
 - c. Engagement with the broader community during February 2020.
 - d. Public submission period between 14 April 2020 and May 2020.
5. The engagement process resulted in the drafting and adoption of a new Policy 113 to replace the existing policy, as well as a draft Homelessness Policy Implementation Plan 2020-2023.
6. The Implementation Plan was finalised in July 2021 to outline the actions the Town will undertake to operationalise Policy 113. The Implementation Plan was similarly informed by the findings of the engagement process outlined above, as actions were proposed internally and by the community across all three engagement periods.
7. The Implementation Plan was completed internally. It is recommended the development of the second iteration of the Implementation Plan in 2023 more directly involve local and CBD-based homelessness and emergency relief community organisations, with final drafts presented to community organisations for feedback and buy-in prior to being finalised.
8. The Town continues to work with relevant internal and external stakeholders regarding homelessness with a future focus being on an improved systems approach.

Impact

9. Policy 113 Homelessness – The Town’s role includes five policy commitments, which form the five pillars of the Homelessness Policy Implementation Plan 2020-2023. Actions taken by the Town since July 2020 are tabled below under each policy commitment:
 - a. *The Town will play an active role in homelessness prevention through providing information on services, resources and facilities to assist people who are homeless or at risk of homelessness.*

Action	Notes
Develop a homelessness landing webpage for the Town’s website	A homelessness landing webpage was created in June 2020. The webpage aims to inform and build knowledge in the community. The page includes: <ul style="list-style-type: none"> • Responses to frequently asked questions about homelessness. • Information on local inter-agency groups. • Information on how community members can help.

	<ul style="list-style-type: none"> • Contact details for emergency relief agencies and national and state phone help lines. • A copy of the Homelessness Policy Implementation Plan July 2020 – June 2023 and link to Policy 113 Homelessness – The Town’s role. <p>The landing webpage has been viewed by the community over 500 times since it was created.</p>
<p>Review and reprint ‘Support for you and your family’ service provider brochure</p>	<p>The ‘Support for You and Your Family’ printed brochure details service providers close by or in the Town to support someone with their health, housing, food security and financial counselling needs. The brochure was initially developed in partnership with the Supporting People with Basic Needs group.</p> <p>The information contained within the brochure is also published and regularly updated on the Town’s website. The emergency relief support webpage has been viewed by the community over 1500 times since June 2020.</p> <p>The Town is working with the City of Belmont and the Belmont/Victoria Park Emergency Relief Network to review the printed brochure. Given feedback from the network, there is a new focus on ensuring the brochure is of benefit to people who speak English as a second language or are of low literacy.</p>
<p>Provide training to Town staff on homelessness and assisting people in need</p>	<p>Homelessness awareness workshops were provided to staff in February 2021. The workshops aimed to provide staff with practical learning on homelessness and responding to someone who may be experiencing homelessness within their role.</p> <p>Sixty-three staff attended representing service areas including the Library, Customer Service, Parking, Rangers, Environmental Health, Communications, Finance, Aqualife, Leisurelife, Operations and Community Development. All staff who completed the feedback survey after the session reported an increase in knowledge of homelessness and confidence in dealing with homelessness.</p>

b. The Town will work with community organisations to build their capacity to contribute to ending homelessness through the community funding program, facilitating partnerships and coordinating local action where appropriate.

Action	Notes
<p>Provide support and assistance to the Healthy Relationships Strategy Group</p>	<p>The Healthy Relationships Strategy Group is an inter-agency group representing service providers in the area of family and domestic violence (FDV). FDV is the leading cause of homelessness in Western Australia.</p>

	<p>The group meets regularly to share information and work collaboratively on projects with a focus on awareness raising, prevention and early intervention. The Town is the backbone organisation of the group and has been an active member since it was established in October 2017. Membership has remained stable since June 2020.</p> <p>Since June 2020, the group has been involved in the following projects:</p> <ul style="list-style-type: none"> • Developed a letter template to quickly respond to poor media reporting around FDV, and provide constructive advice to media outlets. • Installed a purple bench at 269 Albany Highway, Victoria Park for Homelessness Week in collaboration with the Town and the Centre for Women's Safety and Wellbeing (formally the Women's Council for Domestic and Family Violence Services WA). • Created a social media film on gender equity for the International Day of the Elimination of Violence Against Women in collaboration with the West Coast Eagles as part of the Community Benefits Strategy.
<p>Provide support and assistance to the Belmont/Victoria Park Emergency Relief Network</p>	<p>The Belmont/Victoria Park Emergency Relief Network is an inter-agency network of service providers that provide food relief, housing support, financial counselling and/or bill assistance across the Town and the City of Belmont.</p> <p>The Town supported Star Street Uniting Church to establish the group in June 2019 and continues to attend the quarterly meetings. The network has an information sharing focus, although, collaborations between agencies have formed as a result of connecting through the network. Membership waned during 2020, however, has increased since the beginning of 2021.</p> <p>The group is currently monitoring the impact of the reduced Jobseeker payments and the end of the moratorium on rent payment increases and evictions. Early signs indicate housing stress is on the rise, and the group is discussing the viability of developing a grass-roots advocacy campaign.</p>
<p>Funds provided through the Community Funding program to address homelessness</p>	<p>The Town provides funding to community organisations through the annual community funding program. In the 2020/2021 financial year, the Town received one funding application from a local community organisation to deliver services for people experiencing homelessness or at risk of homelessness. This successful application, from the Haven Inc., resulted in a \$1,000 contribution to the Haven's annual Christmas lunch and an additional \$6,000 for the provision of regular meals.</p> <p>The Town has received applications from other organisations delivering services for people who are experiencing homelessness or at risk of homelessness in previous years. In the 2019/2020 financial year, the Town received two funding applications. St Mary's Outreach Service was</p>

