

Shire of Serpentine Jarrahdale

Annual Report 2017 - 2018



Acknowledgement of Country and Indigenous History

Council acknowledges that the Shire of Serpentine Jarrahdale is in the traditional country of the Noongar people. We recognise their cultural heritage, beliefs, and continuing relationship with the land, and pay our respects to elders both past and present.

Whadjuck were the people of the Noongar leader Munday. His lands were the Beelo, which included the area known today as the Shire of Serpentine Jarrahdale. Munday and his wives Bugup and Kogan owned one tract of this land.

The tangle of scrub and swamp that covered the hills, slopes, and valleys was the kalleep (camp fires and grounds) of the Whadjuck people. They wandered over their lands during the six seasons, visiting, hunting and gathering, attending ceremonies, trading and exchanging according to the law which included the lore and customs within their family structure.

Traditional culture included the flora and fauna according to inherited kinship and land literacy was vital to the physical and spiritual survival of Munday's people. Adults were lifelong custodians and interpreters of the land, ensuring information and responsibility was passed on to the younger generations through song, story, dance, and ritual.

The Darling Scarp supported families that came together for corroborees at places like Gooralong, above the waterfalls on the Serpentine River. Whadjucks met with the Balardong and Binjareb people for ceremonial and cultural activities including marriage. Today, Noongar people still walk, hunt and gather, camp, celebrate and communicate with all people in the area belonging to the great leader and warrior, Munday.



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Our Annual Report

The Shire of Serpentine Jarrahdale is happy to present this Annual Report which serves to document its activities and achievements throughout the 2017/18 financial year.

With an emphasis on best practice and continual improvement, the information in these pages sets out to provide a snapshot of the Shire's progress over this period with a focus on community, infrastructure, environment and strategic direction. It is organised to align with our Strategic Community Plan 2017-2027 and Corporate Business Plan 2017-2021. These plans highlight the strategic vision for Serpentine Jarrahdale based on the following themes:

- People** a connected, thriving, active and safe community.
- Place** a protected and enhanced natural, rural and built environment.
- Prosperity** an innovative, commercially diverse and prosperous economy.
- Progressive** a resilient organisation demonstrating unified leadership and governance.

Our Annual Report focuses on the key projects delivered in 2017/18 under each theme, marking our continued progress towards realising our community vision — 'City living offering a rural lifestyle for a diverse community with abundant opportunities.'

Copies of the Strategic Community Plan 2017-2027 can be downloaded from our website. <http://www.sjshire.wa.gov.au/who-we-are/council-plans-and-publications/strategic-docs/>.

Our financial statements have been certified by an independent auditor.

Shire President's Report

I am pleased to introduce the Shire of Serpentine Jarrahdale's 2017/2018 Annual Report.



A new direction

The local government elections held in October last year brought about a change in Councillors with Councillor Rob Coales and Councillor Bill Denholm elected in the North Ward, Councillor Morgan Byas elected in the North West Ward and Councillor Keira McConkey elected in the Southern Ward. They joined existing Councillor Dave Gossage and Councillor Jacqui See in the North Ward, Councillor Dave Atwell (Deputy President) and myself in the Southern Ward and Councillor Sam Piipponen in the North West Ward.

I was extremely proud to be elected by the Council as Shire President in October and will work tirelessly over the next two years to enhance our municipality.

I offer thanks to the outgoing Councillors, John Erren who served as a Councillor from 2013 to 2017 including as Shire President from 2015 to 2017, Keith Ellis who served as a Councillor from 2013 to 2017 including as Shire President from 2013 to 2015 and Sandra Hawkins who served as a Councillor from 2013 to 2017.

Advocating for our priority projects

Lobbying our priority projects to the State and Federal government has been a priority this year. The projects are integral to improving transport links, increasing local employment opportunities and addressing a number of our high-risk roads.

The \$505m Tonkin Highway extension from Thomas Road in Byford to South Western Highway in Mundijong remains a priority. Throughout the year the Shire has advocated for this project to Federal and State Governments and will continue to do so until the project is fully funded and a start date for the works is committed to by the State Government. I encourage the community to look at the political commitments being provided for the Tonkin Highway and assist the Shire in the advocacy.

The Metronet extension to Byford as announced by the State Government will make a significant contribution to addressing some of our community's needs. The Shire is advocating for the Metronet station in Byford to be placed in the Byford Town Centre, allowing for increased accessibility and development of the Town Centre as a hub for residents, as opposed to the isolated proposed location further north of the Byford Town Centre.

The Shire's commitment to economic development and the creation of local employment opportunities was realised with the rezoning and creation of West Mundijong Industrial Area. West Mundijong Industrial Area provides 440 hectares of industrial-zoned land and offers businesses the chance to be part of an innovative, prosperous and commercially diverse local economy that doesn't lose sight of its environmental values. We continue to advocate for the realignment of the existing freight rail line linking the Shire to commercial and industrial precincts across Perth and Peel.

It is vital that these projects progress as soon as practicable to allow us to achieve your vision for development and employment opportunities in our community, now and into the future.

Collaborating with our community

June 2018 saw nearly a decade of collaborative work with the community realised, with the State Government handing over the site for the Keirnan Park Recreation Precinct. This is a major step towards creating a true community precinct that will meet the needs of local clubs and athletes well into the future. This community-defining project is planned to be delivered over six stages and projected to cost \$70-\$100 million.

In 2017/2018 the Shire invited the community to become a part of our strategic decision making processes through the establishment of a number of Advisory Committees.

The Economic Development Committee was established in June 2017 with the purpose of providing advice and input into the economic development of the Shire. The appointment of seven community members to the Committee was made in November 2017.

In November 2017, we adopted our Access and Inclusion Plan 2018-2022 and established an Access and Inclusion Advisory Committee. The Committee includes three community members who will assist us with their skills and experience. This will help us to continue implementing the actions identified in the Plan to create an inclusive community for all.

The Arts, Culture and Heritage Advisory Committee draws upon the significant experience and expertise of six community members as we work together to retain, enhance and capitalise on our unique history and culture.

Awards and achievements

The Shire been working with the community on a number of informing strategies to guide future investment. These are an Equine Strategy, Tourism Strategy, Economic Development Strategy and Engineering analysis of road networks within the whole district. These strategies are important for us, as they will continue to guide investment decisions and consequently are the basis for funding applications to leverage investment into the district.

The Planning Institute of Australia WA recognised

the community's vision for a sustainable, prosperous and inclusive community that retains a connection to nature by awarding the prestigious "Hard-won victory" Award for Planning Excellence to "SJ2050 - City living offering a rural lifestyle for a diverse community with abundant opportunities". The SJ2050 visioning process received the Award for its innovative approach to overcoming planning challenges and the application of planning tools which offered significant benefit to the community.

In February, the Shire was recognised for fostering a safe and inclusive community with a prestigious Gold Participation Award (Local Government) from Neighbourhood Watch WA. The award acknowledged the Shire's support of the Serpentine Jarrahdale Neighbourhood Watch - a volunteer group whose members take an active role in crime prevention and community safety.

On behalf of the Council, I would like to thank the Chief Executive Officer and Staff for the work they have undertaken throughout the year. Their commitment, enthusiasm and work ethic throughout the 2017/18 year is evident in the achievements contained in this report.

Cr Michelle Rich

Chief Executive Officer's Report



The 2017/18 year saw the Shire of Serpentine Jarrahdale local government elections, the composition of a new Council and employment of a new Executive Team bringing about a change in direction and leadership. We have embraced this direction and worked throughout the year on a demanding program of projects in one of Australia's fastest growing local governments.

This growth saw the creation of 260 new lots, applications for near on 1000 residential houses and 50 commercial developments with an estimated value of construction for the year of \$116 million.

A focus on capital projects and works

To accommodate this rapid growth, significant emphasis was put upon ensuring capital projects were prioritised through to completion, and re-establishing processes to understand the growing roads and transport networks in the district. A significant issue facing the Shire is evaluating its road and transport networks and reinvesting in these networks to cater for forecast demand by commuter and business users while maintaining financial sustainability.

The \$18 million contract for Abernethy Road is the largest and most complex contract we've ever managed. Significant work has been undertaken in the last 12 months relocating utility services including Telstra, NBN, gas, power to make way for the road construction works which is anticipated to be completed by early 2019.

\$11m in capital works was undertaken to maintain roads, footpaths, public open space, sporting and community facilities. This work included full upgrades

to eight existing roads and remedial works to nearly 11km of road throughout the Shire.

Five new footpaths were constructed to increase connectivity in our community between schools, commercial and residential precincts including; Gordin Way, South Western Highway and Bateman Street in Byford as well as Tonkin Street, Mundijong and Falls Road, Serpentine.

Percy's Park was enhanced as an attractive space for the community to enjoy with the completion of the toilets, additional bins and tree planting along the creek. Other parks and reserves throughout the Shire received new infrastructure such as BBQ's, signage, replacement shade sails and bins.

Advocating for SJ

Political leadership at both a State and Commonwealth level have given further commitments for the development of the long awaited Tonkin Highway extension and the Byford Metronet proposals. We have advocated with significant effort for the Tonkin Highway, which is a 13.7 kilometre project to be managed by the State Government with Commonwealth support. This is of the utmost importance for the Shire's vision to further develop the West Mundijong Industrial Area and the associated intermodal zone and improve transport options in the Shire all of which will be supported by the Tonkin's construction.

Environment and safety

Our environment is a prime motivator for many to call the Shire home. It is critical to our wellbeing and essential to our rural identity. We have continued to invest in our environment by building a strong financial and collaborative partnership with Landcare SJ through a contribution of \$200,000 per annum and our provincial partnership with the Shire's of Armadale and Gosnells through the 'Switch your Thinking' program.

Fire preparedness was again a focus in 2017/2018, and we were successful in gaining grant funding of \$250,000 to construct and install five 215,000 litre potable static water supply tanks in Jarrahdale and refurbish two existing tanks. It is testament to

the community's commitment to bushfire safety and preparedness that 99% of the 13,000 firebreak inspections conducted this year, resulted in compliance. Furthermore, we saw a decrease in the number of fires attended by our Brigades.

An active and connected community

Community participation and connection continues to be supported by a range of community events and activities including school holiday activities, Community Christmas, Paws in the Park, Thank a Volunteer Day, Library Lovers Day and Harmony Day, as well as supporting the great work of local community and sporting groups with grants totaling \$143,083.

A significant commitment to local sports was enabled through securing \$1.2m of funding for improvements at the Briggs Park lower oval. These works will include the installation of a subsoil drainage system, lighting and associated infrastructure. The grant will also allow for upgrades to the lighting and AFL goal posts on the upper oval.

Through the Kidsport program, we were able to

support 334 of our young people to participate in local sports with financial assistance totaling \$48,482.

The Shire and Byford BMX Club worked in partnership to undertake a \$74,492 upgrade to the lighting at the Byford BMX track. This will ensure that riders can now undertake safe night time training and racing and has increased the clubs capacity to host competitions.

Looking ahead

We are working on a strategic review of the Shire's Technology Management which will bring in house the ICT functions and the procurement of a new fully integrated business system resulting in a modernisation and uplift in service delivery to the community and ongoing cost savings as we move forward.

