2017/2018
Local Government
Performance Monitoring

Indicators to measure the planning and building functions of Local Government

WALGA

WORKING FOR LOCAL GOVERNMENT

A Message from the President

The Local Government Performance Monitoring Project outlines the performance of the planning and building functions of 19 Local Governments from the Metropolitan and Peel regions during the 2017/18 financial year.

Now in its second year, the Project provides a collated view of the Local Governments involved as is about the performance of the sector as a whole and not about an individual Councils performance.

The 19 Local Governments encompass 90% of the total population of the Greater Perth region and accounted for 84.5% of the region's growth between 2016 and 2017, providing an excellent representation of how the sector is achieving its Strategic and Statutory Planning functions and achieving the statutory timeframes of the Planning and Building Approvals processes.

The performance of Local Governments in their development functions is under constant scrutiny, and while the sector welcomes accountability, there is a need for any criticism to be substantiated by facts and robust data. The 2017/18 Report provides such evidence and is a clear indication that Local Government sector not only understands the importance of these functions, but strives to make timely decisions, that are in the best interests of their communities.

Part of WALGA's mission is to build a positive profile of Local Government and the 2017/18 Local Government Performance Monitoring Project certainly helps us achieve this. With the Project expanding next year to include a greater number of inner metropolitan, as well as regional Local Governments, it is my hope that this positive profile will continue to grow.

Cr Lynne Craigie OAM
President, WALGA

In partnership with

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OBJECTIVES

To develop and test a suite of indicators to measure the planning and building performance of Local Governments. This Report provides:

1. A framework for developing performance indicators for Local Government planning functions;
2. Potential performance indicators; and
3. Examples of the application of the indicators for a group of 19 Local Governments.

General Comments

The following comments are offered to help understand the nature of data used in this report and the overall intention of the report.

1. The data collected to compile these indicators relies on self-reporting by Local Government. It has not been independently verified although some obvious inconstancies in data have been identified and resolved;
2. All averages in the report are real averages, not averages of averages; and
3. Whilst there is some comment on the indicators, the Report is not a comparative assessment of the performance of the Benchmark Councils; and
4. Whilst nineteen Local Governments participated some data sets were not able to be provided by all Local Governments.

" WALGA is owned and controlled by Local Governments in Western Australia. Its sole purpose is to further the interests of the sector and deliver benefits to Local Governments. "

BACKGROUND

In 2016 the Growth Alliance Perth and Peel (GAPP) Local Governments initiated a project with WALGA, to develop a suite of performance indicators to measure how well Local Government is managing its development functions. This report provides information collected from the second year of the project. The number of Local Governments participating in the Project has increased from 11 to 19 Greater Perth Local Governments. The project group will be referred to as the Benchmark Councils in this report. The framework for the indicators can be found at Appendix A.

Geographic Character

To ensure that the indicators have application beyond the Benchmark Councils the Local Governments have been classified based on Australian Bureau of Statistics (ABS) classifications (see table below). The categories of small, medium and large developed Local Governments have been combined to create a developed category. The Benchmark Councils include:

• 64% of the developed category;
• 66% of the small to medium developing category; and
• 100% of the large developing category.

Greater Perth Local Governments Participating in the Project		
Developed	Medium Developing	Large Developing
Cockburn Melville Canning Belmont Vincent Victoria Park South Perth Bayswater Subiaco	Armadale Kwinana Mundaring Mandurah	Rockingham Wanneroo Swan Gosnells Stirling Joondalup
9/14 Local Governments	4/6 Local Governments	6/6 Local Governments

POPULATION

Based on the 2018 ABS Estimated Resident Population (ERP), the Benchmark Councils contributed 1.86 million residents to the Greater Perth Region (over 90% of the Region's population). The distribution of residents between participating Local Government is shown below. They also accounted for 84.5% of the Region's growth between 2016 and 2017.

It is reasonable to conclude that the Benchmark Councils participating in this pilot project provide a good geographic spread and represent a significant proportion of both the current population of the Greater Perth Region and account for much of its growth. As such, the performance indicators developed through this project give a strong indication of how the Local Government sector in Greater Perth is performing in the areas of strategic and statutory planning. Furthermore, the general consistency in performance across Local Governments examined, relative to each other, give us reason to believe that this performance is likely to be representative of the performance of Local Governments who did not participate in the 2017/18 financial year.
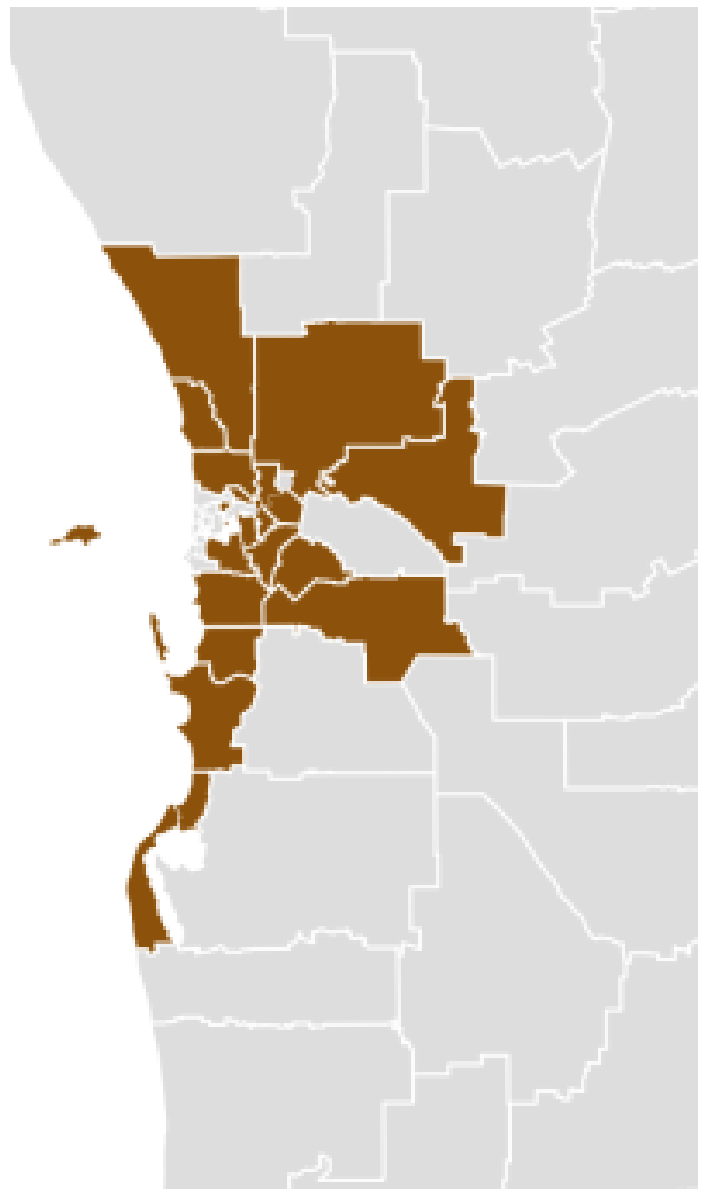
> " Planning is underway for the 2018/19 iteration of the Performance Reporting Project. This will have a focus on including more Local Governments from the inner metropolitan region, as well those larger centres from rural and regional Western Australia.
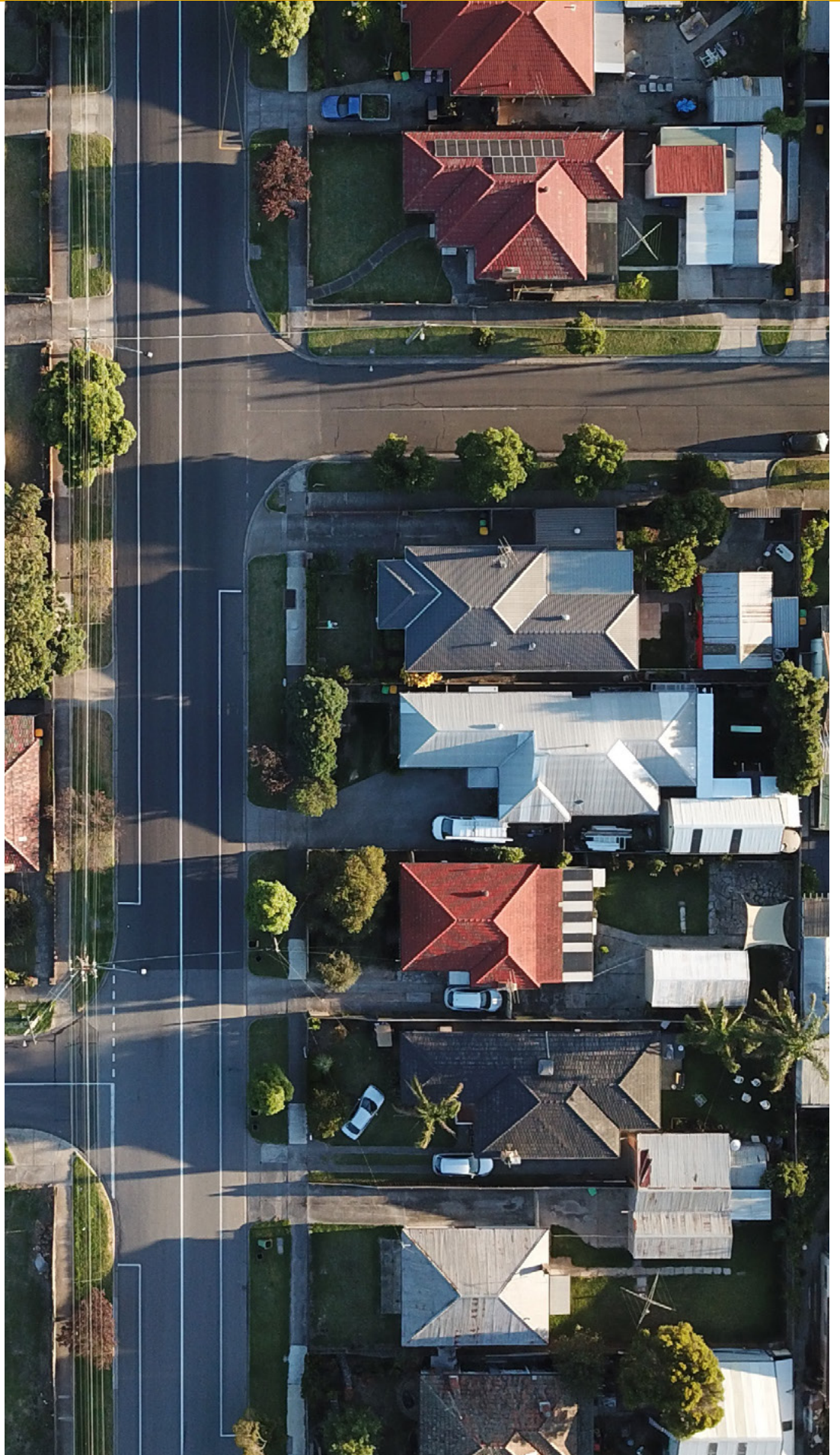
STRATEGIC PLANNING

Local Planning Strategy

Seven of the 18 Local Governments surveyed for this part have current local planning strategies, nine are currently reviewing, and a further two will commence reviewing their strategies in 2018/19.