	successful in securing \$9,684, as was the Essentials Collective which received \$6,172 from the Community Funding program.
Develop and deliver a communications plan to increase awareness of local community organisations	<p>A communications plan is in development to increase awareness of local community organisations contributing to ending homelessness. The action aims to address the lack of knowledge of services available in the area that was demonstrated by the community during the homelessness policy review engagement in early 2020.</p> <p>The creation of the homelessness landing webpage and the service provider brochure are assisting with this aim in the meantime.</p>

c. *The Town will proactively ensure public spaces and amenities are safe and inclusive.*

Action	Notes
Develop a Management Practice to guide Town responses to left belongings and rough sleepers on private property and in public areas	<p>Practice 113.1 Responding to Reports of Homelessness was approved by the CEO in January 2021. The practice provides staff with a consistent, compassionate approach to responding to reports of rough sleepers in public areas or on private property and suspected left belongings.</p> <p>The practice also provides staff with a guide in which to provide accurate and consistent information to concerned community members.</p> <p>The practice was collaboratively formulated with the Customer Service, Community Development, Parking and Rangers, Environmental Health, Building Services, Compliance and Place Planning teams.</p>
Develop response process for afterhours contact to external customer service provider	The Town contracts an external provider to answer phone calls to the Town outside of business hours. A guide was developed in February 2021 for the external provider to assist customers who are calling to report rough sleeping, begging, anti-social behaviour or left belongings, or are seeking emergency relief services. The guide is informed by Practice 113.1.
Develop internal process to waive impound fees for rough sleepers collecting left belongings	<p>Practice 113.1 directs the Town to impound suspected left belongings if the owner cannot be found after a period of investigation.</p> <p>An internal process has been developed to ensure compassionate grounds is captured and considered an appropriate reason for waiving impound fees. Waiving the impound fee/s would be considered for someone who has no fixed address and has been rough sleeping in the Town.</p>
Consider feasibility of funding an outreach service provider	Roo Force was contracted for a 13-week trial in mid-2020 to provide a community liaison service in the John Macmillan precinct. It was found that very few rough sleepers were in the precinct, and that most disturbances reported in the park were caused by people visiting or living temporarily with relatives in the area.

Roo Force was awarded a further contract for 2020/2021 through a competitive expression of interest process. Roo Force continues to build positive relationships with and provides information and referral to all users of the park. There has been a reported reduction in antisocial behaviour occurring in the Macmillan precinct area as a result of interactions from Roo Force within the area.

- d. *The Town will collect accurate data to understand, monitor and respond to trends regarding homelessness in the community, and engage in evidence based advocacy with local, State and Federal governments.*

Action	Notes
Develop an internal reporting system to capture and monitor ongoing occurrences of rough sleeping and left belongings	<p>The development of Practice 113.1 incorporated three new CRM categories for recording customer report numbers and Town responses to rough sleepers in public areas, on private property and suspected left belongings.</p> <p>Between November 2020 and April 2021, the following reports were recorded:</p> <ul style="list-style-type: none"> • 28 reports of rough sleepers in public areas. At least 11 of the reports were of the same four people. • Five reports of rough sleepers on private property. Four of the reports refer to the same group. • Eight reports of suspected left belongings. <p>Due to the short time period, no data trends have been demonstrated or determined at this time.</p>
Participate in the City of Perth's Street Count	<p>The Town joined the City of Perth's Street Count in October 2020. The purpose of the Street Count is to collect reliable, current data on how many people are sleeping rough in the Town and more broadly across the Inner City region.</p> <p>A total of eight people were counted in the Town during the October 2020 Street Count.</p> <p>The Town aims to participate in the Street Count annually in order to monitor and compare numbers of rough sleepers between years.</p>
Monitor extent of service delivery in the Town	<p>The Haven and St Mary's Outreach Service continue to operate in the Town, providing meals, food hampers, showers, laundry services and health checks to people experiencing homelessness. Both organisations are well connected, expanding their offerings through forming partnerships with other organisations including One Voice (mobile showers) and Orange Sky (mobile laundry).</p>

	<p>Emergency relief providers are also well established in the Town. Emergency relief providers assist in preventing homelessness through providing food vouchers, bill assistance, financial counselling and tenancy advocacy.</p> <p>An assertive homelessness outreach provider is not located in the Town. Assertive outreach providers assist rough sleepers to access immediate accommodation, whilst also working to secure long term, stable accommodation. Rough sleepers in the Town have their immediate needs addressed, however, accessing pathways out of homelessness is restricted without case management support from an assertive outreach provider.</p> <p>The Town has formed relationships with assertive outreach providers based in the Perth CBD. As a result, assistance is provided by providers on occasion. However, it is ad-hoc and only where capacity permits. Recent conversations with the Salvation Army and Uniting WA has strengthened relations in this area.</p>
<p>Identify and action opportunities to advocate to local, State and Federal governments</p>	<p>The Town joined the Raise the Rate campaign in September 2020. Raise the Rate is a national campaign led by the Australian Council of Social Services, which calls on the Federal Government for a permanent increase to the JobSeeker payment. The Town’s involvement in the campaign came after a sharp increase was noted in the number of people living in the Town accessing JobSeeker and Youth Allowance after the COVID-19 lockdown period.</p> <p>The current JobSeeker payment sits below the Henderson poverty line. As a result, people receiving the payment have difficulty meeting their housing, food and other living expenses. This places people receiving the payments at risk of homelessness.</p> <p>The Town released a statement in September 2020 and five social media posts to create awareness of and encourage the wider community to support the campaign. The social media posts reached over 5,500 people.</p> <p>The Town also joined the Homelessness Outreach Collaboration Meeting in October 2020, chaired by Uniting WA. The meeting includes Inner City assertive outreach providers, mobile health services, the City of Vincent and City of Perth amongst other organisations and agencies.</p> <p>The meeting allows members to share information on emerging trends in rough sleeping and coordinate resources when hot spots are detected. The Town attends the meeting to advocate for assertive outreach support to the Town as required.</p>