While there remains many areas for improvement to ensure the community sees value for its rate investment, I can say the staff are striving to work closely with Council and the community to realise the community's aspirations in a challenging environment.

KR Donohoe



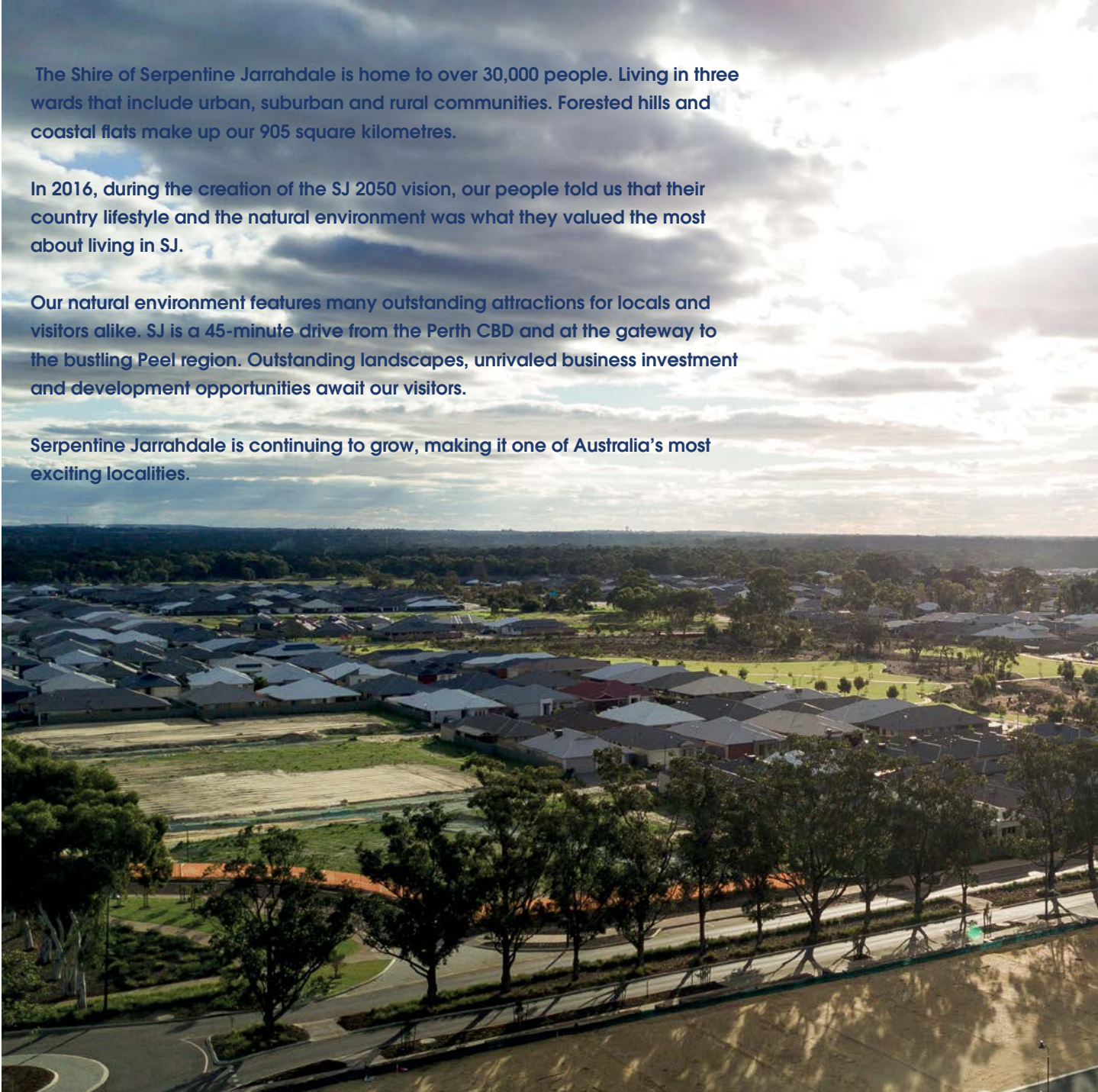
Our Shire

The Shire of Serpentine Jarrahdale is home to over 30,000 people. Living in three wards that include urban, suburban and rural communities. Forested hills and coastal flats make up our 905 square kilometres.

In 2016, during the creation of the SJ 2050 vision, our people told us that their country lifestyle and the natural environment was what they valued the most about living in SJ.

Our natural environment features many outstanding attractions for locals and visitors alike. SJ is a 45-minute drive from the Perth CBD and at the gateway to the bustling Peel region. Outstanding landscapes, unrivaled business investment and development opportunities await our visitors.

Serpentine Jarrahdale is continuing to grow, making it one of Australia's most exciting localities.





QUICK FACTS

Shire of Serpentine Jarrahdale area	905km ²
Became the Shire of Serpentine Jarrahdale in	July 1961
Estimated residential population ¹	31,039
Number of rateable residential properties	11,869
Total length of roads	830km
Total area of reserves and public open space	954+ hectares
Number of reserves and public open space we manage	191
Number of Shire facilities	99
Oldest building	Timber Mill Rotunda – Jarrahdale – 1905
Council composition	9 Councillors
Ward Structure	3 wards – North, North West, Southern
Total capital works value for 2017/18	\$11,576,185
Total operating revenue for 2017/18	\$34,684,160
Total non-operating revenue for 2017/18	\$4,325,601

¹ forecast.id data for the year end 30 June 2018.

Our Elected Members



Shire President Cr Michelle Rich

Southern Ward

Elected to Council in October 2015, Cr Michelle Rich is the Presiding Member of the Arts, Culture and Heritage Advisory Committee and represents Council on the CEO Employment Committee, Audit, Risk and Governance Committee, Economic Development Advisory Committee, Bush Fire Advisory Committee and the Local Emergency Management Committee.

A long-term resident of the Shire, Cr Rich and her husband have raised three children in the region and spent countless hours volunteering in school, sporting and community groups.

With a background in successful small business, Cr Rich brings a solid understanding of new business and environmental issues to the Shire. She is passionate about promoting the Shire as a tourism destination whilst encouraging economically sustainable, environmentally sound developments that protect the character, lifestyle and rural history of the area.

With a vision to create a new sporting and recreation precinct that will support the growing needs of the Shire and encourage a healthy lifestyle, Cr Rich has been working closely with Government and community groups to allocate land and funds to the project.

Above all, Cr Rich is working to ensure that strategic planning underpinned by strong policy creation and implementation is a priority of council to deliver real outcomes through involving, collaborating and empowering engagement with community.



Deputy Shire President Cr Dave Atwell

Southern Ward

Elected to Council in 2015, Cr Dave Atwell is a family man, married with three sons and one grandson. He has lived in Mundijong his whole life and loves being a part of the district. His interests include various sports and fishing.

He is a life member of the Mundijong Centrals Senior and Junior Football clubs, and the Serpentine Jarrahdale Blues Cricket Club. He is very passionate about his local community, and has strong historical sporting and social ties to Serpentine Jarrahdale. He currently works his family farm, which was established by his father 70 years ago.

Cr Atwell is the Presiding Member of the CEO Employment Committee and represents Council on the Local Emergency Management Committee and the Serpentine Jarrahdale Cemeteries Working Group.

9 COUNCILLORS

3 WARDS

Number of Electors		
Ward	2016/17	2017/18
North	8,732	8,817
North West	3,750	3,792
Southern	4,715	4,840
Total	17,197	17,449



Councillor Morgan Byas

North West Ward

Elected to Council in October 2017, Cr Byas is a lifelong Oakford resident and active volunteer with the local Neighbourhood Watch. Cr Byas represents Council on the Audit, Risk and Governance Committee, CEO Employment Committee, Rivers Regional Council, Community Grants Assessment Panel, Darling Range Regional Park Community Advisory Committee, Darling Downs Residents Association and is Chair of the Bushfire Advisory Committee.

Holding a Masters of Applied Psychology with a focus on organisational psychology, Cr Byas is a registered psychologist who partners with leaders and managers to help them grow exceptional teams and build effective people strategies. He has previously worked as a university lecturer and consultant, where he focused on leadership development and organisational strategy.

Cr Byas is passionate about working with the community and the Shire organisation to build an engaged Serpentine Jarrahdale that all ratepayers can be proud to pass on to the next generation.



Councillor Sam Piipponen

North West Ward

Elected to Council in 2015, Cr Piipponen represents Council on the CEO Employment Committee, Darling Downs Residents Association and Serpentine Jarrahdale Community Resource Centre Board and SJ Business Sub-Group.



Councillor Keira McConkey

Southern Ward

Elected to Council in October 2017, Cr McConkey is a public relations professional who has held numerous roles in corporate relations and community engagement for both the corporate and not for profit sector.

Currently, Cr McConkey is responsible for developing and driving corporate partnerships on behalf of The Salvation Army, resulting in measurable social impact, enhanced corporate reputation, and improved employee and customer engagement.

Cr McConkey represents Council on the Audit Risk & Governance Committee as Deputy Presiding member, the Metro East Joint Development Assessment Panel, Arts Culture & Heritage Advisory, Community Grants Assessment Panel, Karnet Community Liaison Group, Keysbrook Mineral Sands Project Community Consultation Group, Mundijong Community Association and the Community Events Working Group.

Cr McConkey enjoys the rural feel and relaxed back drop that Serpentine Jarrahdale provides and is extremely proud to call this region home. Cr McConkey is a wife and mother and holds a Bachelor of Communication from Murdoch University, with majors in Public Relations and Journalism.

Our Elected Members



Councillor Rob Coales

North Ward

Elected to Council in October 2017, Cr Rob Coales lives in Byford with his wife and two teenage children, who all love the country feel of Serpentine Jarrahdale.

With nearly 20 years' experience in law enforcement and defence, Cr Coales holds a Bachelor of Arts from Murdoch University, a Diploma of Policing through the Australian Federal Police and a Graduate Certificate of Transnational Crime Prevention from the University of Wollongong. He also served his country overseas with the Australian Army, and is a member of the Returned and Services League, the Royal United Services Institute and Australians for Constitutional Monarchy.

Cr Coales is the Presiding Member of the Access and Inclusion Advisory Committee and represents Council on the Audit, Risk and Governance Committee, Serpentine Jarrahdale Land Conservation District Committee, Metropolitan Regional Roads Sub Group, Youth Action Network and Byford Progress Association.

Cr Coales aims to increase the community's involvement in all Shire activities, and acknowledges that this will improve accountability. He has a passion for outdoor pursuits and to promote the Shire and the region for tourism, and investment.



Councillor Bill Denholm

North Ward

Elected to Council in October 2017, Cr Bill Denholm is a long-term resident of Serpentine Jarrahdale, having lived in Byford for nearly 50 years. A local small business owner, Cr Denholm is married and his five children attended Byford Primary, Byford High School and SJ Grammar.

He is an active member of SJ's sporting community, and volunteers with local netball, football, and athletics groups. Cr Denholm represents Council on the Access and Inclusion Advisory Committee, Community Grants Assessment Panel, Youth Action Network, the Peel Trails Group, Rivers Regional Council, SJ Ratepayers Association, and SJ Trails Association.