We asked Local Governments about the status of the Local Planning Strategy.

We then asked those **without a current** Local Planning Strategy if they are undertaking a review.

? Current Local Planning Strategy

? Reviewing Local Planning Strategy

YES **7**

YES **9**

NO **11**

NO **2**

> " All Local Governments surveyed will have either a current Local Planning Strategy or be undertaking a review by the end of 2018/19.

* A current strategy is defined as one that has been adopted by a Council within the last five years.

Local Planning Strategy Status 2016/17 (outer ring) and 2017/18 (inner ring)

16/17
Reviewing
3
27%

17/18, Neither
current nor
reviewing, 2,
11%

17/18,
Reviewing, 9,
50%

17/18, Current
strategy, 7,
39%

16/17
Current strategy
8
73%
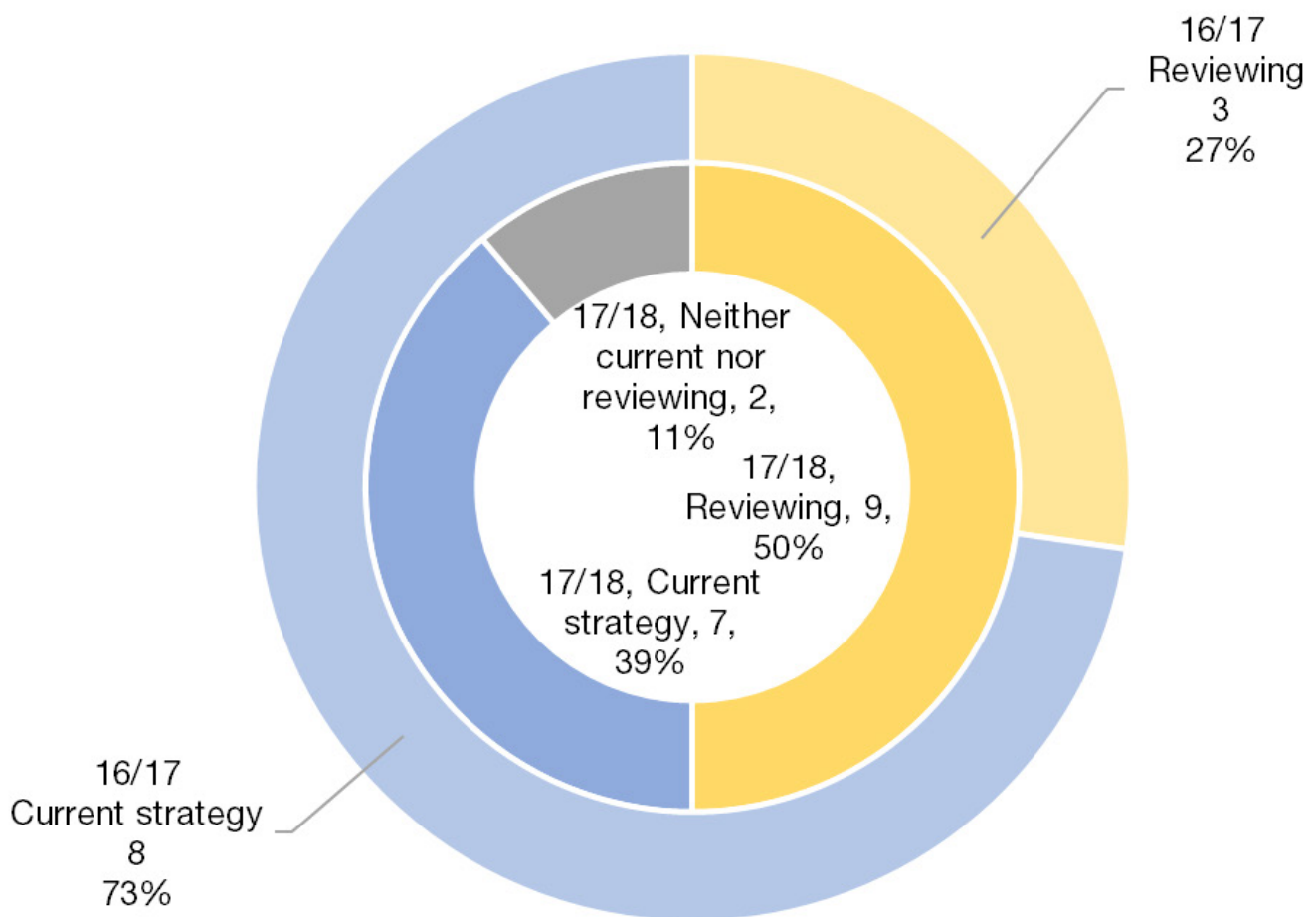
STRATEGIC PLANNING

Stage of Review

A number of Local Governments have made progress developing or reviewing their strategies. The time taken to develop LP Strategies is based on two main factors: the complexity of strategies; and the time taken to get approval to advertise and endorsement from the Western Australian Planning Commission.

We asked the nine Local Governments currently reviewing their Local Planning Strategy about their progress

? Stage of Review

Stage	Count
Council Resolution to review	2
Draft Strategy adopted	1
Sent to WAPC	2
Consent to advertise	1
Advertised	2
Strategy adopted by Council	1

The average time taken reviewing a Local Planning Strategy is 3.6 years. This reflects the time taken to date, not the time taken to complete a review. One Local Government has been developing its strategy for over eight years and is yet to submit a draft to the WAPC for consent to advertise. By comparison, another Local Government adopted its draft strategy within a year and a half of commencing its review.

The following graph illustrates the time taken to date for reviews, showing the time with the Local Government and the State. It is important to note that Local Governments are all at different stages of their review process.

Length of time Strategies have been under review (time with Local Government and time with the State)

Local Government Identifier	Months with LG	Months with State
17/18 Average	29.0	8.7
18	11.3	0
14	7.3	3.6
13	7.5	2.9
10	2.4	9.4
8	43.3	0.0
7	12.0	5.9
6	15	0
4	63.9	0
3	4.7	59.6
2	46.3	14.3
1	106	0

Time (Months)
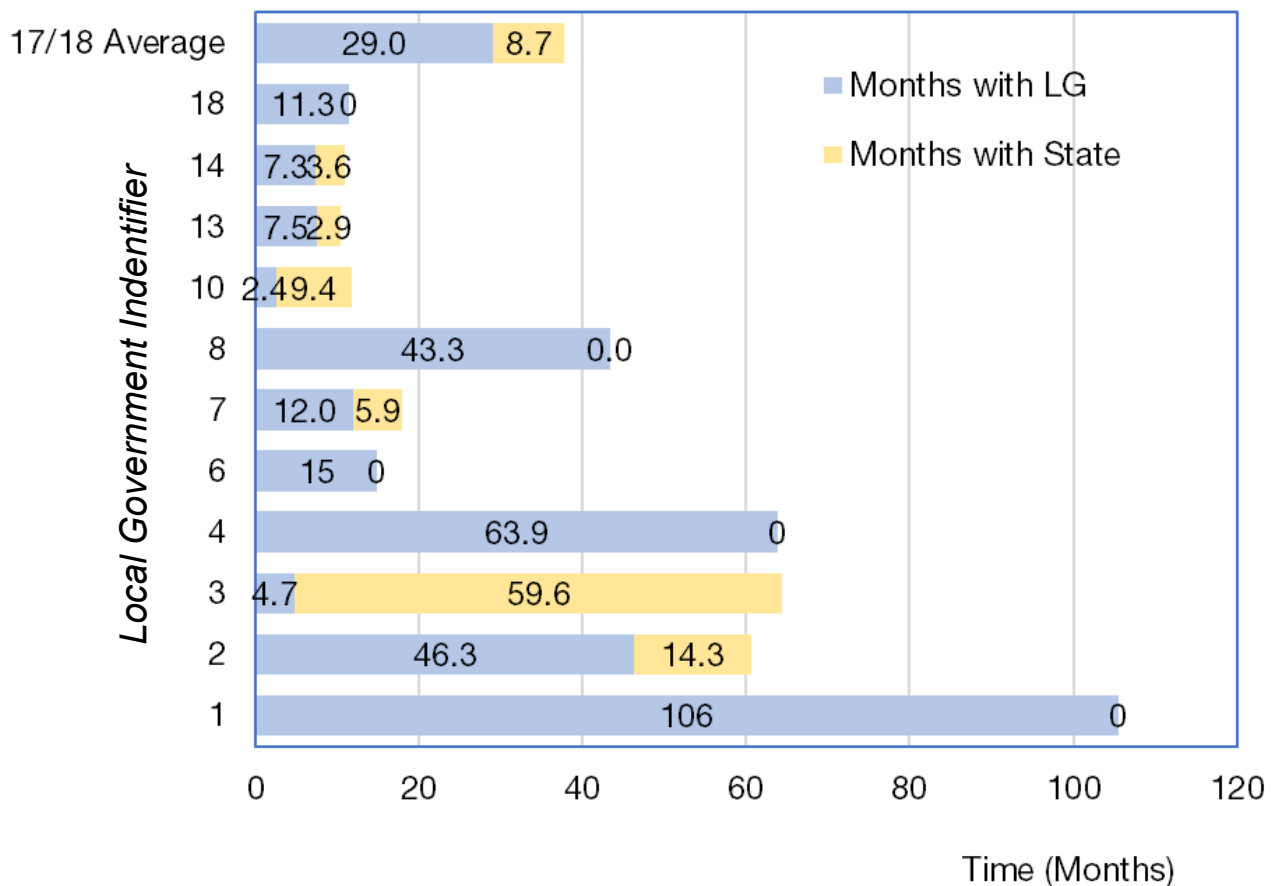
STRATEGIC PLANNING

Stage of Review

There are significant variations between the experiences of Local Governments in their review processes. On average, some 20% of the review process is taken up by waiting for consent, from the State Government, to advertise. However, one Local Government has spent over 90% of its review time waiting on the State Government and in another this amounts to 80% of its review time (graph right).