The Town's CEO and Mayor are members of the CEO-Mayor-Inner-City Group where homelessness is discussed and collaborative approaches emphasised.

- e. *The Town will raise awareness of the nature, impacts and challenges of homelessness and how the community can play a part in minimising the impact of and preventing homelessness in the community.*

Action	Notes
Deliver a community awareness raising activity to promote understanding and support community-led action	<p>The Town in partnership with the Healthy Relationships Strategy Group, the Centre for Women’s Safety and Wellbeing and the Department of Communities (Housing) launched a purple bench in August 2020 for Homelessness Week.</p> <p>Purple benches have been appearing in public spaces in WA since 2018. Launched by the Centre for Women’s Safety and Wellbeing, purple benches serve to honour victims of domestic homicide and include a plaque with the contact details of the Women’s Domestic Violence hotline.</p> <p>The purple bench is located directly adjacent the Department of Communities (Housing) Victoria Park office – a place where families escaping domestic violence often turn to for housing assistance. The bench is also the first ‘bus stop’ purple bench for WA.</p> <p>A media release and social media campaign followed the launch event of the purple bench, to mark Homelessness Week and raise awareness of the link to family and domestic violence. The social media posts reached over 10,000 people.</p> <p>The bus stop purple bench remains an ongoing conversation starter at its permanent location at 269 Albany Highway, Victoria Park.</p>

10. In summary, since July 2020 there has been a focus on improving the Town’s internal systems to align with Policy 113. Staff training and the development of a new management practice has been pivotal in ensuring a compassionate, consistent approach to responding to incidents of homelessness. Improved data collection methods have also resulted in the Town establishing baseline data on the extent of homelessness in the Town. This baseline data will allow the Town to understand how State and Federal policy levers as well as localised actions are impacting homelessness over time and offer information to inform evidence-based advocacy.

Community Feedback

11. Three community organisations were interviewed to provide feedback on the Town’s activities since the adoption of Policy 113. A fourth organisation was also booked to be interviewed, however, due to staff illness was not able to be interviewed in time for the report. All organisations were informed their feedback would be summarised, and in the interest of gathering honest feedback, their organisation would not be specifically identified against their individual responses.
12. Generally, the organisations were satisfied with the actions that had been undertaken by the Town. However, not all actions were known to the organisations, particularly actions completed internally or in partnership with agencies or local governments outside of the Town. This is not surprising, given the completion of internally-focused actions since July 2020.

13. The organisations were also asked to rate on a scale of 1-10 whether they felt the Town was meeting Policy 113's policy objective '*The Town of Victoria Park recognises that it has a social responsibility to play an active role in minimising the impact of and ending homelessness in the community*'. Responses were mixed:
- Organisation 1 rated the Town as 'not very effective'. They consider the actions taken by the Town as 'dealing with the symptoms, not the problem' and although helpful, that housing is the real answer. They suggested more effort be made by the Town in lobbying State government to increase social and affordable housing in the Town.
 - Organisation 2 rated the Town at a 10. They are satisfied with the Town's presence in and support of local networks, active dissemination of information across organisations, and the collaborative approach to addressing gaps. They recognised that mistakes might be made, but overall they consider the Town is working well in the space.
 - Organisation 3 rated the Town at a 3-4. Their reasons included a lack of stable leadership in the Town's Community team, the removal of homelessness as a Council endorsed advocacy priority, the minimal FTE resourcing committed to homelessness and the 'silence' since the policy was adopted. Although they did recognise that work was happening 'behind the scenes' of which they were not fully aware and are supportive. The Town recognises that additional time and attention needs to and will be allocated to continually work with and update key local stakeholders as part of the implementation of the policy.

Return on Investment

14. Costs attributed to implementing Policy 113 between July 2020 – April 2021 are included in the following table. Note, all costs are approximate and not all administrative costs are included:

Item	Notes	Cost
Staff time (approx. 0.5 FTE L7/8 Community Development Officer)	Pro-rata, including on-costs	\$42,500
Service provider brochure		\$1,000
Staff training		\$7,100
Roo Force liaison service	Pro-rata contract costs	\$42,000
Street Count		\$2,700
Purple Bench project		\$3,300
Time provided by other service area staff – developing and implementing management practice, external communications development and delivery, line management	Not recorded	-
TOTAL		\$98,600

15. The implementation of Policy 113 between July 2020 and April 2021 has cost approximately \$98,600. This investment has resulted in the delivery of the actions tabled above and the preliminary outcomes attributed to them. Due to the short reporting time period and the recent establishment of an internal reporting system, no data trends have been demonstrated to determine whether the investment has had a reportable impact on homelessness in the community.