Cr Denholm is a passionate and proud member of our community, who looks forward to a bright and promising future for Serpentine Jarrahdale.



Councillor Dave Gossage

North Ward

Elected to Council in 2015, Cr Dave Gossage is a qualified Aircraft Maintenance Engineer but in recent years has earned his living as both an employee and small business operator in the areas of risk and emergency management.

He is currently the Chair of the Serpentine Jarrahdale Grammar School Board, and was elected to his current position of President of the Association of Volunteer Bush Fire Brigades in 2016 after serving many years as an ordinary Committee Member and active volunteer bush fire brigade member. His long-standing passion for youth development, and building community resilience and capacity has also seen him thrive in a number of leadership roles with the Scouts and Rural Youth organisations.

Cr Gossage's family have been active members of the Serpentine Jarrahdale community for three generations and he and his family still enjoy the unique blend of country and city life the region offers.

He is proud to be on Council and is working hard to ensure the principles of good governance, sensible decision-making and transparency remain paramount every action the Shire takes for its residents.



Councillor Jacqui See

North Ward

Elected to Council in 2015, Cr Jacqui See is the Principal and Solicitor of Byford Legal, a boutique law firm, which she has operated since November 2012. Cr See has a Bachelor of Laws, a Bachelor of Commerce (Finance Major), and a Diploma in Financial Advising.

Cr See has a varied work history and spent 12 years in the banking industry, where she forged a very unique and interesting career. Her final position in the bank, prior to leaving in 2000, was the Manager of Transaction Processing and Business Services. She has a strong background in leadership and management, and has been a champion for change and innovation in business practices.

Cr See is the Presiding Member of the Audit, Risk and Governance Committee and represents Council on the CEO Employment Committee, Economic Development Advisory Committee, Neighbourhood Watch, South East Regional Energy Group and Youth Action Network. She is the Deputy Member for the Rivers Regional Council, Peel Zone Committee and Armadale Home Help. She is also the Board Chair and P&C President for the Byford Secondary College and a Board Member for the Byford and Districts Country Club.

Shire of Serpentine Jarrahdale Councillor attendance 1 July 2017 – 20 October 2017

Councillors	OCM (4)	SCM (1)	Audit, Risk and Governance Committee (2)	CEO Employment Committee (1)
Cr John Erren	4	1	2*	
Cr Keith Ellis	4	1	1 (Observer)	
Cr Sandra Hawkins	4	1	2*	1
Cr Michelle Rich	4	1	2*	1*
Cr Dave Atwell	4	1		1*
Cr Dave Gossage	4	1		1*
Cr Jacqui See	4	1	2*	1
Cr Sam Piiipponen	3	1	1* (Deputy)	1*

*Committee Member

Shire of Serpentine Jarrahdale Councillor attendance 23 October 2017 – 30 June 2018

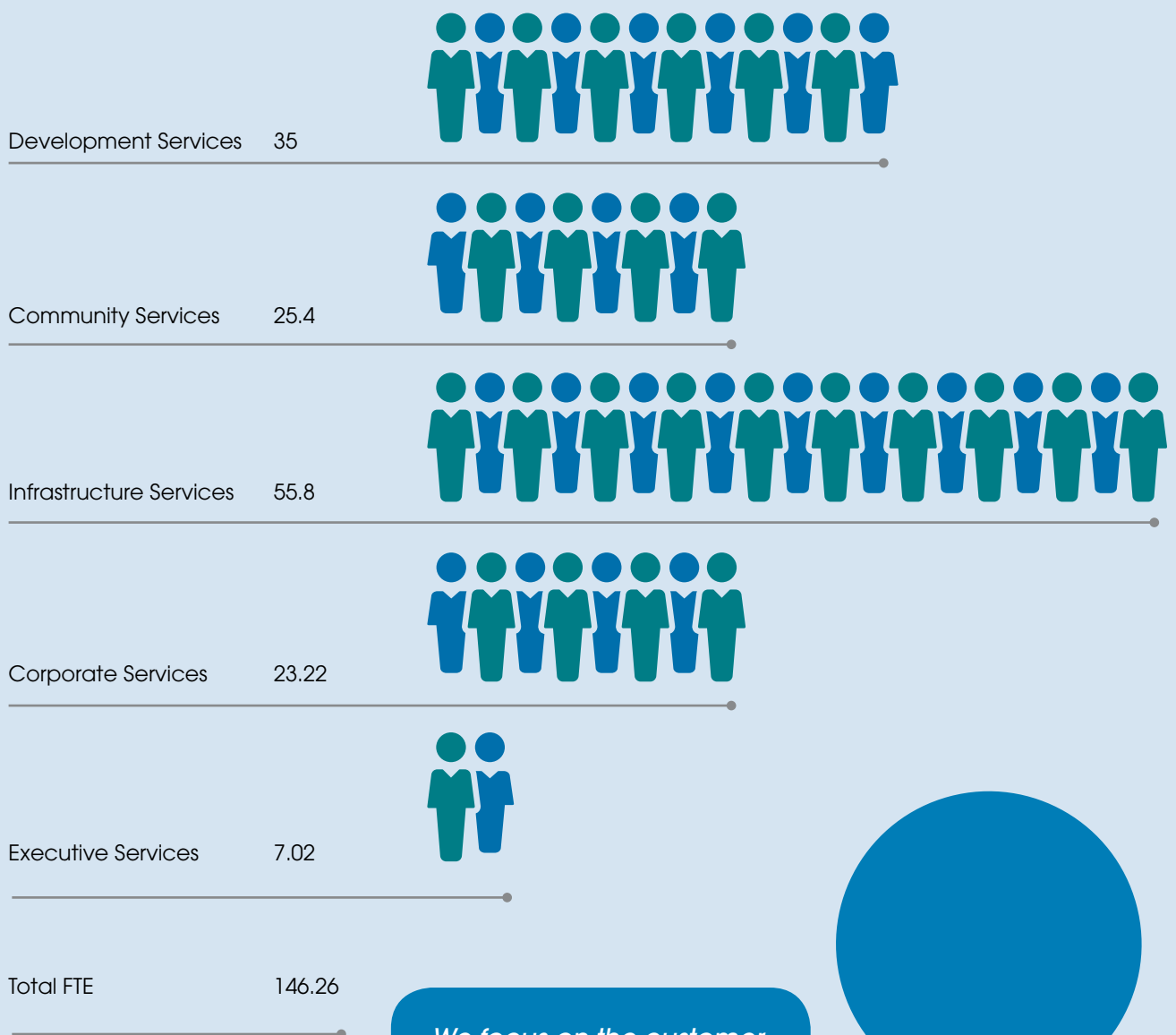
Councillors	Annual General Meeting of Electors (1)	OCM (7)	SCM (9)	Audit, Risk and Governance Committee (3)	Economic Development Advisory Committee (2)	Arts, Culture and Heritage Committee (1)
Cr Michelle Rich	1	7	9	2*	2*	1*
Cr Dave Atwell	1	6	9			
Cr Rob Coales	1	6	9	3*		
Cr Bill Denholm	1	7	9			
Cr Dave Gossage	1	5	6			
Cr Jacqui See	1	7	8	3*	2*	
Cr Keira McConkey	1	7	7	3*		1*
Cr Morgan Byas	1	7	9	3*		
Cr Sam Piiipponen	1	6	4			

*Committee Member

Shire Staff

Shire Officers come from a diverse range of backgrounds, and provide a wealth of knowledge across both local government and the private sectors. Many of our staff members are local to the area, meaning that they know what it's like to live, work, and enjoy the lifestyle Serpentine Jarrahdale has to offer.

Staff - full time equivalent



*We focus on the customer.
We do the right thing.
We work as a team.
We act safely.*

**OUR
CORPORATE
VALUES**

Our Executive Management Team



Kenn Donohoe

Chief Executive Officer

Kenn oversees the whole organisation and provides leadership to Directors and the Executive Services team. Executive Services includes Human Resources and Economic Development, Tourism and Marketing.



Helen Sarcich

Deputy CEO and Director Community Services

Community Services includes Community Development, Corporate Communications, Customer Services, Library Services and Community Facilities and Projects.



Andre Schonfeldt

Director Development Services

Development Services includes Rangers and Emergency, Strategic Planning, Statutory Planning, Compliance, Environmental Health and Building.



Frazer Sullivan

Director Corporate Services

Corporate Services includes Information Communication Technology, Governance and Financial Services.



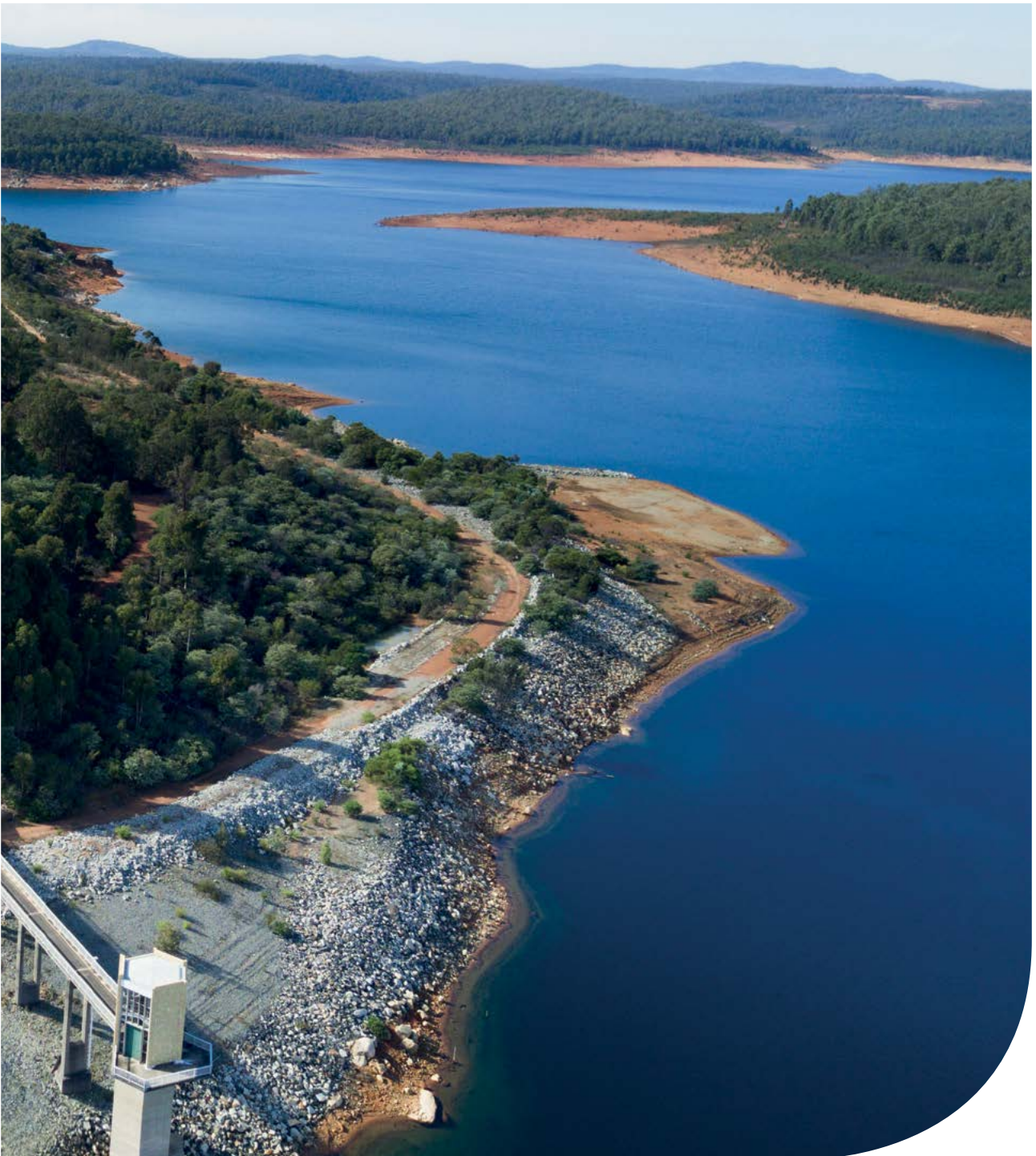
Steven Harding

Director Infrastructure Services

Infrastructure Services includes Infrastructure and Assets, Operations, Environment and Subdivisions.