23%

Review time with State
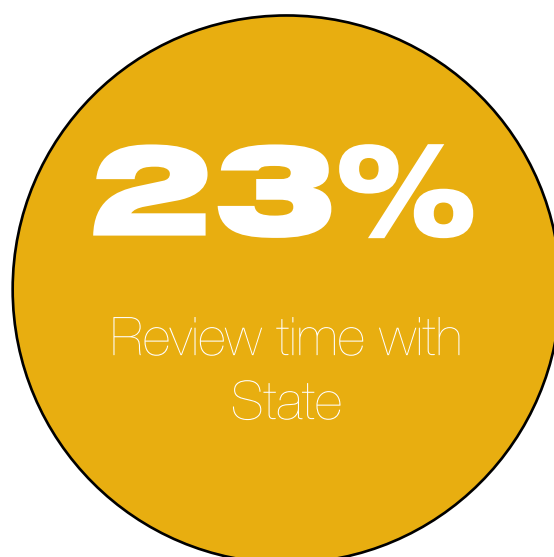
	1	2	3	4	6
Years under review	8.8	5.0	5.4	5.3	1.2
Months under review	106	61	64	64	15
Months with LG	106	46.3	4.7	63.9	15
% time with LG	0	14.3	59.6	0	0
Months with State	100.0%	76.4%	7.4%	100.0%	100.0%
% time with State	0l.%	23.6%	92.6%	0.0%	0.0%

Percentage of Review Time to Date with the State Government

Local Government Indentifier	Percentage
17/18 Average	23.1%
18	
14	33.1%
13	27.9%
10	79.6%
8	
7	33.1%
6	
4	
3	92.6%
2	23.6%
1	

Time (Months)
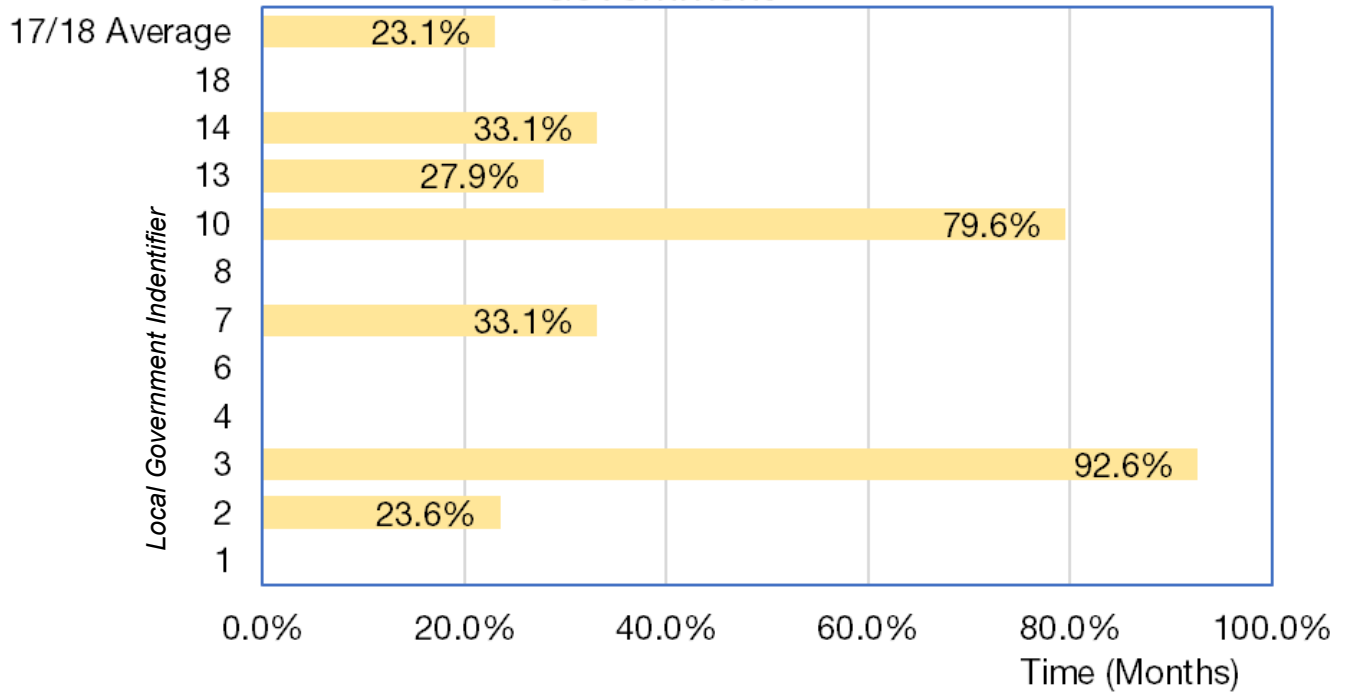
7	8	10	13	14	18	Average
1.5	3.6	1.0	5.4	0.9	0.9	3.6
17.9	43	12	65	11	11.3	42.6
12	43.3	2.4	61.7	7.3	11.3	33.9
5.9	0	9.4	2.9	3.6	0	8.7
66.9%	100.0%	72.1%	95.5%	66.9%	100.0%	79.6%
33.1%	0.0%	27.99%	4,5%	33.1%	0.0%	20.4%

STRATEGIC PLANNING

Strategic Alignment

Current strategies and strategies under review show a degree of alignment with both:

- A Council's Strategic Community Plan (SCP) with nine Councils (56%) saying their Local Planning Strategy was significantly aligned with their SCP; and
- State policies and strategies with 13 Councils (81%) stating that their Strategy (or draft) was significantly aligned with State planning strategies and policies.

Whilst significant alignment with State planning strategies and polices has remained high at 80%, only 56% of Councils indicated a significant alignment with their Strategic Community Plan, the primary planning document for Councils. This has fallen from 80% in 2016/17.

Aligned with State Strategies and Policies
16/17 (outer ring) compared with 17/18 (inner ring)

16/17, Limited, 1, 9%

16/17, Somewhat, 0, 0%

17/18, Somewhat, 3, 19%

17/18, Significantly, 13, 81%

16/17, Significantly, 10, 91%
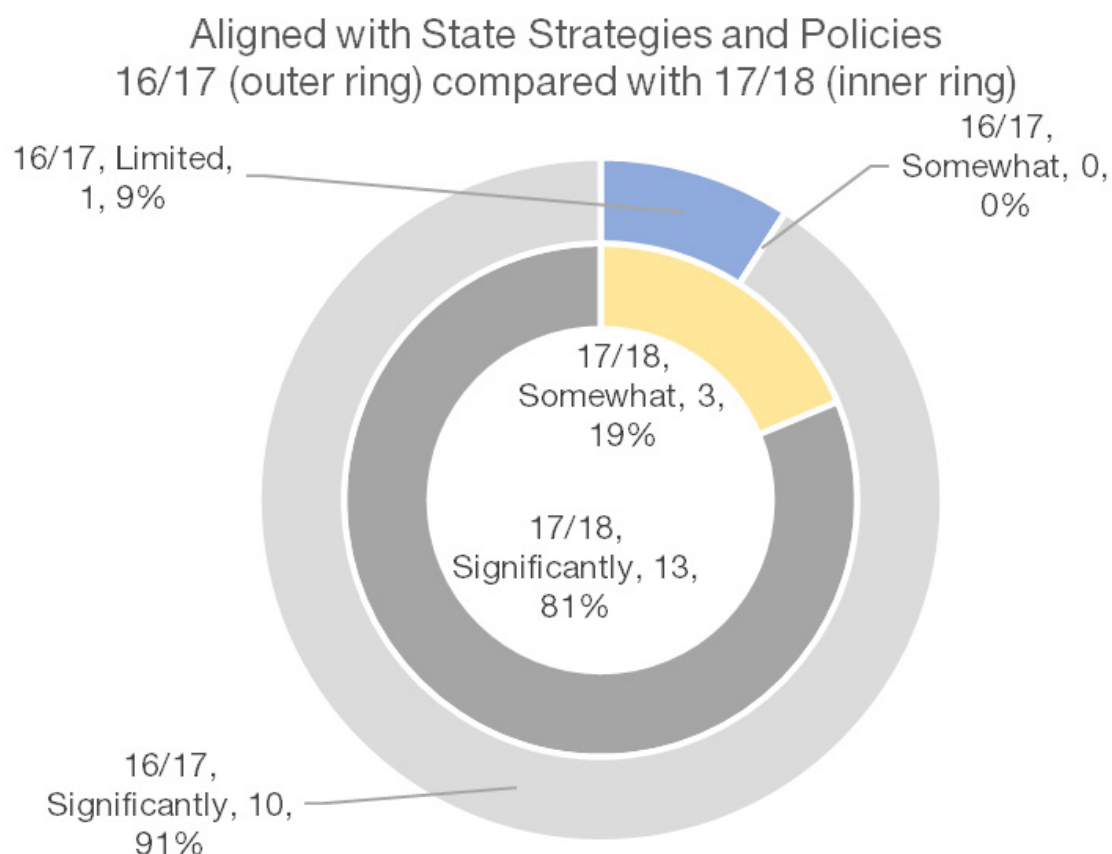
Aligned with Strategic Community Plan
16/17 (outer ring) compared with 17/18 (inner ring)