Next Steps

16. COVID-19 will have an ongoing impact on housing stress and homelessness in the community. Shelter WA reports 'a second wave of homelessness' is imminent in Western Australia with the lifting of the moratorium on rental increases and evictions:
 - a. *We have a perfect storm with house prices skyrocketing, a record low rental vacancy rate, residents returning from interstate and overseas as travel restrictions lift, and the acute shortage of social and affordable housing (Michelle Mackenzie, CEO Shelter WA).*
17. The Town is committed to continuing to progress the actions within the Implementation Plan and will move to work on actions with an external/community focus. This will be particularly important in addressing the continuing social and economic impacts of COVID-19 on the community. Actions will be undertaken by the Town in partnership with local organisations and will include, but are not limited to:
 - a. Working with existing community networks on joint projects with a preventative or early intervention focus, including a family and domestic violence community awareness project with the Healthy Relationships Strategy Group and a housing advocacy campaign with the Belmont/Victoria Park Emergency Relief Network.
 - b. Implementing a multi-faceted communications plan to increase awareness of local community organisations which support people who are homeless or at risk of homelessness. It is likely people who have never been exposed to the welfare system may need to access these services for the first time due to COVID-19. Raising the profile of these services will ensure the community is aware of where they can go or refer people to for assistance.
 - c. Combatting misconceptions about homelessness – what classifies someone as 'homeless', how someone might become homeless, and the different types of support someone might need to end their homelessness, which will assist in building empathy, understanding and cohesion in the community. The Town will leverage significant weeks, such as Homelessness Week, to continue to engage community in these conversations.
18. The Town acknowledges that homelessness is not isolated to the Town, and to play an active role in ending homelessness, the Town needs to be involved in the actions taking place in the region and in Western Australia more broadly. The Town will continue to work collaboratively with the City of Perth and organisations within Uniting WA's Homelessness Outreach Collaboration Meeting. Town staff also met with representatives from Shelter WA and the WA Alliance to End Homelessness in March 2021 to discuss how the Town can link in with the strategic work they are leading in the sector. The Town will be seeking further advice and assistance from Shelter WA.

Relevant documents

[Policy 113 Homelessness – The Town's role](#)

[Homelessness Policy Implementation Plan July 2020 – June 2023](#)

[Shelter WA article, 5 March 2021](#)

7.2 Implementation and Effectiveness of Policy 223 - Fleet Management Light Vehicles

Location	Town-wide
Reporting officer	John Wong, Donna Smith, Rachel Guilfoyle
Responsible officer	Nicole Anson
Voting requirement	Simple Majority
Attachments	<ol style="list-style-type: none"> 1. Policy-223- Light- Vehicle- Fleet- Management OCM attachment [7.2.1 - 3 pages] 2. CONFIDENTIAL REDACTED - Graph Fleet size [7.2.2 - 1 page]

Recommendation

That the Policy Committee recommends that Council notes in this report the effectiveness of Policy 223 Fleet Management Light Vehicles and the changes made to the management of the Town's light fleet resulting from the adoption of this policy on 16 June 2020.

Purpose

In accordance with Council's resolution made on 16 June 2020, this report provides Council a high-level summary of the effectiveness of and the changes that occurred in the fleet management of light vehicles in the Town as a result of the adoption of Policy 223 Fleet Management Light Vehicles (Policy 223).

In brief

- Since Council's adoption of the Policy 223 in June 2020, the Town's light fleet number has continued to decrease.
- Several measures have been actioned to achieve positive results for environmental, cost effective and more optimal vehicle management outcomes.

Background

1. At its meeting on 16 June 2020, Council adopted the revised Policy 223 Fleet Management Light Vehicles with the following resolution:
 1. Rescinds Policy 223 Private use of Town vehicles.
 2. Adopts Policy 223 Fleet Management Light Vehicles.
 3. Requests the Chief Executive Officer to report to Council by the June 2021 Council meeting on the effectiveness of Policy 223 and any changes in the fleet management of light vehicles in the Town as a result of this policy.

Strategic alignment

Environment

Strategic Outcome

Intended public value or impact

CL05 - Innovative, empowered and responsible organisational culture with the right people in the right jobs.	Assist in offering tools to help the organisation employ the best staff for the job.
CL06 - Finances are managed appropriately, sustainably and transparently for the benefit of the community.	Ensure that the vehicles the Town uses are fit for purpose and offer the best value for money.

Engagement

Internal engagement	
Stakeholder	Comments
People and Culture	Implementing changes in line with Policy 223
C-Suite	Noted the changes achieved to date
Council car custodians	No major issues identified

Legal compliance

[Section 2.7 of the Local Government Act 1995](#)

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	Not applicable				Low	
Environmental	Not applicable				Medium	
Health and safety	Not applicable				Low	
Infrastructure/ ICT systems/ utilities	Not applicable				Medium	
Legislative compliance	Not applicable				Low	

Reputation	Community concerns of the potential lack of transparency of the management of the Town's fleet.	Moderate	Likely	High	Low	Treat risk by ensuring that Council, through this report, has a good level of oversight of and is comfortably familiar with the fleet management changes adopted since June 2020 such that Elected Members may be in a position to respond to some of the more sensitive questions which community members may pose from time to time.
Service delivery						Medium

Financial implications

Current budget impact	Not applicable. Sufficient funds exist within the annual budget to address any financial impact that may arise out of the process of reducing the Town's fleet size.
Future budget impact	Not applicable.