The 2017/18 Year in Review

The following pages summarise the Shire of Serpentine Jarrahdale's progress during the 2017/18 financial year in achieving the outcomes and objectives defined in our Strategic Community Plan 2017-2027 and Corporate Business Plan 2017-2021.



People

The Shire of Serpentine Jarrahdale aspires to be a connected, thriving, active and safe community. The following is a summary of the progress made towards these objectives during 2017/18.

Objective 1.1 A healthy, active, connected and inclusive community.

Club Development

Social Media and Fundraising Workshops

During 2017, we held workshops for local community organisations which focused on Social Media and Fundraising. The tips and tools shared and learned will enable them to engage and grow their membership base, better target their marketing and apply the secrets of successful fundraising to use the best strategies for achieving their outcomes.

The Clubs and community groups that took advantage of these workshops include:

- Byford Bushrangers.
- Darling Downs Residents Association.

- Jarrahdale Primary School P&C.
- Oakford Volunteer Bushfire Brigade.
- Jarrahdale Heritage Society.
- Landcare Serpentine Jarrahdale.
- SJ Youth Advisory Group.
- Byford Taekwondo.
- Byford Bowling Club.
- Jarrahdale Fire Brigade.
- Byford Little Athletics.
- Heritage Country Choir.
- Lightweight Motor Cycle Club.
- Bendigo Bank.
- SJ Makerspace.

Volunteer Support

Volunteer Recognition Program

We celebrated volunteers from a local sporting clubs by rewarding them with a \$100 food and beverage



voucher from a local restaurant of their choice. Volunteers are the backbone of our clubs, from scoring at games to canteen coordinator, coaching and umpiring.

We value all our sporting club volunteer's and this is a small way to show our appreciation. In 2017/2018, the following volunteers were recognised after being nominated by their club:

- July 2017 - Karina from Mundijong Centrals Junior Football Club.
- August 2017 - Rick and Dianne from Peel Metropolitan Horse and Pony Club.
- February 2018 - Sue from the Serpentine & Districts Golf Club.
- March 2018 - Fran from the Byford Tennis Club.
- April 2018 - Stacey from the Redbacks Floorball Club.

Emergency Service Volunteers - Annual Awards and Service Recognition

In June 2018, we recognised our hard working and dedicated Emergency Service Volunteers at a dinner event held at the Serpentine Jarrahdale Community Recreation Centre.

Medals of Service were awarded to volunteers who contributed in excess of 5 years service with 3 awards given for 30 and 40 years service to the

community. During the evening, awards were presented to the best new cadet as well as some lighthearted awards for bogging the fire appliance and unfortunate misadventures.

The most prestigious award of the night was the Meritorious Award, this year awarded to Belinda (Billy) Briscoe from Jarrahdale VBFB for outstanding leadership during her time as Acting Captain.

National Volunteer Week

Supported by Volunteering WA and Lotterywest, we provided free coffee and cake to 140 local volunteers. Eight local business served volunteers from numerous community and sporting groups, including bushfire brigades, heritage groups, residents associations, Neighbourhood Watch and op shops.

Thank a Volunteer Day - December 2018.

We invited all local volunteers to celebrate Thank a Volunteer Day with a Christmas lunch at the Byford Tavern. 130 volunteers from various community and sporting groups were celebrated and thanked and included volunteers from wildlife shelters, Justices of the Peace, service clubs, bushfire brigades, Neighbourhood Watch and Serpentine Jarrahdale Library Friends.



Community, Recreation and Sport Facilities

Community Infrastructure Implementation Plan

2017/2018 saw the finalisation of the Community Infrastructure Implementation Plan. This Plan identifies community facilities and infrastructure that needs developing for the growing population. The Plan follows on from the Community Infrastructure and Public Open Space Strategy adopted by Council in December 2016 and the SJ Real Choices community engagement, where the community told us their priorities for community infrastructure. This plan includes a Library and Community Centre in Byford, Briggs Park Oval upgrade and future youth facilities.

The Plan also identifies which infrastructure attracts developer contributions and which ones will require funding through Municipal Funds and/or Grants. In order for the Shire to meet its contribution toward this community infrastructure, the Shire has developed a rating strategy to yield the capital commitment required.

Keirnan Park Recreation Precinct

One of the state's largest and most modern sport and recreation precincts moved a step closer in 2017/2018 with the acquisition of land for a regional sporting complex in Mundijong. A 63 hectare site south of Keirnan Street and west of South Western Highway was gifted to the Shire by the State Government in June 2018.

A future home for local sporting and community clubs, the Keirnan Park Recreation Precinct could accommodate football ovals, cricket pitches and nets, tennis, netball and basketball courts, hockey fields, swimming pools, a gymnasium, a national level BMX track and a range of other community and administrative facilities. Sporting clubs currently unable to operate locally because of inadequate or non-existent facilities will also have new opportunities.

Briggs Park Oval Upgrades

We were successful in securing \$1 million of funding from the Community Sporting and Recreation Facilities Fund (CSRFF) and \$200,000 from Local Projects, Local Jobs. This funding is crucial to undertake works to Briggs Park in 2018/19. Works to the lower oval will include the installation of a subsoil drainage system, installation of sports lighting and a lighting control system and new sports infrastructure.

This will allow for the lower oval to be utilised all year round. The Upper Oval will see the replacement of current lighting and AFL goal posts.

Significant work on design and cost schedules was put into this funding application in order for it to be successful and we look forward to this work being completed in 2018/2019.

BMX Lighting

In collaboration with the Byford BMX Club, we upgraded the lighting at the BMX club in Byford. This enable safe night time racing and competition. The total project cost \$74,492 with the club contributing \$25,000.

Other Community Infrastructure Works

An additional cricket net installed at Briggs Park brought the total number of nets available to the cricket club and community to five. This work also included the re-carpeting of the existing nets.

Serpentine Tennis Courts had three new nets installed and the Byford Skate Park was enhanced by lighting, furniture and railings.

Access and Inclusion Plan 2018-2022

Consultation with the community was undertaken to update our Access and Inclusion Plan to provide a framework for improving access and inclusion for people with a disability in the Shire of Serpentine Jarrahdale. We also established the Access and Inclusion Advisory Committee which includes three community representatives.



As a result of this consultation process, key strategies were developed under each desired outcome as identified by the Disability Services Commission. These strategies will guide us towards improving access to our services, buildings and information.

Facility Management

Shire staff commenced a review of facility usage to improve equitable access across all Shire facilities. During 2017/2018 staff managed 3,817 bookings for 14 community facilities and 13 sporting facilities. The Shire Community Bus was hired by 25 community groups through 72 bookings.

Active Sporting Reserves

Works were undertaken at Clem Kentish, Kalimna, Mundijong, Briggs Park and Bill Hicks to add liquid fertiliser dosing units to the irrigation system. This has enabled us to prevent the soil becoming water repellent by injecting liquid Wetta Soil through the irrigation system along with Seasol providing micro nutrients to the Active Sporting Reserves. In previous years, granulated wetting agents have been used which has had limited effect in preventing water repellence and dry spots.

The benefits are already showing with Mundijong Oval looking fantastic over this past summer, owing to the soil not drying out or becoming water repellent. The addition of the Seasol has also helped in making the turf more resilient to disease. Normally summer season turf replacement works

would normally cost between \$20,000 to \$30,000 on Mundijong Oval. This year there was no need for turf replacement works which has resulted in a considerable cost saving for the Shire.

Parks

Over the year our operations team undertook a number of improvements, replacements and repairs to Shire parks. Some of these are listed below:

- At Sun Rays Reserve the area surrounding the playground received a revamp including planting trees, turf and shrubs, installation of a BBQ with seating and laying a new section of footpath.
- Rain Forest Reserve received a replacement solar light and a refurbished walk bridge.
- New park signage and replacement shade sails was completed at Byford Hall.
- Peppies Crescent Reserve now has a new BBQ.
- At Mundijong Linear Park, turf and irrigation was laid opposite the tavern. Timber sleepers around the playground areas were also replaced.
- A park bench that was stolen from Byford by the Brook was replaced.
- A new entry gate and concrete crossover was installed at Old Brickworks Reserve.
- Additional bins including a doggy bin dispenser, along with a new park entry gate and concrete crossover was added to Dagostino Reserve.



- At Woodland Grove Reserve, bollards were installed to prevent vehicle access and new trees were planted among the turfed areas.
- Toilets, a park entry gate, two additional bins, an extra doggy bin dispenser and planting of more trees in the creek area was completed at Percy's Park.
- Quine Reserve had a new a doggy bin dispenser installed.
- Two small walk bridges at Clondyke Reserve were replaced.

Community Grants and Sponsorships

We supported your community groups and organisations by awarding \$143,083 of grant and sponsorship funding. Some of the groups who benefited where:

- Hugh Manning Tractor and Machinery Museum Inc. increased the chances of surviving a heart attack for visitors and volunteers at the museum. With funding through the Shire's Minor Grants, they purchased a new defibrillator and storage case, along with training in how to use it.
- Eq Cetera Inc. received Minor Grants funding to purchase Hippotherapy Saddle Sensory Pads and grooming kits. Hippotherapy is for clients with muscular, sensory or cognitive disabilities .
- Lions Club of Serpentine Jarrahdale received a Minor Grant enabling them to purchase 2 pull-up banners. These will promote their club and

encourage others to join in and take a more active part in serving the community.

- Serpentine Golf Club received a Major Grant to construct a new entry statement for the club consisting of two limestone walls and increasing the driveway width to 6m.
- Byford Progress Association received a Major Grant to add a 1920's brickworker and barrow sculpture by artist Len Zuks to the Byford Art Trail.
- Serpentine Foothills Polocrosse Club was a major grant recipient , funding the installation of 60 new horse yards and nine new watering points at the Serpentine Sports Reserve.
- We approved 42 sporting travel grant applications to local athletes to compete in state, interstate and international competitions that added up to \$7,800.
- The year also saw sponsorship support of major community events – SJ Livelighter Community Fair, Jarrahdale Log Chop and Country Fair, Food and Farm Fest and ANZAC Day Dawn Service to a total value of \$40,000.