16/17
Somewhat
2
20%

17/18
Significantly
9
56%

17/18
Somewhat
7
44%

16/17
Significantly
8
80%
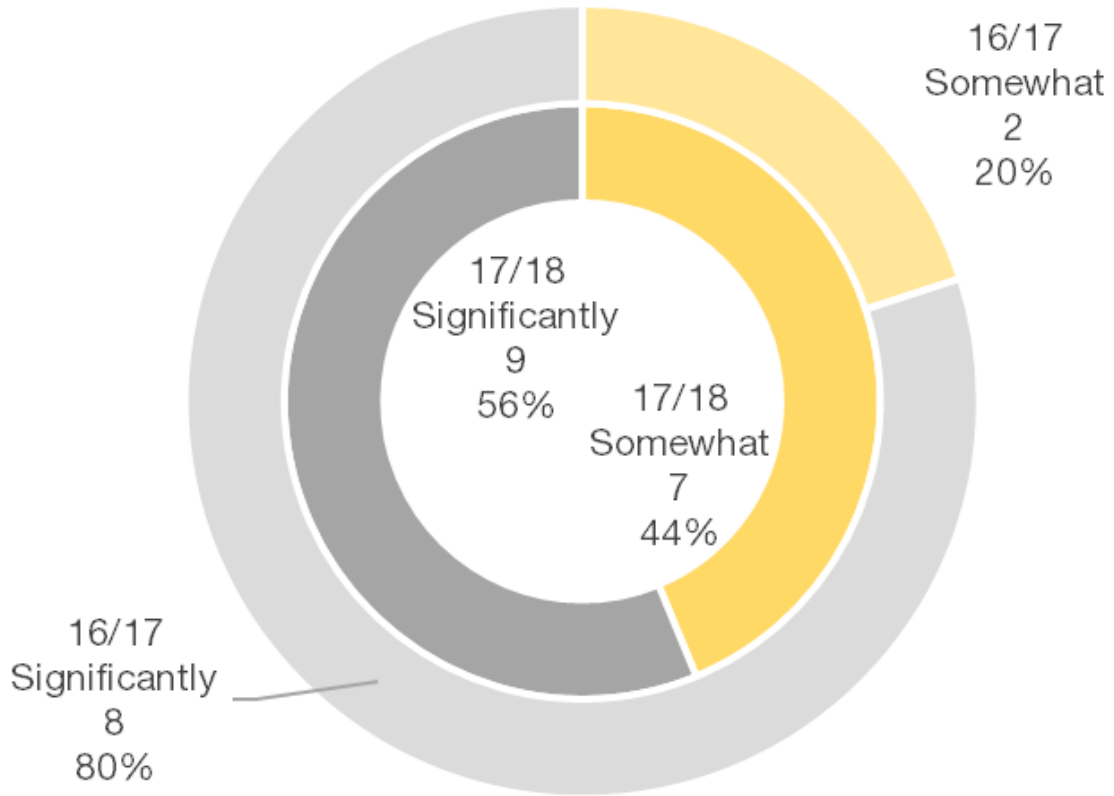
We asked about Local Governments alignment with strategies and policies

? Strategic (or Draft) alignment with Strategic Community Plan

Limited	0
Somewhat	7
Significantly	9

? Strategic (or Draft) alignment with state strategies and policies

Limited	0
Somewhat	3
Significantly	13

STRATEGIC PLANNING

Other Strategies

Local Governments have a wide range of other strategic documents that support their planning functions. On average, this group had at least seven individual strategies supporting land use planning functions. The range of strategies developed by each Local Government can be seen in the table below.

This gives a good indication of the complexity and detail of Local Government planning systems. It also provides an insight into why it takes such a long time for some Local Governments to develop their Local Planning Strategy.

* A current strategy is defined as one that has been adopted by a Council within the last five years

Strategy	1	2	3	4	5	6	7	8
Strategic Community Plan	1	1	1	1	1	1	1	1
Community Infrastructure	1		1		1	1	1	1
Commercial	1		1		1	1	1	1
Housing	1	1	1	1	1	1	1	
Environment	1	1	1	1	1	1	1	
Economic	1		1	1	1	1	1	
Transport		1	1	1		1	1	
Activity Centre	1	1	1		1	1	1	
Heritage	1	1	1		1	1	1	1
Open Space		1	1		1	1	1	
Total	8	7	10	5	9	10	10	4

Number of Strategies
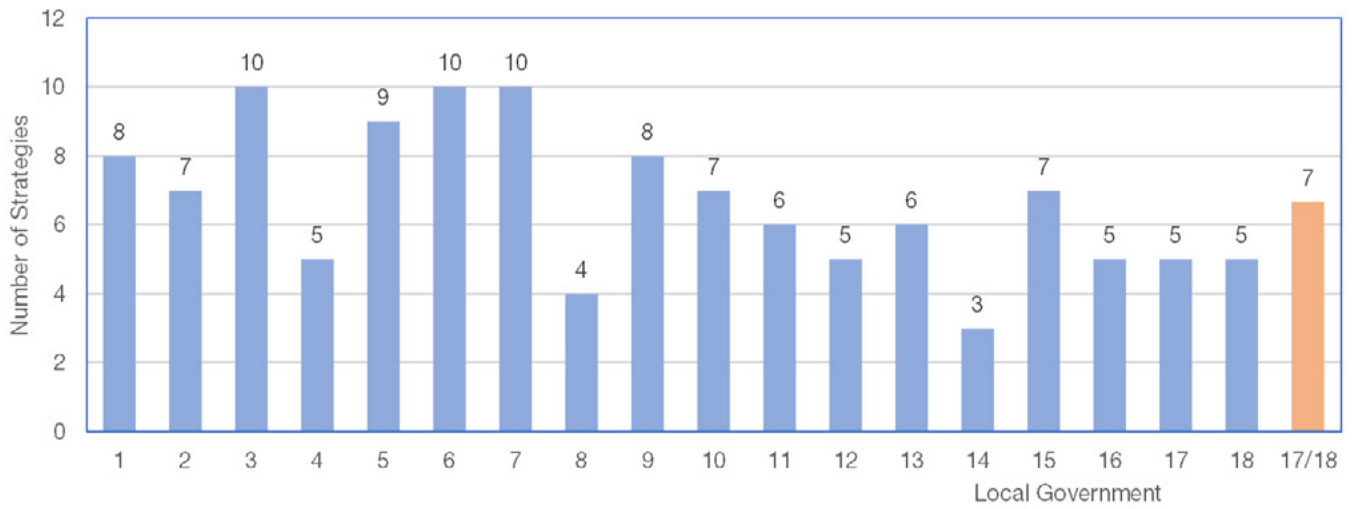
9	10	11	12	13	14	15	16	17	18	Total
1	1	1	1	1	1	1	1	1	1	18
								1		7
1	1	1	1					1	1	13
1	1	1		1		1	1			13
1		1				1			1	11
	1			1	1	1	1		1	12
1				1	1	1		1		10
1	1		1				1	1		11
1	1	1	1	1		1				13
1	1	1	1	1		1			1	13
8	7	6	5	6	3	7	5	5	5	7

STRATEGIC PLANNING

Comments

The problems associated with developing local planning strategies identified in the 2016/17 Report are still occurring in 2017/18. Local planning strategies take a considerable length of time to review. Based on the data collected from Local Governments, the Benchmark group have, cumulatively, been reviewing their local planning strategies for nearly forty years. Even removing the Local Government that has been reviewing its strategy for 8.8 years, this is still a significant amount of time particularly when we consider that this time has only resulted in one endorsed strategy.

Whilst it is recognised that Local Governments are unlikely to be spending all of their time reviewing their strategy, it means that Local Governments are without an endorsed local planning strategy, their key strategic land use planning document.

From 2016/17 Local Government Performance Monitoring Report:

- There are two approaches that Local Governments can adopt to develop their Local Planning strategy:

- Top down using State planning strategies and policies and the Local Governments Strategic Community Plan to establish the parameters of the Strategy and to guide its vision and objectives. This then forms the basis for developing the range of strategies that act as vehicles to implement the Local Planning Strategy.

- A bottom up approach where all of the supporting strategies are developed and then used to inform the Local Planning Strategy, along with State strategies and policies and the Local Government's Strategic Community Plan.

- The first approach can result in a more nimble Strategy that is easier to develop and review. The second approach can result in a Local Government becoming stuck in the detail. It also results in a Strategy that is much harder to review.

Local Planning Schemes

Fourteen of the participating Local Governments had reviewed, consolidated or undertaken an audit of their Scheme in the last five years.

All of these have been completed in the last three and a half years. In addition, 10 Local Governments have fully integrated the "deemed to comply" provisions in their schemes. Local Governments 4 and 8 did not provide dates for their reviews.

Time since last review, consolidation or scheme audit
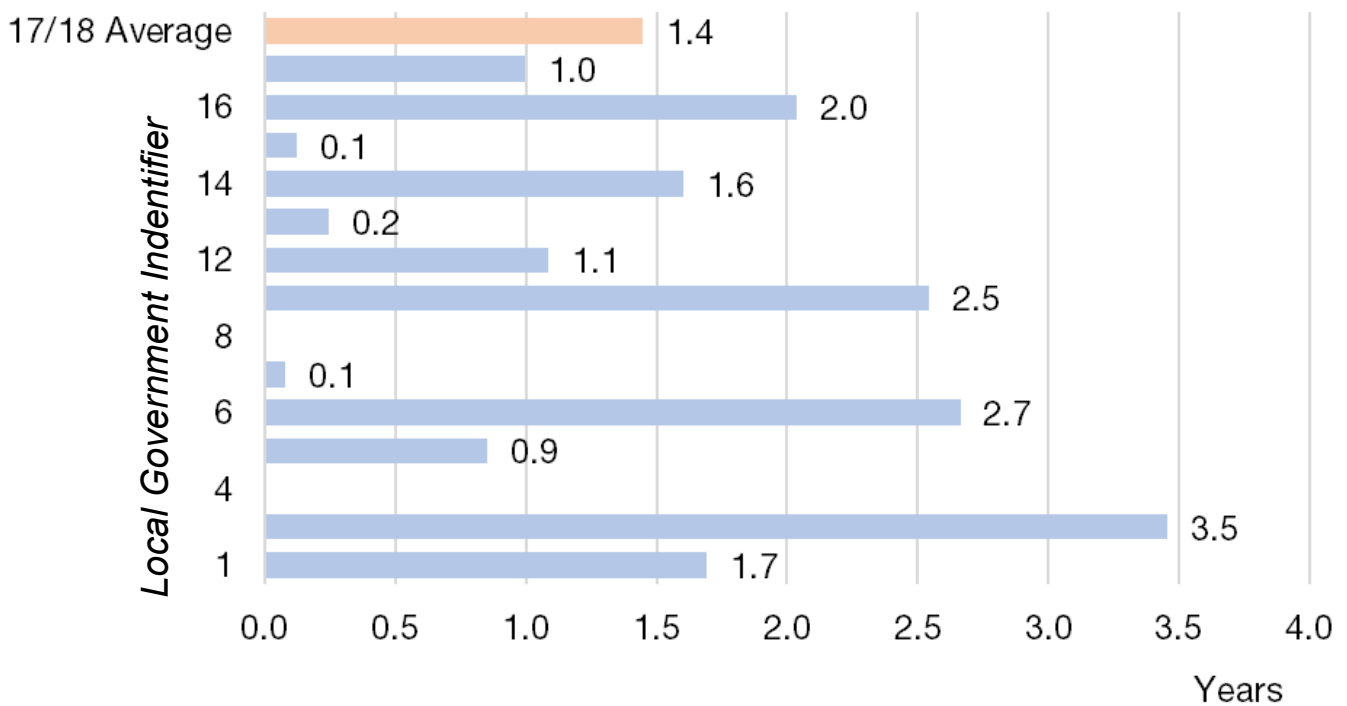
We asked Local Governments if they have undertaken a review, consolidation or audit in the last five years