Analysis

- Officers have reviewed the effectiveness of Policy 223 (new policy) and have been actively pursuing the appropriate opportunities to reduce the number of light fleet since policy adoption. In line with the new policy, 10% of the light fleet vehicles have been permanently removed since the start of the financial year. This achievement aligns with clause 18 of the policy, **phasing out of light fleet with low levels of operational requirements.**
- There are still some further vehicles which may be relinquished over the next twelve months depending on the outcome of some localised organisation structural changes and conversations with the affected staff members.
- Though there is a theoretical fleet size that should be retained to ensure that the minimum level of the Town's operational need is maintained, some of the private use light fleet to be relinquished in future may initially be converted into dedicated pool cars for work use by all staff.

5. The new practice of not offering Council cars to certain new employees had a significant influence on the fleet size reduction since June 2020. Since the adoption of the new policy, no Council car has been offered to any newly appointed staff member.
6. The staff fortnightly contribution rate for private use of a Council car has been reviewed based on the latest publication of annual car maintenance cost by the Royal Automotive Club (RAC) and it has been recommended that an increase will be applied to the affected staff from 1 July 2021.
7. Considering the achievement of the above changes alone within the first year of policy adoption, the new policy was considered to be effective.
8. Other areas of change that have been initiated include:
 - a) In line with the **value of vehicles** and **vehicle purchase and selection** considerations as per lines 4 to 9 of the new policy, the Town continued to only replace light fleet with the most cost-effective models such as Subaru Impreza and Toyota Corolla. These vehicles are better equipped with safety features, have a relatively lower purchase price and maintenance cost within this vehicle category and continued to fetch a high resale price.
 - b) In line with the **environmental and vehicle disposal** considerations as per line 10 of the new policy, a hybrid Toyota Corolla was purchased to replace a Council car which had reached its optimal replacement age. A high auction value was also achieved through the sale of the old car. In addition, carbon footprint of the Town's fleet vehicles has been measured and the associated annual carbon offset payment will be made when it is due.
 - c) To further optimise the use of the Town's light fleet for operational needs as per the requirements of the Town's Fleet Management Practice, an electronic booking system has been set up using MS Outlook calendars. This approach helped staff to quickly determine vehicle availability throughout the week and organise their operational trips accordingly.
9. Officers will continue to review the effectiveness of this policy and make recommendations for amendments if found to be required in future.

Relevant documents

Not applicable.

7.3 Review of Policy 203 – Stormwater runoff containment

Location	Town-wide
Reporting officer	Frank Squadrito
Responsible officer	John Wong
Voting requirement	Simple majority
Attachments	<ol style="list-style-type: none"> 1. Current Policy 203 Stormwater runoff containment [7.3.1 - 2 pages] 2. Amended copy of Policy 203 Stormwater runoff containment [7.3.2 - 2 pages]

Recommendation	
That the Policy Committee recommends that Council adopts the revised Policy 203 - Stormwater Runoff Containment, as attached.	

Purpose

To review the content of Policy 203 - Stormwater Runoff Containment (Policy 203).

In brief

- At its meeting of 21 April 2020, Council adopted a work plan to review several policies. Policy 203 was identified as one of the policies identified for review.
- The Town has reviewed Policy 203, and several changes are required. The revised policy as attached is presented for adoption by Council.

Background

1. The last review and amendments to Policy 203 were made in the Council item of 20 August 2019 (Council resolution 148/2019). This amended the policy to bring it in line with the current policy template.
2. Council resolution 384/2020 of 21 April 2020 adopted a work plan to review several policies, and Policy 203 was identified to be completed by April 2021. The Town has now completed its review, with recommended changes attached.

Strategic alignment

Environment	
Strategic outcome	Intended public value outcome or impact
EN02 - A safe, interconnected and well-maintained transport network that makes it easy for everyone to get around.	Providing a transport network that is safe for movement during storm events.
EN05 - Appropriate and sustainable facilities for everyone that are well built, well maintained and well managed.	Providing a public drainage system that will accommodate 1 in 100-year storm events.

Engagement

Internal engagement	
Street Operations	General support of Policy 203 as attached. Ensure that liabilities related to the direct connection of private stormwater pipes to the Town's drainage system are avoided.
Street Improvement	General support of Policy 203 as attached. Avoid direct connection of private stormwater pipes to the Town's drainage system. Ensure the Town's sumps accommodate 100-year storm events as stormwater from private properties will overflow onto the Town's catchment areas. Officers also referred to the Town's Drainage Master Plan (with input from Curtin University) and stormwater management policies of other Councils.
Place Planning	General support of Policy 203 as attached. Consider opportunities to accommodate micro parks adjacent to drainage sumps where suitable.
Asset Planning	Recognised the need to undertake further drainage asset condition audits.