KidSport

In conjunction with the Department of Local Government, Sport and Cultural Industries Kidsport funding saw 334 vouchers issued to the value of \$48,482. These vouchers allow young people in our community to participate in sports by assisting with their fees. Clubs that the highest uptake of KidSport



vouchers included:

- Mundijong Centrals Junior Football Club Inc.
- The Young Mens' Christian Association of Perth Inc (YMCA).
- Byford Bushrangers Inc.
- Serpentine Jarrahdale Netball Association.
- Byford Little Athletics Club.
- Byford Basketball Association Inc.
- Minions Netball Club.

Library Services

A new Library Management System was implemented to improve and automate processes allowing our staff to give customers more time and direct assistance. Part of this system, the Online Catalogue gives library customers the ability to view the availability of books and non book items, view images and details of the materials available and easy access to renew or reserve items.

A self serve kiosk allows people to help themselves if they wish to by checking out and renewing their own books. This has been appreciated by library customers who like to work with technology or prefer not to wait to be served during our busier times.

Our school holiday programs continue to be popular and well attended. A number of activities were held Shire-wide and included; craft and sewing, meeting author Tim Bristow, science, coding, kite-making, musical experiences and Drippy the Dragon.

You attended:

- Community sew-a-thon to make Boomerang Bags with All Things Craft, the CWA, Mundijong Arts and Crafts and the Serpentine Jarrahdale Community Resource Centre.
- Visits by authors Juliet Marillier, Cyril Ayris and Siobhan Timmer.
- Library Lovers Day and showed how much you love our Library by joining in the big hug!
- A presentation by Linton Reynolds on Serpentine Jarrahdale personnel who served in WW1.
- The Pop UP Libraries and National Simultaneous Storytime during Library Week.
- A seed saving workshop in collaboration with the Byford Glades Community Garden.

During Mental Health Week the Library hosted a Juke Box Lady event for adults in our community. Music and interaction created a welcoming atmosphere with time to meet other people and enjoy some singing and dancing. Music and singing are great stimulants for sharing memories and creating active conversation. It was a fun filled event enjoyed by those who attended.

This year we enjoyed making new connections with parents and babies through Baby Yoga and Baby Massage. This powerful bonding experience assists with early brain development through talking, body movements and play at the same time promoting the Better Beginnings Program to develop early literacy and the services available at the Library.



We visited your children through schools, kindergartens and child care centres for story time and continue to assist you by developing programs to support special literacy needs.

2017 2018 STATISTICS	
Total Library membership	3,505
Number of items borrowed	81,413
Number of programs	143
Program participants	1,520
Facebook Likes	1,061
Customer visits	31,903

Events

The Community Barbeque Series continues to grow. These free community barbeques in the lead up to Christmas are part of a unique initiative to create safer, more inclusive neighbourhoods. It is a great opportunity for residents to speak with Shire employees, Neighbourhood Watch volunteers and local Police about strategies to promote safety and a sense of community as well as interact with neighbours, make new friends and establish meaningful connections with those who live nearby.

Residents attended 11 free community events including school holiday activities, Australia Day, Community Christmas, Paws in the Park, Wellness Series, ANZAC Day, Thank a Volunteer and Harmony Day.

- A Community Christmas was hosted for all Shire residents at Bill Hicks Reserve. Over 1000 residents enjoyed the free event with entertainment and support provided by local community groups and businesses.
- The inaugural Paws in the Park event celebrated our four legged residents and treated them to a free High Tea and dog wash. Their owners were able to join in the fun with face painting, bouncy castles and other doggy related stalls and vendors. The event was well attended and enjoyed by all.
- The Wellness series saw a series of 12 free movement and meditation sessions at locations across the Shire. Promoting health and wellbeing and the activation of Shire parks and reserves, events were well received by the community.
- To mark Harmony Day 2018, residents were invited to showcase their creative flair by designing spinning flowers from recycled plastic bottles. The free event was open to adults and children 12 and over and hosted by the Shire in conjunction with the Serpentine Jarrahdale Library Friends, Switch Your Thinking team and volunteers from the Mundijong Heritage Community Garden. Run by Mike Alvares of Kite Kinetics, the event was one of thousands across Australia celebrating cultural diversity at a national and local level. The workshop united residents in a fun, free project that allowed participants to make new friends and connections, while using creative skills to design some colourful pieces of community art.



We celebrated the high calibre of local sporting achievement at the inaugural Athlete Recognition Evening on Tuesday 10 October at Quarry Farm. Sixty-five local athletes representing 23 different sports were acknowledged at this special event, meeting likeminded people in the sporting community and hearing from inspirational guest speakers from the Peel Regional Academy of Sport. The guest speakers focused on motivating and providing assistance to our local athletes as they strive for success at national and international levels. The event celebrated the success of local athletes who had been supported by receiving a Sporting Travel Grant from the Shire in the last 18 months. These grants assist Shire residents with the travel expenses that are associated with being selected to compete in a national or international sporting competition.

Social service agencies from across the metropolitan area gathered at Byford Hall in April for a special community expo to promote locally-available support services. A joint initiative of the Shire and the Armadale Family Support Network (AFSN), the expo introduces residents to a wide range of social support services including those for parenting, mental health, domestic violence, and drug and alcohol support. Among the organisations represented were Communicare, Workpower, YMCA WA, Lifeline, RISE, Headspace, Anglicare and Richmond Wellbeing. The expo sought to raise awareness about the breadth of services available locally and show residents how to access support.

Objective 1.2 A recognised culture and heritage.

Public Art

This year saw the establishment of an Arts, Culture and Heritage Advisory Committee, with its first meeting held in April 2018. We sought Expressions of Interest from members of the community with an interest and skills in the field. Six community delegates were appointed to the Committee. The Committee will assist by providing input and advice pertinent to the vision for arts, culture and heritage across the Shire and provide strategic input, advocacy and specialised knowledge to guide Council's efforts in promoting, supporting and growing these areas in the Shire of Serpentine Jarrahdale. Specific tasks of the Committee include:

- To provide input and advice on the development of a Shire of Serpentine Jarrahdale Public Art Policy and to make recommendations to Council relating to its implementation.
- To provide input and advice on the development of a Shire of Serpentine Jarrahdale Local Heritage Strategy.
- To provide input and advice on the development of a Style Guide for signage.
- Provide input and advice regarding the allocation of funds for arts, culture and heritage activities for the Shire's annual budget process.



Objective 1.3 A safe place to live.

Environmental Health

It has been a very exciting and active year serving our growing and vibrant SJ community. In particular, we have assisted keeping the community safe by:

- Providing information, responding to and investigating more than 1,300 technical enquiries and service requests.
- Assessing and assisting with new development and event applications, licenses, and requests for registrations and permits for health installations and new food business.
- Promoting hand hygiene workshops with local families at our very special library.
- Making available, free Food Safe training packs for local food business to support them improving food safety skills and knowledge.
- Initiating a mosquito monitoring and management plan to keep an eye on the growing number of man-made lakes and storm water systems.
- Undertaking an audit and investigation into onsite effluent disposal systems. A report provided the Western Australian Local Government Association (WALGA), and Department of Health, has prompted a state wide investigation and review of regulatory safeguards for new home owners and existing residents from a perceived drop in the standard of installations and maintenance of ATU's.
- Referring for public comment our Health & Wellbeing Strategy, which identifies longer-term objectives and health outcomes that can enable funding opportunities and support for local initiatives promoting healthy choices and physical activity. Our strategy was the first Local Government public health plan in Western Australia following the gazettal of the new Public Health Act, late in 2016.

Quick Stats

Responded to 1300 Technical enquiries.
Processed 145 health applications.
Carried out 529 health risk assessments of local Shire businesses.

Bushfire and Emergency Management

Our bushfire brigades were called to and attended 347 incident calls through the 2017/2018 financial year a decrease of 25% over the last few years. Our bushfire brigade members and their leadership team provided over 37,000 hours of invaluable service to the Shire's community through attending emergencies, conducting hazard reduction burning, training, community engagement, administration and maintenance.

The State Emergency Service unit attended 13 incidents for the 2017/2018 financial year. SES members provided 1,353 hours of service attending emergencies, community education, training and maintenance.

In response to the tragic events in Waroona we successfully applied for a Royalties for Regions/Peel Development Commission Grant to construct five 215,000L Potable Static Water Supplies (Tanks) in the Jarrahdale townsite and refurbished two existing 225,000L tanks. This provides 1.5 million litres of water to offer the town some level of resilience in the event of a fire threatening the townsite, while also providing the town with a potable supply for use in the event of a failure of the towns aging potable water supply.

The annual Firebreak Inspection was undertaken of the 13,000 properties within the Shire from December 2017 through to April 2018. Of those properties, only 324 came to notice or less than 2.5% with less than 1% receiving infringements. This shows our education programs and informative documents



are having a positive effect on the awareness and preparedness of over 95% of landowners. The Office of Bushfire Risk Management (OBRM) has classified over 97% of the Shire as bushfire prone, which is why we take bushfire prevention very seriously.

We were successful in obtaining a \$4,000 grant through the All Western Australians Reducing Emergencies (AWARE) program to conduct a local emergency risk management project. We surveyed the community on a range of emergency management issues and received over 200 responses.

Community Safety and Crime Prevention

We were recognised for fostering a safe and inclusive community with a prestigious Gold Participation Award (Local Government) from Neighbourhood Watch WA. The award acknowledges the Shire's support of the Serpentine Jarrahdale Neighbourhood Watch – a volunteer group whose members take an active role in crime prevention and community safety.

Run in conjunction with the Mundijong Police Station, the program provides residents with up-to-date crime prevention and safety advice while facilitating open lines of communication with local police. It receives administrative support from the Shire, who also coordinate various community crime prevention events.

Neighbourhood Watch members meet monthly with Shire staff and police, and are active at many

local events. Last year, members hosted seven community barbecues, and were a visible presence at the Mundijong Police Open Day and various community events.

Serpentine Jarrahdale Neighbourhood Watch is a collaborative approach to community safety involving residents, the Shire and local police. While crime prevention is obviously a focus, the program is about so much more. It offers a way for people to make a meaningful contribution to their community while also establishing friendships and building community spirit.

Building Assessment

Our Building team processed and assessed a large number of applications against legislation to ensure we have safe, well built buildings for you to live in, visit and do business in. These included:

- Close to 1,000 residential developments.
- 50 Commercial developments including Aldi, Woolworths, KFC and McDonalds.
- Multiple childcare facilities and other new businesses.

The total estimated value of construction throughout the year was \$116,752,326.

We also carried out over 670 swimming pool safety barrier inspections. Thank you to those residents for their cooperation and positive support of this important community safety program.