We then asked if they are currently reviewing their Local Planning Scheme

14 YES

15 YES

4 NO

3 NO

Scheme Reviews

Fifteen Local Governments are currently reviewing their Scheme. Of those who provided additional information, six were at the initial stage of the process and a further six have made some progress towards, or have completed, their review. On average, Local Governments have been reviewing their Schemes for three years. However, one Local Government has been reviewing their Schemes for over five years and another has been reviewing its Scheme for more than seven years. Neither of these reviews have been finalised.

Scheme Reviews

The stage that the review is at can be seen in the figure to the right. Two Local Governments finalised their reviews in 2017/18, one taking around three years to complete and the other taking over seven years. The seven year review included over three years with the WAPC.

The six Local Governments who have reached the stage of adopting their schemes for review have spent, collectively, 18 years on the process. On average, nearly 54% of the time taken to review schemes is time associated with WAPC activities (consent to advertise, response to draft Scheme and gazettal).

* Numbers in red represent processes that are incomplete

Stage of Review	2
Council resolution to adopt/review Scheme	
Time taken to adopt Draft Scheme by Council	42.8
Time taken to submit to WAPC	3.0
Time taken for WAPC to consent to advertise	14.3
Date Advertised	
Time taken to send adopted Scheme to WAPC	
Time taken to receive WAPC response	
Time taken to gazette Scheme	
Time taken to date (until 30 June 2018) or to completion (months)	60.1
Time with WAPC	14.3
% time with WAPC	23.7%

Months taken for stages of Scheme Reviews

Average: 14.2 | 0.3 | 1.2 | 11.1 | 3.1 | 6.1 | 25.0 | 4.4

16: 2.8 | 7.1 | 7.4 | 12.7 | 3.4 | 1.7

15: 2.3 | 20.8 | 6.3 | 8.4 | 37.2 | 5.3 | 2.8

14: 8.6 | 5.1 | 0.3 | 2.6

10: 0.3 | 9.4 | 0.5

7: 10.0

2: 42.8 | 3.0 | 14.3

0.0 — 20.0 — 40.0 — 60.0 — 80.0 — 100.0 Months

Legend:
- Adopted by Council
- Submitted to WAPC
- Consent to Advertise
- Date advertised
- Adopted Scheme sent to WAPC
- WAPC Respnse Received
- Scheme Gazetted
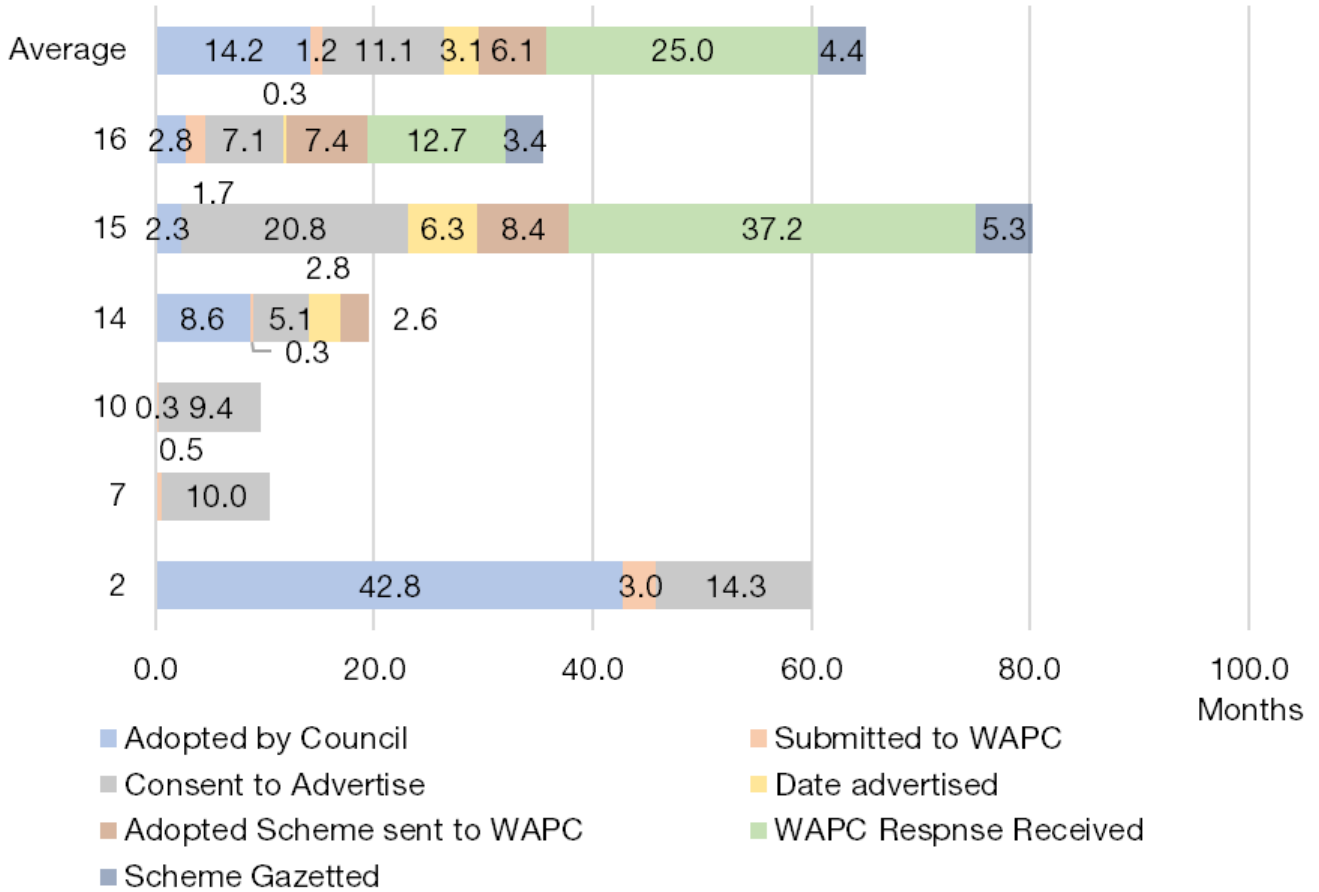
7	10	14	15	16	Average
		8.6	2.3	2.8	14.2
0.5	0.3	0.3		1.7	3.1
10.0	9.4	5.1	20.8	7.1	10.8
		2.6	6.3	0.3	3.1
			8.4	7.4	7.9
			37.2	12.7	25
			5.3	3.4	4.4
11.6	9.7	19.5	80.3	35.5	36.1
10.0	9.4	5.1	58	19.8	19.4
86.2%	96.6%	26.3%	72.2%	55.9%	53.%

STATUTORY PLANNING

Scheme Reviews

Just over half of the Local Governments who responded to this question recording a significant alignment between their Scheme and Strategy (see below and left). Five Local Governments reported a limited alignment between their strategies and Schemes.

Although the percentage of Local Governments reporting significant alignment rose from 43% to 53%, the percentage reporting only a limited alignment also rose from 14% in 2016/17 to 34% in 2017/18.

We asked Local Governments about the alignment between their Local Planning Strategy and Scheme (draft Scheme).

Limited	5
Somewhat	2
Significantly	8

Extent to which Local Planning Scheme Reflects Local Planning Strategy (16/17 (outer ring) compared with 17/18 (inner ring))

16/17 Significantly
3
43%

16/17 Limited
1
14%

17/18 Limited
5
34%

17/18 Significantly
8
53%

17/18 Somewhat
2
13%

16/17 Somewhat
3
43%
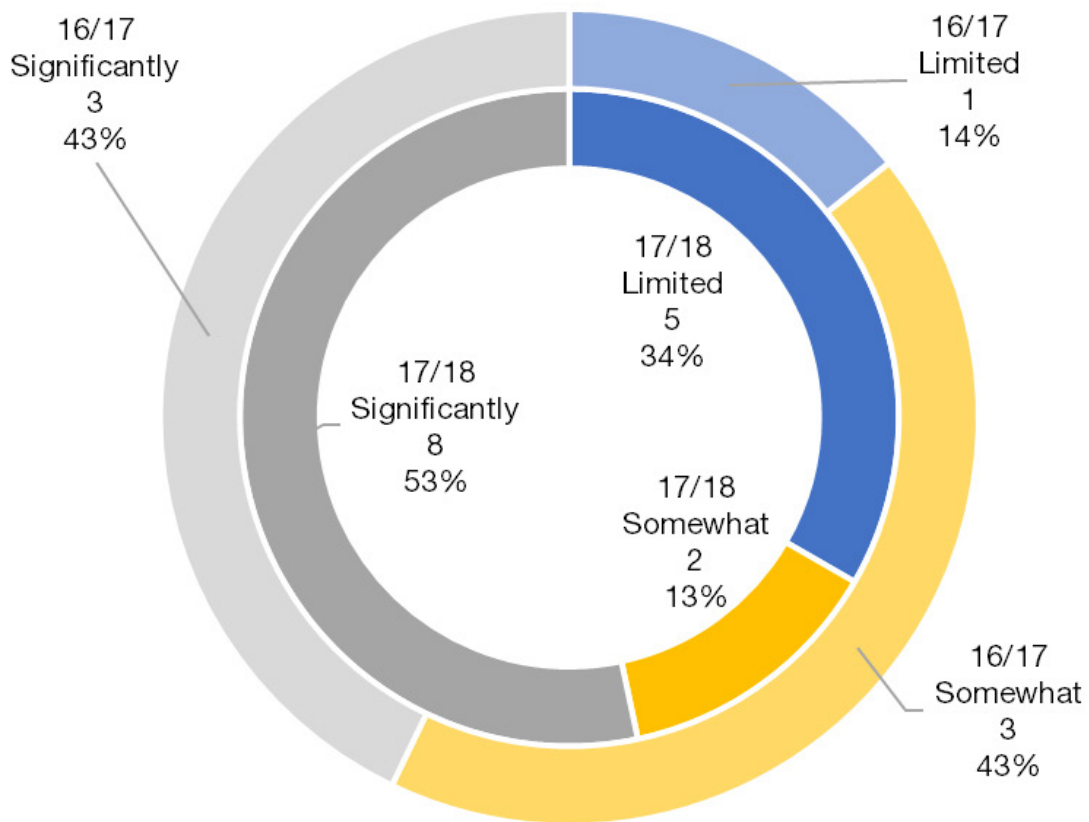
Number of Scheme Amendments