Legal compliance

[Section 2.7 of the Local Government Act 1995](#)

[Local Government Act 1995 s.3.25\(1\) Schedule 3.1\(1\)](#)

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	The Town being requested to compensate for liability claims related to damages sustained in the dwelling or commercial areas within private properties having been flooded repeatedly as a result of the Town's rejection of their elevated building pad design (and their insurers	Medium	Possible	Moderate	Low	Treat risk by allowing building pad designs to be elevated where appropriate within high-risk drainage areas as identified in Intramaps. Continue to invest in the provision of drainage overland flow path creation as part of road renewal works.

	stopped providing them coverage).					
Environmental	Excessive amount of hydrocarbons infiltrating into the ground water system.	Medium	Almost Certain	Minor	Medium	Keep drainage sumps accessible by maintenance machinery such that ongoing basin desilting and clean up works can be performed.
Health and safety	Flooding of private properties.	High	Likely	Moderate	Low	Maintain the Town's overland flow paths to ensure that stormwater continues to flow into drainage sumps.
Infrastructure/ ICT systems/ utilities	Lack of budget to upgrade drainage pipes and pits to accommodate the 100 year events.	High	Almost certain	Moderate	Medium	Continue to design and reshape roads to accommodate overland flow paths in known drainage hotspots as part of the annual road renewal program. This is many folds cheaper than the cost of designing and upgrading pipes and pits.
Legislative compliance	N/A				Low	
Reputation	N/A				Low	
Service delivery	Flooding within private properties as seen in NSW in March 2021.	Major	Almost certain	Extreme	Medium	Treat risk by ensuring that the Town's drainage system, including drainage sumps, are retained and maintained at a level accommodating 100-year storm

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation.
Future budget impact	Not applicable.

Analysis

2. Based on assessments undertaken by Technical Services and Street Operations on stormwater management plans over the past ten years, it is recommended that to prevent property flooding, builders and developers should provide private drainage systems adequate to accommodate stormwater runoff containment requirements of a 100-year storm event.
3. Beyond the ten-year history of the Town, some private properties have had consistent property flooding on an annual basis. This is primarily due to inadequate onsite drainage systems, and as a result, their insurance companies have threatened to reject future coverage of their properties.
4. One of the solutions adopted by the Town is to recommend and permit developers/builders to build higher building pad levels within low lying areas as identified in the Town's GIS system.
5. It is important to avoid private stormwater pipe connections to the Town's drainage pipe system as most of the Town's pipe network has already reached the design capacity. This can also prove costly through retrofitting and increased maintenance.
6. Once a private drainage pipe is connected to the Town's network, it becomes the Town's responsibility to attend to flooding complaints and attend to maintenance immediately. This increases the financial, reputational and service level risk of the Town's drainage pipes not accommodating stormwater flow at its designed capacity.
7. It is important to ensure that proponents provide onsite stormwater retention rather than relying on the Town's municipal drainage network.
8. Developments proposed in low lying flood-prone areas will have their stormwater management plans assessed by the Town on a case-by-case basis.
9. Therefore, it is recommended that the committee supports the recommendation to Council to adopt the amended Policy 203 as attached, which contains tracked changes.

Change	Reason
<i>Change to Policy Objective to include general stormwater retention requirements.</i>	Policy to provide further guidance for stormwater disposal requirements from private property into the Town's drainage network.
<i>Definitions included.</i>	Some technical terms in the policy need to be defined to readers. Terms defined include Permissible Site Discharge (PSD) and Annual Exceedance Probability.

<i>Policy Statement clause 1 amended to allow consideration of off site discharge only if the 1% AEP stormwater event cannot be practically contained.</i>	Direct connections to the Town’s stormwater drainage are not favoured due to insufficient existing capacity in the piped system. Only in situations where on-site disposal is absolutely impractical should a direct connection be considered.
<i>Policy Statement clause 2 amended to require both residential and commercial proponents to provide justification for off site stormwater disposal.</i>	To provide guidance and consistency for both residential and commercial developments. Standard development conditions require all stormwater to be retained onsite, however in many cases this may not be practical in major storm events where overflow onto the Town’s road network is likely to occur.
<i>Policy Statement clause 4 removed.</i>	Refers to residential properties. The policy should apply to all residential, commercial and industrial properties within the Town.
<i>New policy Statement clause 4 added to replace previous clause which requires a minimum height of building pad level to be 300mm above the 1%AEP flood level for properties in known flood prone locations.</i>	To prevent flooding to properties in low lying areas. Advice notes are generally provided to planning officers when dealing with property developments in known hot spot locations where flooding is a concern.
<i>Policy Statement clause 5 amended to remove the reference to connection fees in the Schedule of Fees and Charges.</i>	There is no one simple situation where a fee to connect to the Town’s stormwater system can reasonably be imposed. It is expected that the proponent will cover the full cost of a direct connection if allowed.

Relevant documents

[Local Government Guidelines for Subdivisional Development \(Page 96\) published by Department of Planning, Lands and Heritage](#)

[Urban Water Management Plans \(page 5\) published by Department of Water](#)

7.4 Review of Policy 202 - Directional Signs

Location	Town-wide
Reporting officer	Frank Squadrito
Responsible officer	Natalie Adams
Voting requirement	Simple majority
Attachments	1. Policy-202- Directional-signs [7.4.1 - 2 pages]

Recommendation

That the Policy Committee recommends that Council receives the review of Policy 202 – Directional Signs, as attached.

Purpose

To review the content of Policy 202 – Directional Signs (Policy 202).

In brief

- At its meeting of 21 April 2020, Council adopted a work plan to review several policies. Policy 202 was identified as one of the policies to be reviewed.
- Operations have reviewed Policy 202 and do not see any merit in changes. It is therefore presented to the committee for recommendation in its last revised form.
- The policy relates to requests for directional signs within road reserves, predominantly received from hospitals, churches or places of worship, educational institutions, community centres, major sporting organisations or facilities, major tourist attractions or facilities and non-commercial sporting and community facilities.
- Facilities must be of wider benefit to the community. General commercial business operators/shops are excluded.
- All expenses to install directional signage within the road reserve will be at the applicant's cost upon an assessment undertaken by the Street Improvement Service Area.