Ranger Services

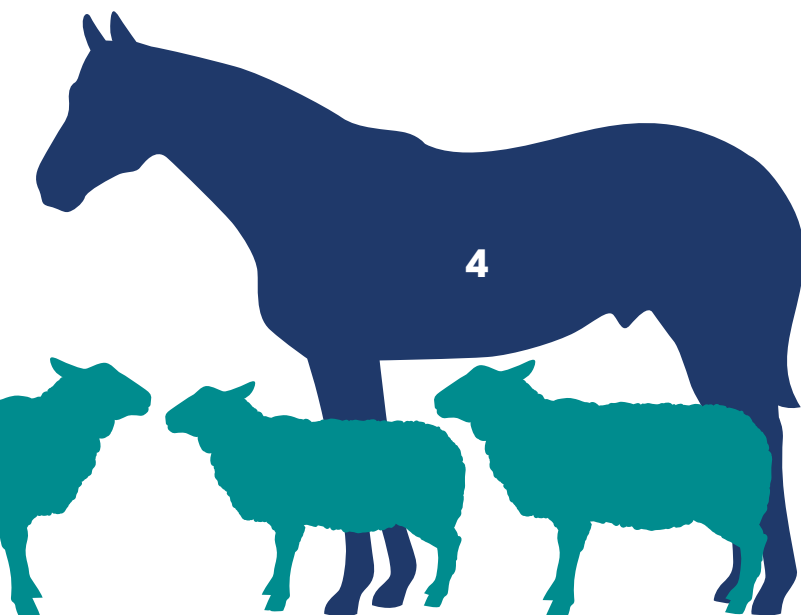
The Ranger team actively patrolled school zone parking areas, creating positive feedback from the nearby residents, schools, and social media postings. Increased education, patrols and enforcement have improved safety around most schools. We also worked corroboratively with School Principals to achieve a safe environment for children and parents at school drop off and pick times.

An increase in general parking patrols has improved compliance by residents and visitors. Positive feedback has been received from residents for this work in keeping your streets safe for all users of footpaths and roads. Early and late patrols have provided a higher level of compliance outside of working hours and an increase in interaction with residents and visitors.

This year we;

- Issued 694 warnings to give people the chance to do better next time.
- Although we implement education programs and written warnings, we still had to issue 452 penalties.

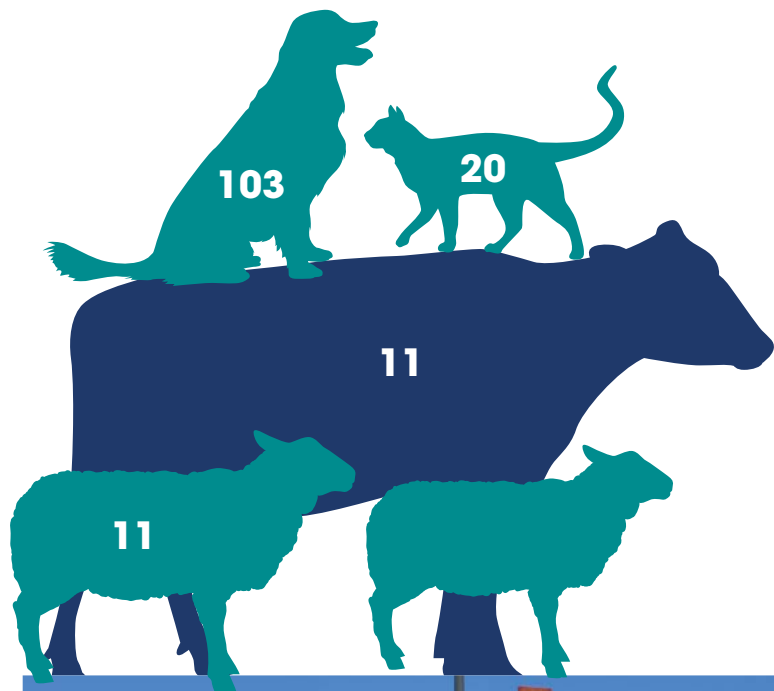
You told us about illegal rubbish dumping and problems with builders waste. In response we contacted builders to emphasised compliance with the Shire's Building Site Waste Local Law and received strong positive feedback. We stepped up patrols, undertook litter reduction programs and successfully prosecuted offenders.



We undertook a complete renewal of the annual licencing and audit processes for extractive industries within the Shire to ensure licence compliance.

A number of animals were lost and found during 2017/2018 and we:

- Reunited 82 lost dogs with their owners and found fur-ever homes for 21.
- Reunited 3 lost cats with their owners and found fur-ever homes for 17.
- Reunited 11 cows with their owners.
- Reunited 11 sheep with their owners.
- Reunited 4 horses with their owners.



Place

The Shire of Serpentine Jarrahdale aims to be a protected and enhanced natural, rural and built environment. The following is a summary of the progress made towards these objectives during 2017/18.

Objective 2.1

A diverse, well planned and built environment.

Land Use Planning

Applications and Planning Compliance

A total of 12,841 planning enquiries were received as well as a total of 549 development applications ranging from single dwellings, to commercial and industrial developments, patios and outbuildings. These applications are valued up to \$72 million.

80% of the applications were determined within the statutory time frame. The remainder were determined outside these requirements due to agreements to extend the timeframes in order for the applicant to provide the Shire with additional required information.

Shire Officers attended 25 State Administrative Tribunal (SAT) matters. A number of these matters were resolved by mediation and reconsideration orders by the SAT. Two of the matters were heard at a full hearing where Officers represented the

Shire. At both hearings, SAT affirmed the Officer and Council decisions. No matters during the year were overturned.

During the 2017/18 financial year, the Shire's only Planning Compliance Officer processed a total of 119 complaints and 1,443 enquiries ranging from unauthorised structures, illegal fill and use of land. Additionally, 283 Form 2 audit approvals were registered for further compliance investigation. As such, a total of 402 compliance matters were registered with the Shire for further investigation.

West Mundijong Industrial Area (WMIA)

In Feb 2018 the WMIA was zoned for industrial development. This 440 hectares quickly saw the establishment of a new business with 4 new businesses on the way. It is estimated the WMIA will bring an extra 10,000 jobs to our community.



Shaping SJ

Nearly 1400 residents and stakeholders have had their say on a range of topics pertinent to the Shire of Serpentine Jarrahdale's future during the largest community consultation process ever undertaken by the Shire.

This involved hosting a series of community workshops, stakeholder meetings and engagement surveys to canvass opinion and process feedback. Consideration was given to appropriate local land use, as well as transportation options, infrastructure and services required for vibrant, efficient suburbs of the future. The process, known as Shaping SJ, received 1189 direct survey responses in under three months. It included 29 engagement workshops and meetings with members of the public, landowners, industry groups, local businesses, community stakeholders and government agencies. As part of the engagement surveys, residents were asked to help identify challenges and opportunities across nine themes: activities and events, community facilities, dogs, education and training, employment, environment, equine, sport and recreation and transport.

As part of Shaping SJ we initiated Social Pinpoint, an interactive online platform that allowed residents to provide comment on the main projects and issues from the local planning strategies. Users were able to drag and drop an "I Like" or "Dislike" pin on an area and then leave a comment on it.

SJ2050 Award

We won the prestigious Planning Institute of Australia WA "Hard won victory" Award for Planning Excellence for "SJ2050 – City living offering a rural lifestyle for a diverse community with abundant opportunities".

The SJ2050 visioning process defied the odds, bringing together a community that was hurting from historical differences, incredibly fast-paced growth, a low economic and rates base and tumultuous change resulting from the transition from a rural to an urban area in the space of a few years. The outcomes of the final online survey captured a statistically representative sample of the Serpentine Jarrahdale community with 341 respondents, evenly represented across all age groups. The Shire and community of Serpentine Jarrahdale is committed to the SJ 2050 future - the cover of the document represents us stepping into this future; onwards and upwards yet respecting our heritage to achieve an inclusive, integrated, connected, equitable and innovative future based on our core values, community aspirations and visionary outcomes.

Planning Framework Review

We undertook the development of draft planning frameworks for Byford, Mundijong, Serpentine and Jarrahdale. This involved a review of all current structure plans, development contribution plans and other supporting planning documents in order to align them with the SJ2050 vision, Strategic



Community Plan and Corporate Business Plan within the State Planning Framework and the Shire's own local planning framework.

Shire Officers completed a Shire-wide statutory planning document review and presented the Local Planning Strategy and Local Planning Scheme No.3 to the Department of Planning for consent to advertise formally. The Local Planning Strategy was drafted in accordance with the Local Planning Manual 2010, published by the West Australian Planning Commission (WAPC) as the guiding document for all local planning strategies and local planning schemes within Western Australia. It incorporates a vision, principles, strategy objectives and a strategic plan to address the key opportunities, issues and challenges within the Shire and a spatial plan of strategic land uses, infrastructure, and natural resources and, land use categories that contain the objectives, strategies and actions required to implement the plan. It is the precursor to the approval of the Shire's new Local Planning Scheme. The extensive review of the Rural Strategy 2013 was finalised with approval by the Western Australian Planning Commission. The overall purpose of the Rural Strategy is to preserve and enhance the Shire's rural character and its role as an important economic contributor to the Shire and broader region. The Rural Strategy Review 2013 aims to provide a framework for development in the absence of a Local Planning Strategy and was assessed by Council as such. The Rural Strategy

is therefore a significant strategic document and is used as a primary resource to assess statutory applications.

The full suite of 35 Local Planning Policies that supplement the Town Planning Scheme and regulate land uses in the local government area received a full review and an additional nine Policies were agreed to.

Subdivision Management

The number of new lots created this year was down on previous years but at 260 new lots, still represents a significant number of new land for development. Subdivision Management involves many technical Officers working to process 73 applications for scheme amendment, local development plans and subdivisions, which will help our community grow towards a population of 50,000.

Officers provided technical advice and assessed:

- 13 event applications, 17 civil plans (amending four), and 336 planning applications.
- 494 building completions.
- Six storm water plans, 12 water management plans, and six traffic management plans.
- 202 crossovers.
- 26 condition clearances.



Objective 2.2 A sustainable natural environment.

Parks and Reserves Management

We have been managing invasive species of both the plant and animal kind on a variety of Shire reserves across the localities, with much of the focus being on the reserves that contain high quality native vegetation with some control of weeds located on our road reserves. Some of the weeds that we have focused on controlling include: Cottonbush; Blackberry; Arum Lily; Watsonia; Bridle Creeper; Lovegrass; Veldt Grass and Patersons Curse.

In addition, Environmental Officers continue to work with our Emergency Services in conducting fuel load assessments and hazard reduction burns in selected reserves when appropriate conditions allow. Our rotational Dieback control program, saw relevant reserves mapped and treated to control the spread of this pathogen in our natural areas.

We continue to work collaboratively with Landcare SJ and a wide variety of community groups who improve the environment through revegetating areas of degraded Shire reserves. We also continue to support the fantastic work that the various community and “friends of” groups do within our community to help keep our natural reserves in great condition.

Trails Strategy

Trails build a connection between people and our local natural environment – creating a sense of ownership and belonging. In 2017/18 we have been heavily involved in the development of the Regional Peel Trails Master Plan review. All of the local governments in the Peel region have been pulling together local information about trails that will ultimately feed into the Peel Trails Strategy and local trails strategies.