Local Governments finalised* an average of five scheme amendments in 2017/18 compared with an average of six scheme amendments in the preceding year. The highest number of amendments was 15. Two Local Governments did not finalise any amendments in 2017/18.

* This includes amendments that were initiated before 2016/17

Number of Scheme Amendments
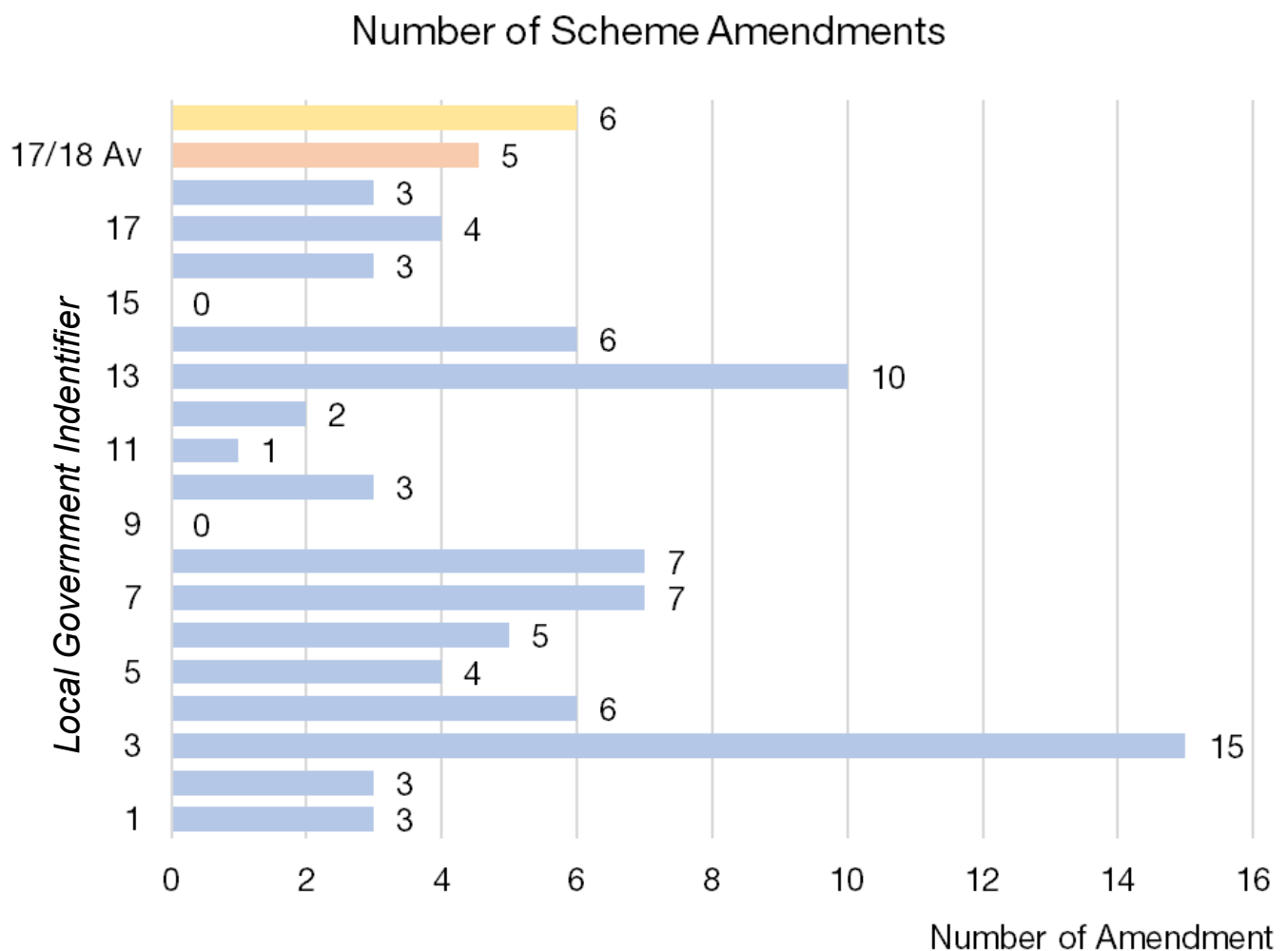
Average Time to Finalise Amendments

It takes the Benchmark Councils an average of 20 months to complete a Scheme Amendment. This time is divided between time taken for Local Governments to adopt draft amendment and time taken for the State to approve and gazette amendments.

Comparision Average Amendment Review Process (days to complete) 2016/17 (outer ring) and 2017/18 (inner ring).

Gazetted
27
5%

Initiate scheme amendment
141
26%

Endorsement from Minister
168
31%

Forward to EPA
18
3%

Receive advice from EPA
21
4%

Commence advertising
54
10%

Forward to WAPC
61
12%

Finalised advertising
47
9%

169
27%

25
4%

191
31%

20
3%

26
4%

50
8%

51
8%

92
15%
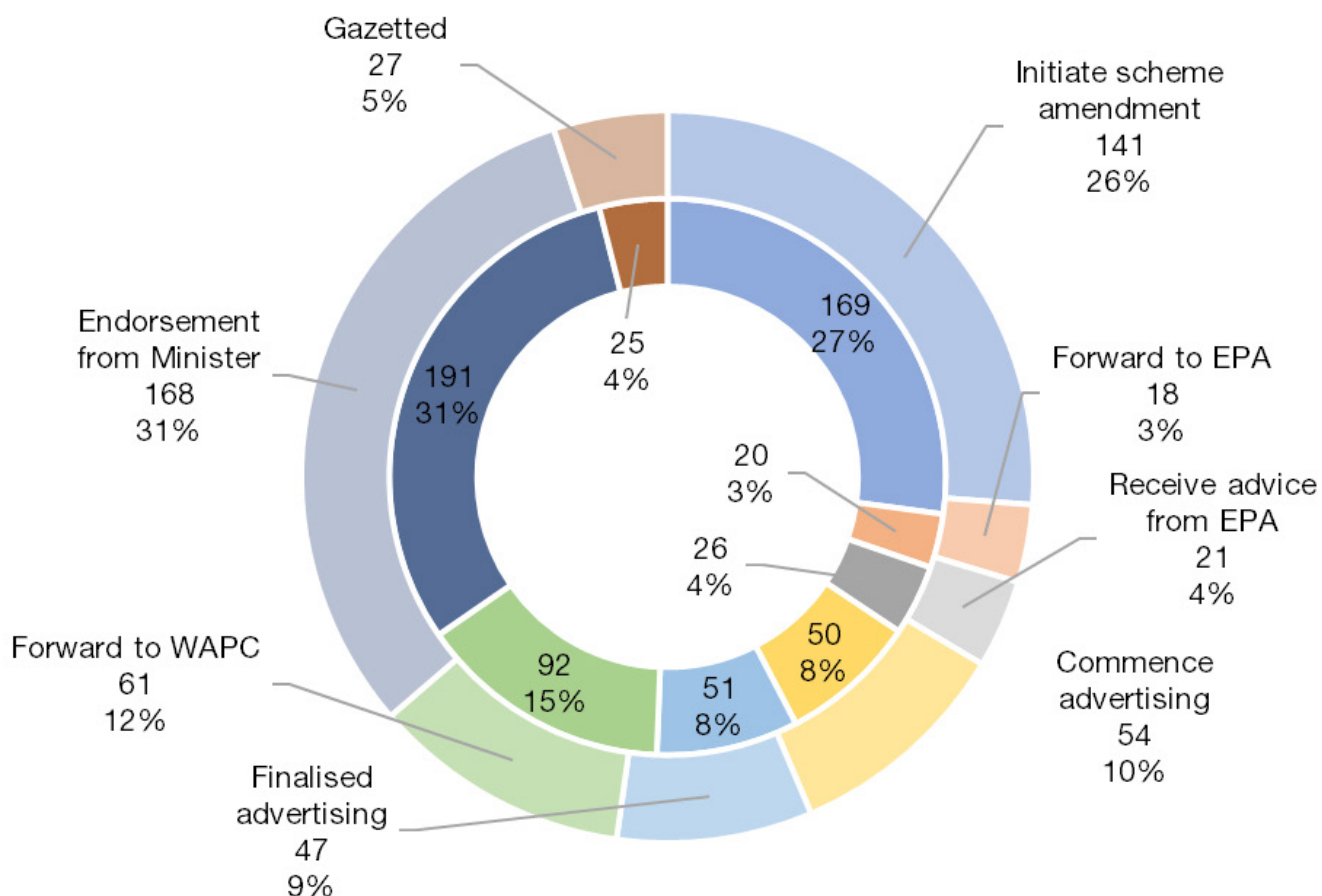
Average Time to Finalise Amendments

In many cases, a significant amount of the amendment processing time occurs after the amendment is sent to the WAPC. On average, 38% of amendment time is associated with the State Government processes. For three of the Benchmark Group, this accounts for more than 50% of process time to date (30 June 2018). A comparison for all Local Governments can be seen bellow.