Background

1. Council last amended Policy 202 on 20 August 2019, resolution number 148/2019, item 10.1.
2. Council resolution 384/2020 of 21 April 2020 adopted a work plan to review the number of policies, and Policy 202 was identified to be completed by March 2020. Operations have now completed its review, and no amendments are proposed.
3. The policy's objective is to guide the provision, erection and maintenance of directional signs within road reserves.
4. The policy provides numerous criteria that must be met before it can consider the installation of a directional sign, such as concise wording, letter height, colour, conditions of approval and general conformance to relevant Australian Standards.

Strategic alignment

Environment

Strategic outcome	Intended public value outcome or impact
EN02 - A safe, interconnected and well maintained transport network that makes it easy for everyone to get around.	Directional signage within the road reserve pertaining to important community places or facilities helps guide all road users when navigating the Town's road network.

Engagement

Internal engagement	
Stakeholder	Comments
Place Planning	No amendments envisaged.
Technical Services	Reviewed Policy 202 and are of the opinion that Policy 202 is still relevant and fit for purpose with no changes required.
Operations	Accepted the policy as is. Operationally no issues have been identified that would result in any changes.

Legal compliance

[Section 2.7 of the Local Government Act 1995](#)

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	Administrative costs associated with assessment and installation of directional signage could be higher than the Town's fees and charges per application received.	Minor	Likely	Medium	Low	TREAT – Street Improvement/Operations Business Unit to communicate logistical concerns back to applicant early to determine other options of placing signage on ground posts rather than major assets such as street lights.
Environmental	Not applicable					
Health and safety	Not applicable					

Infrastructure/ ICT systems/ utilities	Directional signage damaged or vandalised.	Minor	Almost certain	Medium	Medium	Transfer – Customer may be notified. Costs to rectify issues or replace directional signage are borne by the original applicant.
Legislative compliance	Signage doesn't comply with AS 1742.15.	Minor	Unlikely	Low	Low	Transfer - Contractor/Busine ss used to manufacture signage would be well aware of Australian Standards.
Reputation	Not applicable					
Service delivery	Not applicable					

Financial implications

Current budget impact	Sufficient funds exist within the annual budget to address this recommendation as payment is received by the applicant prior to initiating any works on site.
Future budget impact	There are no future budget impacts.

Analysis

5. The scope of Policy 202 and the conditions prescribed are deemed adequate. Therefore, no further changes are required to the content contained in the policy.
6. No historical issues have been brought to the attention of Technical Services that would change the policy's intent. The policy aims to provide directional signage to places of community importance such as:
 - a. hospitals,
 - b. police stations,
 - c. universities or technical colleges,
 - d. schools,
 - e. places of worship,
 - f. major sporting organisations or facilities,
 - g. major tourist attractions or facilities, and
 - h. non-commercial sporting and community facilities.

Relevant documents

[Policy 202 - Directional Signs](#)

7.5 Adoption of Policy 105 - Advocacy

Location	Town-wide
Reporting officer	Roz Ellis
Responsible officer	Anthony Vuleta
Voting requirement	{voting-requirement}
Attachments	1. Policy 105 Advocacy [7.5.1 - 4 pages]

Recommendation

That the Policy Committee recommends that Council adopts Policy 105 - Advocacy, as attached.

Purpose

This report seeks Council endorsement for the proposed Policy 105 Advocacy, in response to a Council resolution in December 2020.

In brief

- At the December 2020 Ordinary Council Meeting, Council resolved to request an Advocacy Policy be developed and reported to May Policy Committee.
- There has been concern raised by Council on the management of advocacy activity and reporting.
- In undertaking this review, the Town has looked holistically what advocacy seeks to achieve in comparison to the systems of government and private grants, donations and subsidies.

Background

1. Under Policy 001 Policy management and development, a policy response was identified as required due to:
 - (i) meet the Town's strategic objectives
 - (a) community need or expectation
 - (b) advocacy on issues that Council considers to be significant
 - (c) as a result of a Council resolution (576/2020) Requests the Chief Executive Officer to develop a draft Advocacy Policy and present a report to the Policy Committee by May 2021.
2. A core function of Council is advocacy. As the Town's population continues to grow so does the demand for supporting infrastructure, services and programs. The Town aims to directly and indirectly influence and ultimately collaborate with decision-makers and key stakeholders to realise its advocacy priorities, to effect change for the benefit of the community.
3. Advocacy priorities should reflect the community's needs and desires. Councils are ideally placed to undertake advocacy on behalf of and alongside their communities. Advocacy efforts in the local government context are increasingly focused on transformative policy and projects that have a whole of district impact.
4. As a general principle, Advocacy Projects have been endorsed by the Council annually.

Strategic alignment

Civic Leadership	
Strategic outcome	Intended public value outcome or impact
CL03 - Well thought out and managed projects that are delivered successfully.	When projects, programs or strategies are adopted they can include a level of rigor and consideration relating to funding and partnership models.
CL06 - Finances are managed appropriately, sustainably and transparently for the benefit of the community.	The Town may not need to deliver certain projects or programs but can find ways to partner with community organisations. Town projects can be delivered in a sustainable way that is not dependant on rates.
CL07 - People have positive exchanges with the Town that inspires confidence in the information and the timely service provided.	Advocacy outcomes and strategy is all of Council and Administration and is aligned to the right person doing the advocacy at the right level.
CL08 - Visionary civic leadership with sound and accountable governance that reflects objective decision-making.	In order to be effective advocacy needs to engage the correct people as both advocates and audience. This means that the advocate must be the 'right inviter'; this is the person(s) who has the requisite knowledge, authority and tools. Our role is to provide and facilitate an environment in which the right people are empowered to be Advocates

Economic	
Strategic outcome	Intended public value outcome or impact
EC01 - A desirable place for commerce and tourism that supports equity, diverse local employment and entrepreneurship.	We recognises the imperative to innovate, problem solve and create new opportunities to remain relevant in a global environment that is marked by rapid social and technological change.