From the trail surveys undertaken, approximately 495 km of a variety of sanctioned trails (walking, mountain bikes, equestrian, and 2 WD trails) have been identified within the Shire of Serpentine Jarrahdale. Of this total, we currently manage approximately 122 km of those trails.

As always, we work closely with the community

through the local SJ Trails Incorporated group, which includes representatives of a variety of local groups and the other government agencies that manage and maintain the trails in our Shire. Congratulations are extended to the Jarrahdale Heritage Society who coordinated 340 volunteer hours to reestablish the walk from the Prisoner of War Camp to Sullivan’s Rock (Balmoral Trail).

We also provided local government representation on the Statewide implementation committee for the Western Australian Horse Trails Strategy.

Bridle Paths

Bridle paths continue to be an important part of the Shire acting as a direct connection between localities. These linkages are important for the equine disciplines, but are regularly used by other members of the community.

These trails have an annual maintenance program which includes spraying and slashing. The Darling Downs Residents Association assist us by maintaining a selected area of trails and open area.

Landcare SJ

We strengthened support for Landcare SJ through committing additional funding to their organisation. This has allowed them to continue to excel in delivering the fantastic environmental and community work through revegetation and community education.

Peel Harvey Biosecurity Group

We continue to support biosecurity on private properties within the Shire, through an annual contribution to the Peel Harvey Biosecurity Group. This group is a Registered Biosecurity Group and works closely with the Department of Primary Industry and Regional Development for control and compliance. We are actively involved in the identification of properties that are non-compliant with large infestations of weeds.

Natural Asset Management

2017/2018 saw a call for public input into a bold new strategy to create cleaner, greener and a more sustainable future for neighbourhoods.

Submissions were taken to help shape the Shire’s

first Urban and Rural Forest Strategy – a framework for managing, protecting and retaining trees and native flora. The strategy promotes the creation of cool, shady, livable suburbs where healthy, mature trees are retained and new ones are planted.

The Urban and Rural Forest Strategy was a progressive move aimed at promoting the economic, environmental and social benefits of tree canopy cover.

The Urban and Rural Forest Strategy will also address planning requirements governing the removal of established trees and native plants from private and public land.

Waste Management & Recycling

Through a tendering process, the Shire appointed Cleanaway for general waste collection allowing us to get better service and value for money.

We identified a need for a Waste Management Strategy to sustainably manage our increasing

population's demand for waste services. A consultant has been appointed and the Strategy is anticipated to complete by June 2019.

In 2017/2018 we:

- Collected 676 tonnes of green waste.
- Collected 1,142 tonnes of hard waste (large items that cannot fit in a regular bin).
- Collected 7,916 tonnes of general waste (household and commercial waste).
- Helped you to recycle 2,461 tonnes of reusable waste.
- Took 8,836 tonnes of waste to land-fill.
- Collected 516,528 waste bins annually.
- Collected 522,312 recycle bins annually.
- Collected 17,952 commercial waste bins annually.
- Collected 4,464 commercial recycle bins annually.



Prosperity

The Shire of Serpentine Jarrahdale strives to have an innovative, commercially diverse and prosperous economy. The following is a summary of the progress made towards these objectives during 2017/18.

Objective 3.1 A commercially diverse and prosperous economy.

Economic Development

In 2017/2018 we actively supported this objective by:

- Driving the strategic direction for local economic development by producing the Economic Development Strategy 2018-2023, and establishing the Economic Development Advisory Committee. Expressions of Interest were sought with five community representatives appointed to the Committee.
- Hosting over 250 face to face meetings with potential investors, developers and new business relocators, signifying the growing importance of Serpentine Jarrahdale as an attractive investment destination for the private sector.
- Developing and implementing a new Traineeship program that saw two young locals join the Shire to complete nationally accredited Certificate III in Business Administration during their one year traineeships.
- Promoted the diverse range of career opportunities available in local government at the Curtin Careers Expo.
- Worked as an active member of the Peel Regional Leadership Forum to promote economic and social development in the shire in a Peel regional approach with the City of Mandurah, Shire of Waroona, Shire of Murray and Shire of Boddington.

Objective 3.2 A vibrant tourist destination experience.

Tourism

This year saw the commencement of a major strategic review of local tourism opportunities, which will inform a tourism strategy in 2018/19. The principal aims of a tourism strategy is to:

- Identify opportunities for development of new and upgrading of existing tourism product to meet future visitor expectations and demands.
- Identify the need for new investment and infrastructure that supports the development of tourism in the Shire.
- Provide relevant, research based information on current and future tourism supply and demand.
- Provide recommendations on the focused priorities for engagement with key industry stakeholders, potential investors, tourists and the community.
- See many more tourists visit Serpentine Jarrahdale to discover and enjoy the many fabulous attractions we have to offer, just an hour away from 2 million people.



Objective 3.3

An innovative, connected transport network.

Road Maintenance

The community told us that maintenance of transport infrastructure is a high priority, so in 2017/2018 we completed maintenance and bitumen repairs to roads, verges, gravel roads and road shoulders.

A full upgrade to existing roads (drainage, shoulders and road) were carried out on:

- Lowlands Rd, 1.18km from Summerfield Rd.
- Henderson Rd, 1.53km of road east from Punrak Rd.
- Bateman St – between Soldiers Rd and Gordin Way.
- Orton Rd – between Kargotich Rd and King Rd.
- Gossage Rd – 600m from Hopkinson Road.
- Elliott Rd - 1300m from the South Western Highway.
- King Rd – between Jackson Rd and Boomerang Rd.

Resurfacing of the roads (roads only) were carried out on:

- Briggs Rd, Byford, between Abernethy Rd and Thomas Rd (length=220m), installation of slow points and pavement stabilisation works.
- Clifton St, Byford, between Catherine St and Mary St (length=230m), kerb upgrade and asphalt overlay.
- Edward Crescent, Byford, between South Cr and Bradshaw Rd (length=350m), kerb upgrade and asphalt overlay.
- Alice Rd, Cardup, between Redcliffe Rd and Cardup Siding Rd (length=480m), pavement stabilisation works.
- Kiln Rd, Karrakup, vegetation pruning and road stabilisation works (length=1500m).
- Soldiers Rd, Cardup, between Bushlark St and Karbro Dr (length=990m), single coat seal.
- Marsh Court, Jarrahdale, from Medulla Rd entire length (length=570m), single coat seal.
- Jarraglen Rise, Jarrahdale, entire road (length=650m), shoulder upgrade and single coat seal.
- Tonkin St, Mundijong, between Paterson St to Baskerville Rd (length=500m), shoulder upgrade and single coat seal.

- Rapids Rd, Serpentine, between Gull Rd to Rowe Rd (length=600m), shoulder repair, crack patching and sealing.
- Mason Crt, Serpentine, entire road length (length=300m), shoulder repair and single coat seal.
- Nicholson Rd, Intersection Rowley Rd (length=300m), asphalt repair.

Pavement stabilisation and reseal works to existing roads were carried out on:

- Wright Road (length=250m).
- Soldiers Road (length=80m).
- Kargotich Road (length=3.1 km).
- Baigup Loop (length=300m).

Upgrades to Existing Bridges

- Gooralong Brook – Jarrahdale Road Bridge - \$66,668 of Federal (2/3) and State Government (1/3) was spent to repair the bridge.
- Richardson Street – Removal of existing timber frame bridge and construction of new steel frame bridge at a cost of \$850,540. The benefits of the steel frame is low inspection and maintenance cost.

Drainage

Significant drainage repairs, maintenance and upgrades were carried out on:

- Tonkin Street, Mundijong – upgrade of existing drainage.
- Soldiers Road / Cardup Siding Road intersection – repair pit and replace damaged pipe.
- Clondyke Drive / South Western Highway intersection – additional connection within two pits.
- Bateman Street - upgrade drainage by burying the drainage pipes along the northern side of the road.
- Gossage Road – culvert renewal works.

Other minor drainage works. Footpaths & Cycleways

Work was undertaken to develop a holistic program aimed at improving interconnectivity between the community and places of interest in the shire. This included work on kerbs and footpaths to the value of \$150,000 including:

- Construction of new footpaths:
 - Tonkin Street, Mundijong – new connection.
 - Gordin Way, Byford – connect school, commercial and residential precincts.
 - Falls Rd, Serpentine – connection between Serpentine Falls Park Home and Tourist Village and Serpentine Town.
 - South Western Highway, Byford – new path connecting commercial precinct to residential areas.
 - Bateman Street, Byford – new path connecting residential area, schools and sport activity centers.
- Renewals of existing footpaths:
 - Jarrahdale Rd 3.87km, 2m width.
 - Cockram St between Butcher St and Paterson St, 780m 2.5m width.

Kingsbury Drive Overpass

In September 2017, Council resolved to permit Alcoa of Australia to construct a bridge over Kingsbury Drive. The bridge will allow heavy vehicle access across Kingsbury Drive to their respective mine sites. Shire Officers undertook the assessment and approvals of the Traffic Management Plan, provided technical specifications for the reinstatement of Kingsbury Drive upon completion, assisted with queries relating to drainage and road widening and continue to monitor the quality assurance of the road construction works.

Objective 3.4 An innovation centre of excellence.

Economic Development

Seven community members were appointed to the Economic Development Advisory Committee in November 2017 to work with Council to achieve economic development outcomes for the Shire.

There is an amazing opportunity to be a key mover and shaker in the proposed Whitby Drone Research Hub and Innovation Centre of Excellence. We are partnering with leaders such as Murdoch University, Edith Cowan University and Regional Development Australia Perth, to bring to life a transformational high technology centre that will link up with trendsetters such as defence industries, oil and gas, mining and aviation. The centre is envisaged to be a leader in drone technology, pilot training and certification and research. This will be a multi-million dollar enterprise which when built could employ up to 200 people.



Progressive

The Shire of Serpentine Jarrahdale aims to be a resilient organisation demonstrating unified leadership and governance. The following is a summary of the progress made towards these objectives during 2017/18.

Objective 4.1

A resilient, efficient and effective organisation.

Customer Service

In May 2018, we renovated the reception area to improve functionality and the overall customer experience at the Administration Office. The space now has multiple work stations, allowing for quicker customer response times. Implementing cashiering across all front counter service areas has enabled staff to address a greater number of customer enquiries with a single point of contact. This renovation included the addition of two new consulting rooms to assist with confidential customer enquiries including one with relevant IT infrastructure for optimal customer support.

Our Customer Service Team took 12,478 of your phone calls and served 7,000 of you at our Administration Centre - an average of 28 people visit our office per day.

In 2017/2018 our Records team:

- Distributed 7,247 of your letters.

- Received 19,504 of your emails.
- Recorded 4,892 letters, applications, forms, submissions and questions that you dropped off to our Administration Centre.

Communications Marketing & Media

In 2017/2018 we:

- Engaged with you on Facebook more than 109,000 times.
- Reached nearly 1.2 million people through our Facebook page.
- Sent e-newsletters to 3,321 subscribers.
- Communicated with you each month through the Scarp Voice.
- Liaised with the media by sending 64 media releases and responding to 62 media enquiries.