Average Time Taken (Months) to Finalise an Amendment

Local Government Identifier	Months with LG	Months with State Government
16/17 Av	10.5	7.2
17/18 Av	12.2	8.0
18	7.9	15.1
17	6.8	6.2
16	23.2	6.0
14	14.8	5.1
13	9.6	7.9
12	5.1	8.4
11	11.8	3.8
10	24.1	18.7
7	7.0	4.9
6	7.1	5.5
5	10.8	6.1
4	19.4	10.6
3	23.3	4.3
2	6.8	10.0
1	5.9	7.9
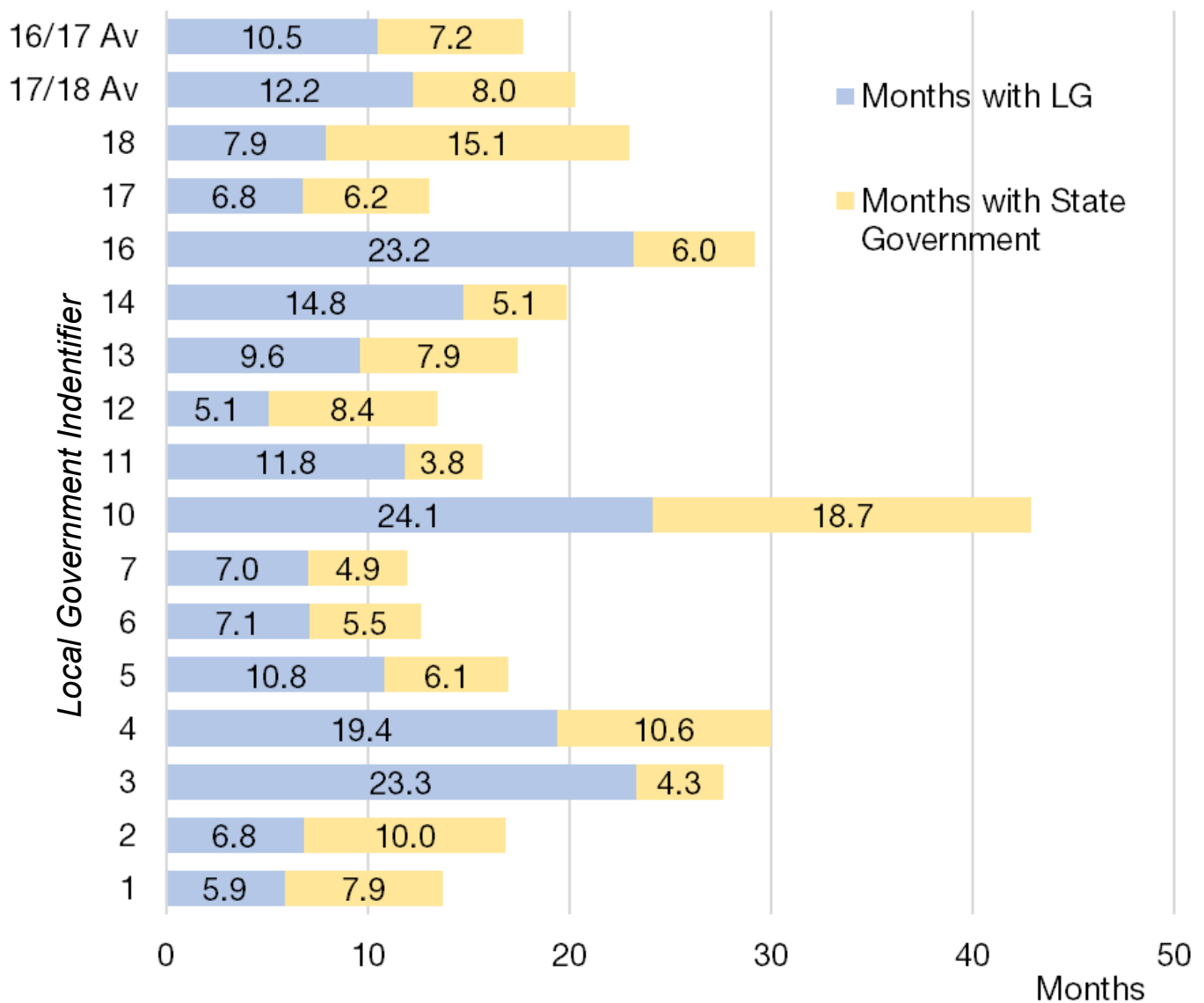
% of Average Time with the EPA, WAPC and Minister

Local Government Identifier	% of Average Time
16/17 Av	41%
17/18 Av	40%
18	66%
17	48%
16	21%
14	26%
13	45%
12	62%
11	24%
10	44%
7	41%
6	44%
5	36%
4	35%
3	16%
2	59%
1	57%

Average Time Taken to Complete Amendments (days)

Local Government Indentifier

Legend: Initiate scheme amendment, Finalised advertising, Forward to EPA, Forward to WAPC, Receive advice from EPA, Endorsement from Minister, Commence advertising, Gazetted
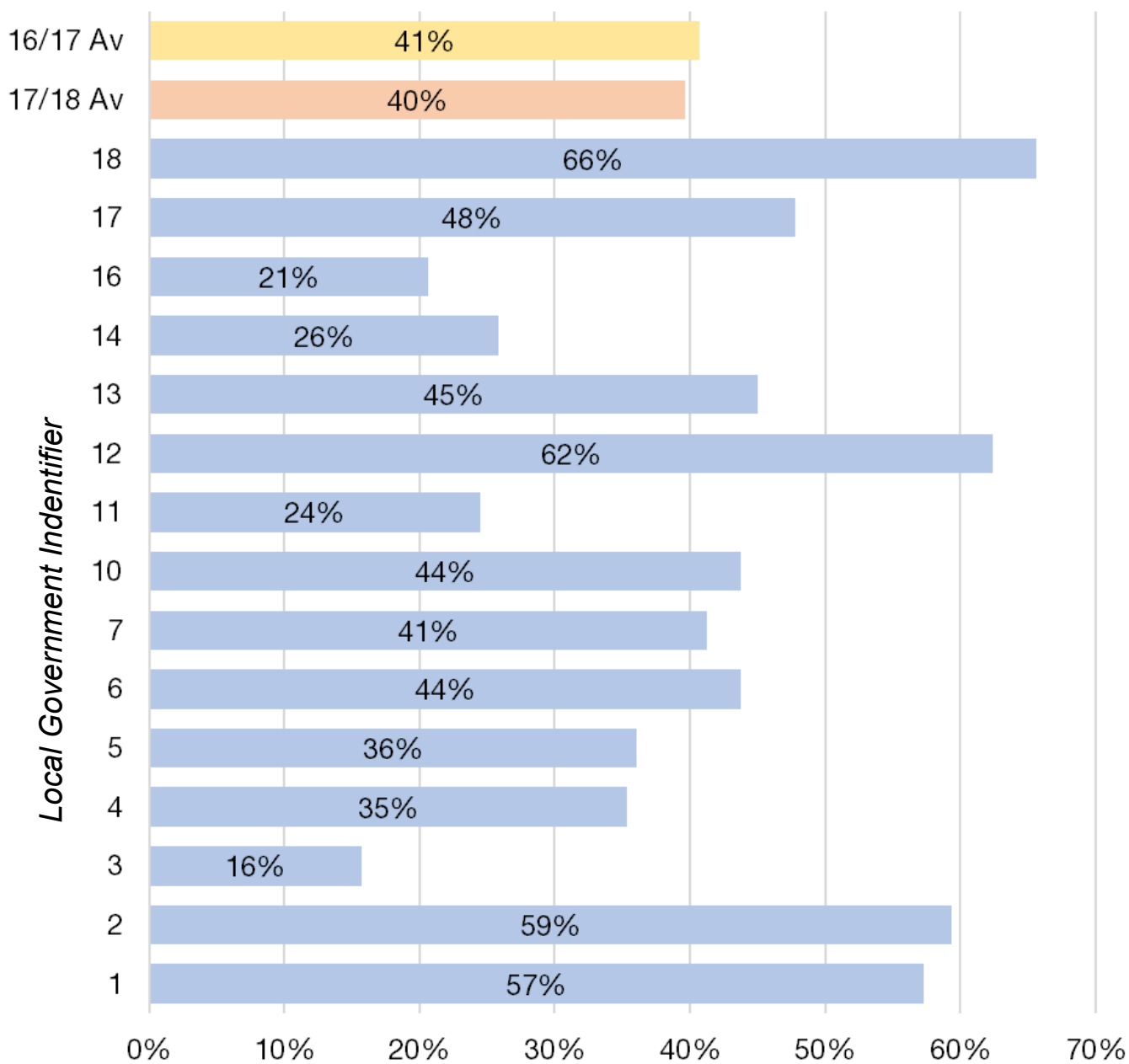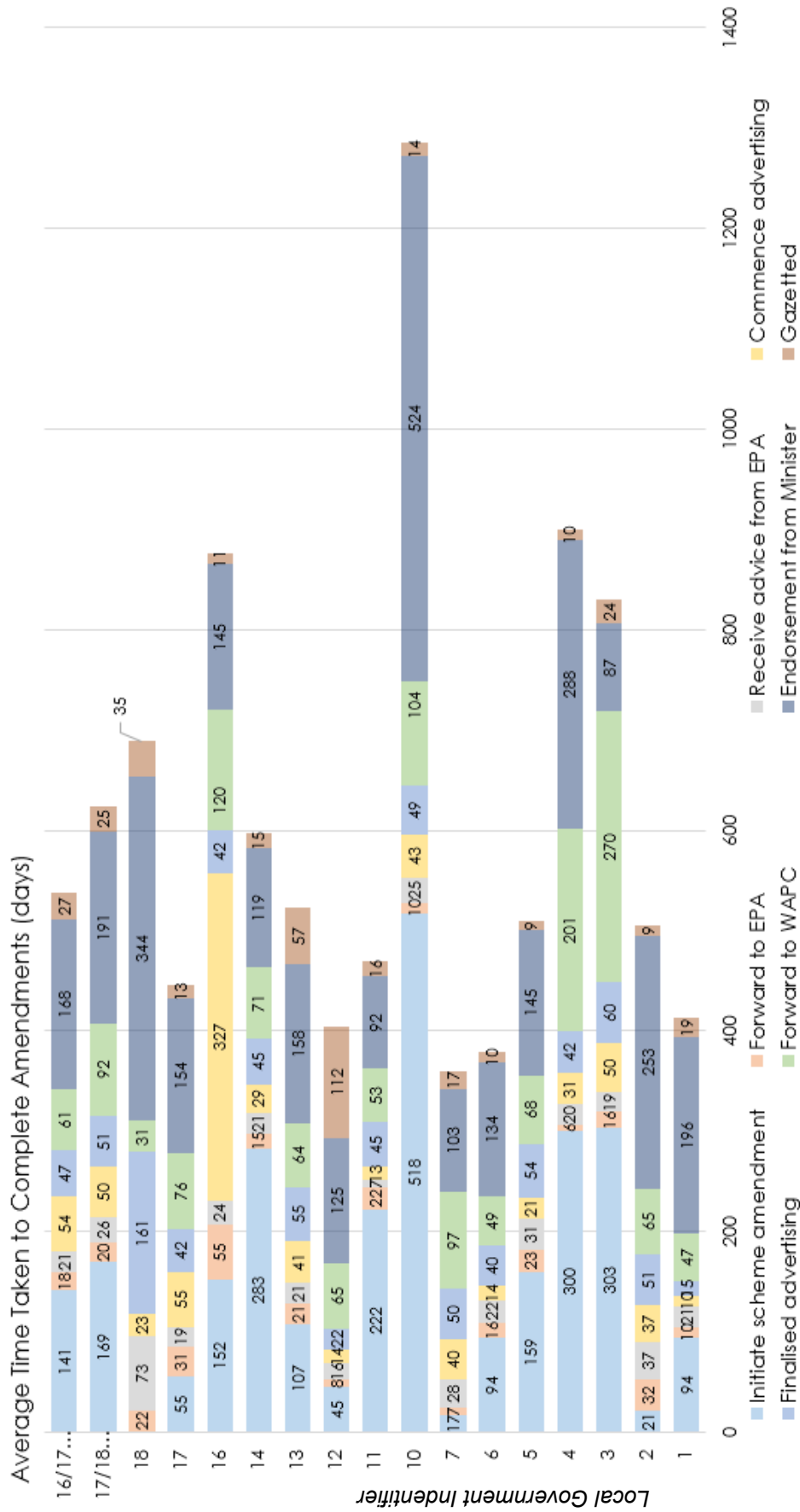
APPROVALS