Social	
Strategic outcome	Intended public value outcome or impact
S02 - An informed and knowledgeable community.	This includes programmed activities such as making public submissions, direct lobbying, delegations, face to face meetings, correspondence, media activities and public campaigns.

Engagement

Internal engagement	
Stakeholder	Comments
CEO Office	Scope and inclusions
Governance	Legislation
Exe Assistants	Process changes
IT	Process change to CRM and records management, future system reporting
Communications	Media, framework development, roles and responsibilities

Other engagement	
Andrew Hammond Consultant	Review and benchmarking against similar organisations.

Legal compliance

[Section 1.3 of the Local Government Act 1995](#)

Risk management consideration

Risk impact category	Risk event description	Consequence rating	Likelihood rating	Overall risk level score	Council's risk appetite	Risk treatment option and rationale for actions
Financial	Not having a focus advocacy approach could result in the Town not benefitting from finance support.	low	Likely	med	Low	TREAT risk by adopting an annual advocacy focus that is resourced and supported.
Environmental	Not Applicable					
Health and safety	Not Applicable					
Infrastructure/ ICT systems/ utilities	Not Applicable					

Legislative compliance	Conflicts of interest relating to advocacy are not managed effectively.	high	low	med	Low	TREAT risk with effective systems and transparent reporting.
Reputation	Unfocussed approach to advocacy.	low	low	Low	Low	TREAT risk with clarification on expectations and focus projects, report accordingly.
Service delivery	Project delivery could be at risk without the support of external stakeholders.	Med	med	med	Medium	TREAT with management of community expectations and transparent reporting on advocacy reporting activity.

Financial implications

Current budget impact	Sufficient funds do not exist within the 2020/2021 budget.
Future budget impact	Funds have been listed for consideration for the management of the advocacy portfolio in the draft 2021/2022 budget.

Analysis

5. The proposed Town Advocacy Policy builds on the principles of Policy 103 Communications and Engagement and aims to align advocacy activity with stakeholders is proactive and targeted towards a mutual outcome.
6. The attached policy sets to provide details of each agreed Advocacy Project including:
 - (a) the identified problem and proposed solution;
 - (b) intended courses of advocacy action over the forthcoming year;
 - (c) the resources required; and
 - (d) identified lead personnel.
7. The policy outlines progress reporting based on the agreed direction that is then reported on quarterly, to align to the intent of the December Council resolution.
8. The policy acknowledges that success in the pursuit of Advocacy Projects rests with external decision makers amid a competing array of stakeholder groups and interested parties.
9. Actions and activities contained within the Annual Advocacy Program will be used as an indicator of performance.

10. The Town will need to invest in resources and technology to accurately report on Advocacy activities. These funds have been included in the 2021/2022 draft budget.
11. Australia wide bench marking was completed in the development of this policy.
 - a) Wyndham – Victoria; keep the execution of advocacy internal as part of a governance and strategy model. The Council created a prioritisation framework and campaigns are run to support the advocacy efforts. Their challenge is a disengaged and socially disadvantaged community. The focus of their efforts is based on resources for socially disadvantaged and education. The City is a safe seat area at Federal and State level. You can see project specific content here: <https://www.wyndham.vic.gov.au/advocacy>
 - b) Broken Hill – New South Wales; The Council advocacy efforts are focussed on the diversification of economy in the area (to move away from mining) and to attract new residents to live in the Town. You can see project specific content here [Broken Hill: A Blueprint – Advocating For Our Future | Broken Hill City Council \(nsw.gov.au\)](#)
 - c) Mitchell Shire – Victoria; The Council’s focus on advocacy efforts is related to public policy influence policy decisions, directions and resourcing assistance by State and Federal Government , to deliver services and assets to our existing and emerging communities. It ensures that Council’s advocacy is aligned with Mitchell Shire Council vision for the community, Council Plan and any other relevant strategic documents or policies.[Mitchell Shire Council Advocacy Policy](#)
 - d) City of Perth – Western Australia; The Council includes advocacy efforts and focus areas into the Strategic Community Plan. The focus of the SCP is on forming partnerships, platforms and facilitation efforts to provide a collaborative approach to meeting community expectations with a focus on business.
 - e) The City of Swan – Western Australia; The Council has set a number of strategically significant priorities to enrich the lifestyle of our residents and ratepayers with a focus on roads and transport. These priorities are set and approved by Council at the beginning of each calendar year [Advocacy Priorities \(swan.wa.gov.au\)](#)

Relevant documents

[Policy 014 Appointment to outside bodies](#)

[Policy 021 Fees, expenses and allowances - Elected members and ICMs](#)

[Policy 024 Event attendance](#)

[Policy 103 Communications and engagement](#)

8 Motion of which previous notice has been given

Nil.

9 Meeting closed to the public

9.1 Matters for which the meeting may be closed

Nil.

9.2 Public reading of resolutions which may be made public

Nil.

10 Closure