Objective 4.2 A strategically focused Council.

Partnerships & Advocacy

We are committed to strategic forward thinking and leveraging opportunities in existing and future partnerships to enhance and maximise efforts to advocate and lobby for more funding, resources and better services.

To complement our advocacy tactics we actively collaborated with neighbouring local governments for the advancement of mutually beneficial projects such as the extension of Tonkin Highway and Byford Metronet.

We raised the profile of the Shire with other government agencies and private sectors, resulting in major project funding commitments such as the extension of Tonkin Highway and Byford Metronet, and increasing large private investments.

We represented local government on the Across Government Advisory Group on WA food borne illness reduction strategy.

We gained support from WALGA to formalise a statewide working group on the effectiveness of aerobic treatment units (ATU's)

Governance & Compliance

Significant reviews were undertaken into Shire governance and compliance early in 2017/2018. As a result of these reviews, improvements to process and procedure were implemented.

Moving forward, we will be appointing an Internal Auditor in 2018/2019 to meet contemporary government standards which will lead to significant business efficiency and cost reductions.

Implementation of a centre lead procurement process as opposed to a decentralised model, has led to a significant and active focus on the procurement function. This has yielded cost savings in excess of a million dollars in the first months of operation.

We saw a big improvement in data for asset management purposes and truth in financial reporting as a result of work undertaken in Asset revaluation and data pickup.

2017/2018 also saw the establishment of an Audit,

Risk and Governance Committee in accordance with the Local Government Act 1995. This Committee comprises Councillors and two independent community representatives who work on all matters relating to:

- The integrity of the Shire's financial statements.
- Compliance with legal and statutory requirements.
- External audit.
- Internal audit.
- Risk Management Framework.

Delegated Authority and Council Policies

The Local Government Act 1995 requires that the Shire's Delegated Authority Register be reviewed annually. A report on the Council's statutory delegations was considered by Council at a Special Council Meeting held on 19 December 2017.

A full review of Council Policies was undertaken in 2017/2018 with the following new Policies adopted:

- 1.1.12 Habitual or Vexatious Complainants,
- 1.1.14 - Forums of Council - Policy Concept Forums, Question & Answer Agenda Forums and Workshops,
- 1.1.17 - Refreshment and Alcohol Policy,
- 1.1.18 - Complaint Resolution,
- 1.3.3 - Social Media (New),
- 2.1.12 - Street Trees,
- 3.2.10 - Significant Accounting Policies,
- 3.2.12 - Draft Borrowings,
- 3.2.13 - Cash Reserves,
- 3.3.1 - Customer Service,
- 3.3.2 - Panels of Pre-Qualified Suppliers,
- 4.1.2 - Waiving and Refunding of Fees.

Statutory Reports

Record Keeping Statement

Annual reviews are conducted on all record keeping procedures and policies, any resulting amendments are authorised and communicated to staff and Councillors.

Audits are completed on a regular basis of all documents recorded to ensure compliance with the Shire of Serpentine Jarrahdale titling and naming conventions and correct registration. Staff are advised of amendments to records and offered additional assistance or training if required.

The Chief Executive Officer must instigate a comprehensive review of the Shire of Serpentine Jarrahdale's Record Keeping Plan a minimum of once every five years, evaluating effectiveness and efficiency. A full copy of the resulting report must be provided to all relevant stakeholders and made available to all staff.

As part of staff induction, the roles and responsibilities of every employee, in relation to compliance with the record keeping plan, are addressed. New staff are provided with relevant literature regarding compliance to the State Records Act and within five days of commencement participate in induction sessions on the correct recording of all documents. Ongoing training sessions are conducted by Information Services, which are able to be more detailed and focused on the needs and work practices of the user. Refresher one-on-one training is also available on request. Future training offered will be more comprehensive with the inclusion of a dedicated Trainer to cover all aspects of system and compliance training requirements.

Freedom Of Information

As a public authority the Shire has an obligation to provide certain information under the provisions of the Freedom of Information Act 1992 (FOI). During the 2017/2018 year, 18 requests were received for information under FOI.

Register Of Complaints

During 2017/2018 there were no complaints of minor breaches that resulted in action as per Section 5.121 of the Local Government Act 1995.

Disability Access And Inclusion

In 2017/2018 we reviewed our Access and Inclusion Plan and Access and Inclusion Implementation Plan (DAIP) for the period 2018-2022. These plans were adopted by Council at its ordinary meeting of 27 November 2017.

Of the 26 strategies across the seven outcome areas in the Shire's Access and Inclusion Implementation Plan identified for completion in the 2017/18 financial year, 17 were implemented. The nine outcomes not implemented are intended to be achieved in the 2018/2019 financial year.

Key achievements include:

- The establishment of the Access and Inclusion Advisory Committee to oversee the progress and achievements of the Access and Inclusion Implementation Plan.
- The attendance of interpreters at appropriate Shire organised events and workshops (on request).
- An annual allocation of funds to address access issues at Shire owned and managed community facilities.
- Works were undertaken to address access issues between the Shire Administration building and the Mundijong Public Library.

These achievements are mostly the result of strategies from Outcome One (relating to services and events), Outcome Six (relating to consultation) and Outcome Two (relating to accessibility of buildings and facilities).

We have fulfilled our obligations under the Disability Services Act 1993 by reporting on progress against the strategies outlined for completion in the 2017/18 financial year to achieve each of the seven outcome areas.

Level of achievement	Outcome 1 Services & Events	Outcome 2 Buildings & Other Facilities	Outcome 3 Information	Outcome 4 Level & Quality of Service	Outcome 5 Complaints	Outcome 6 Consultation	Outcome 7 Employment
Number of strategies planned:	6	4	4	4	2	3	3
Strategies implemented and highly effective:	2	0	1	0	0	0	0
Strategies implemented and somewhat effective:	2	1	1	2	0	3	1
Strategies implemented but ineffective:	0	1	0	0	0	0	0
Strategies implemented but not evaluated:	1	1	0	0	1	0	0
Strategies not implemented:	1	1	2	2	1	0	2

National Competition Policy Statement

The Federal and State governments have a Competition Principals Agreement in place, which is binding on local government.

The Agreement requires the Shire to carry out a number of procedures and include a report on the matter in each year's Annual Report. The three areas that affect local government are:

1. Competitive neutrality
To remove benefits (and costs) which accrue to government business as a result of their public ownership.
2. Structural reform
Local government is required to reform the structure of publicly owned monopoly businesses where it is proposed to introduce competition.
3. Legislation review
To review legislation that restricts competition.

The full requirements of the package are contained in a statement issued by the Department of Local Government, Sport, and Cultural Industries.

Competitive Neutrality

There are several tests to apply that assist in determining if there is a 'significant business enterprise':

- Does the activity receive revenue from external sources that exceeds \$200,000 per annum? (In determining this amount, Council has been advised to disregard grant income, internal charges, and statutory fees.)
- Would the benefits to be realised from the implementation of competitive neutrality exceed the costs?

From an examination of the revenue statement of the Shire for the preceding period, there is no activity that satisfies this first part of the test, and accordingly the principles of competitive neutrality do not apply to any Council activities.

Structural Reform

In this area, Council has no monopoly activities. What is basic to the function of restructuring public monopolies is the splitting or division of the regulatory role from the service provision role.

To address the question of monopoly, the following test has been applied to each activity:

- Definition: In regards to this service, does Council have 'exclusive or near exclusive control of the market supply of this service?'
- Dual function: Does Council have both a regulatory and supply function in this area of activity?

Legislation Review

Council has a portfolio of local laws (previously known as by-laws) which may or may not conflict with the Competition Principles Agreement. These local laws will be reviewed to ensure compliance with the reporting requirements.

As a result of the review, a report will be produced which provides the following information regarding existing local laws:

- Statement of objective to be specified for each local law.
- Statement of possible restrictions that may result as a consequence of the application of the local law.
- Statement of likely effects on the restriction of competition.
- Statement of costs and benefits of the restrictions.
- Statement of proposal for alternatives.

In conducting the review, in particular concerning provision of services, Council will consider the effect of local laws with regard to how they:

- Regulate the entry and exit of participants in various markets.
- Control pricing or production levels.
- Regulate the price of goods or services used in various production processes.
- Regulate the quality, amount, or location of goods and service delivery.
- Regulate advertising and promotional activities.

- Confer benefits on particular classes of competitors.
- Allow only one entity to supply a good or service.
- Require producers of goods or services to sell to a single entity.
- Limit the number of actual or potential producers of goods or services in a market.
- Limit the output of an entity.
- Limit the number of people that can be engaged in an occupation or activity.

The finding of the review will be implemented, on a staged basis over time, by the repeal of inappropriate provisions and the adoption of new local laws where necessary.

Statement of Salaries

	2018	2017	2016
210,000 - 219,999		1	1
200,000 - 209,999	1		
190,000 - 199,999			
180,000 - 189,999			
170,000 - 179,999			
160,000 - 169,999	3		
150,000 - 159,999			
140,000 - 149,999	1	3	3
130,000 - 139,999			
120,000 - 129,999	6	1	1
110,000 - 119,999	8	6	1
100,000 - 109,999	1	3	2

2018/2019 - the Year Ahead

We continue to be one of the fastest growing local government in Western Australia. While being a hyper-growth Council provides a wealth of opportunities to lead the way across our State in terms of innovation, we also face significant challenges. We will continue to lobby the State and Federal Governments to bolster our ability to provide key community facilities, services, and programs.

Our community will benefit in a number of ways across the 2018/2019 financial year, as we focus on improving our buildings, community facilities, infrastructure, and public open spaces.

- Investment in constructing new buildings and facilities, and renewing existing ones.
- Upgrade of Briggs Park Lower Oval at a cost of \$4.5m.
- \$2.9m budgeted for routine maintenance programs, ensuring that we maintain the natural beauty of our public open spaces.
- \$13.3m in new road, footpath and drainage infrastructure and renewal programs, and \$3m on routine maintenance programs.

We will work to build capacity in and support our community by:

- Continuing to support community groups and individuals in the Shire through a range of grants.
- Transitioning Youth Services to an in-house model and deliver on outcomes for our youth.

- Undertaking a consultative process to determine what sports will be located at Kiernan Park Recreation Precinct.
- Protecting the biodiversity of significant areas of bush land, as well as supporting Landcare SJ by way of a cash contribution, the provision of office space and administrative support. We will also maintain the free verge plant scheme.
- Supporting our fire and emergency services volunteers.

Plans and strategies are important by providing direction for the future. In 2018/2019 we will work on the following plans and strategies and will strengthen our community's vision for the Shire:

- Urban & Rural Forrest Strategy.
- Ageing Well Strategy.
- BMX Relocation Feasibility Study.
- Tourism Strategy.
- Equine Strategy.
- Local Development Strategies.
- Sport and Active Recreation Plan
- Local Planning Strategies.
- Integrated Water Management Strategy.
- Local Area Cycling and Walking Plan.
- Public Art Strategy.

We look forward to reporting on these achievements and more in 2018/2019.



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