Average Time to Finalise Amendments

The Benchmark Councils are very efficient at processing applications with an average of 96% of all applications being processed within statutory timeframes:

This indicator is a composite of the following activities:
1.   Development applications
2.   Subdivision referrals
3.   Form 26s; and
4.   Building applications.

The performance of individual Local Governments is influenced by whether Local Governments use "stop the clock" when assessing applications and how this is applied. In addition, some Local Governments could not provide data for all of the categories being compiled.

Even with the addition of eight Local Governments in 2017/18, the results remain consistent with those achieved in 20016/17.

Average % of applications approved within statutory timeframe 16/17 and 17/18

All applications	2016/17, 96%
	2017/18, 96%
Building Applications	2016/17, 100%
	2017/18, 99%
Form 26s	2016/17, 61%
	2017/18, 68%
Subdivision Applications	2016/17, 76%
	2017/18, 77%
Development Applications	2016/17, 87%
	2017/18, 86%
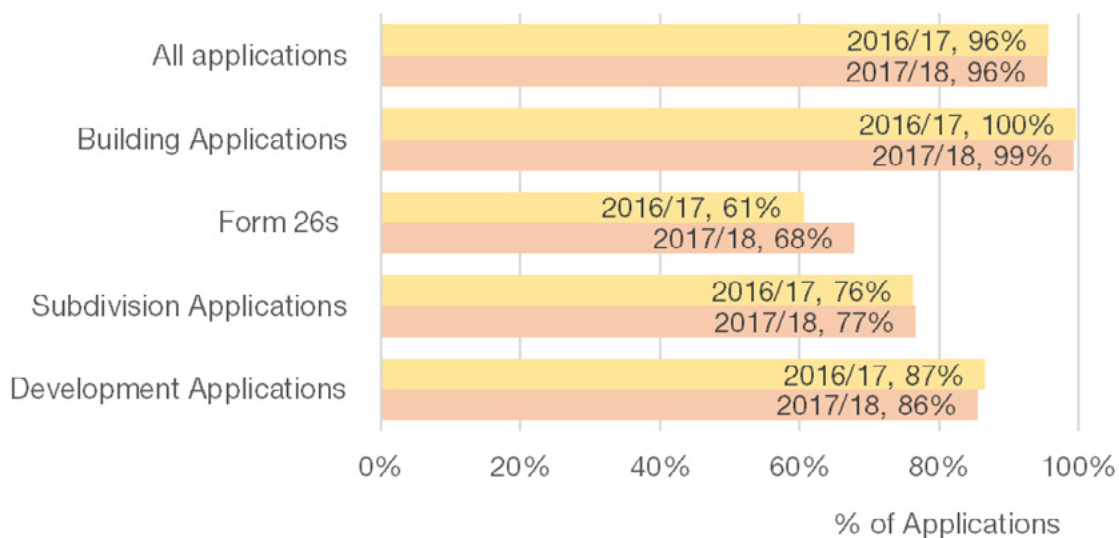
% of Applications

Except for one Local Government, the Benchmark Group all processed more than 90% of applications and referrals within statutory timeframes (see figure below).

% all applications dealt with a timely manner

Local Government Indentifier	%
2016/17	96%
2017/18	96%
19	93%
18	95%
17	91%
16	98%
15	
14	96%
13	96%
12	95%
11	77%
10	96%
9	96%
8	99%
7	94%
6	94%
5	97%
4	99%
3	92%
2	100%
1	96%
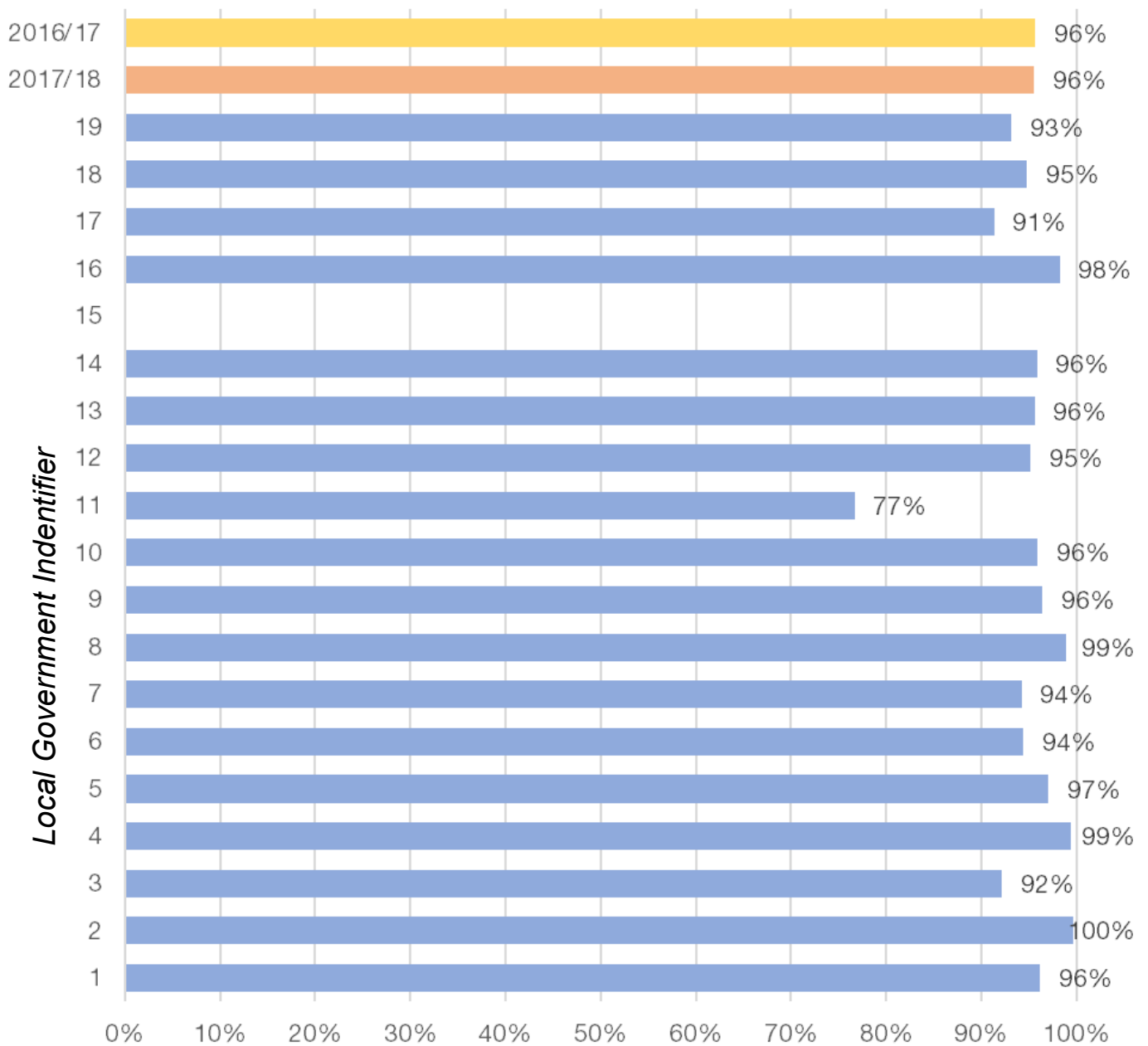
APPROVALS

Development Applications

Some **98%** of all development applications are approved. This score is consistently high for all Benchmark Councils. The lowest rate of approvals is Local Government 11 at 95% (see figure below). This result is consistent with 2016/17.

% of Development Applications Approved 17/18

Local Government Identifier	%
2016/17	98%
2017/18	98%
19	99%
18	99%
17	96%
16	99%
15	98%
14	98%
13	98%
12	100%
11	95%
10	96%
9	
8	98%
7	97%
6	97%
5	99%
4	98%
3	98%
2	98%
1	98%
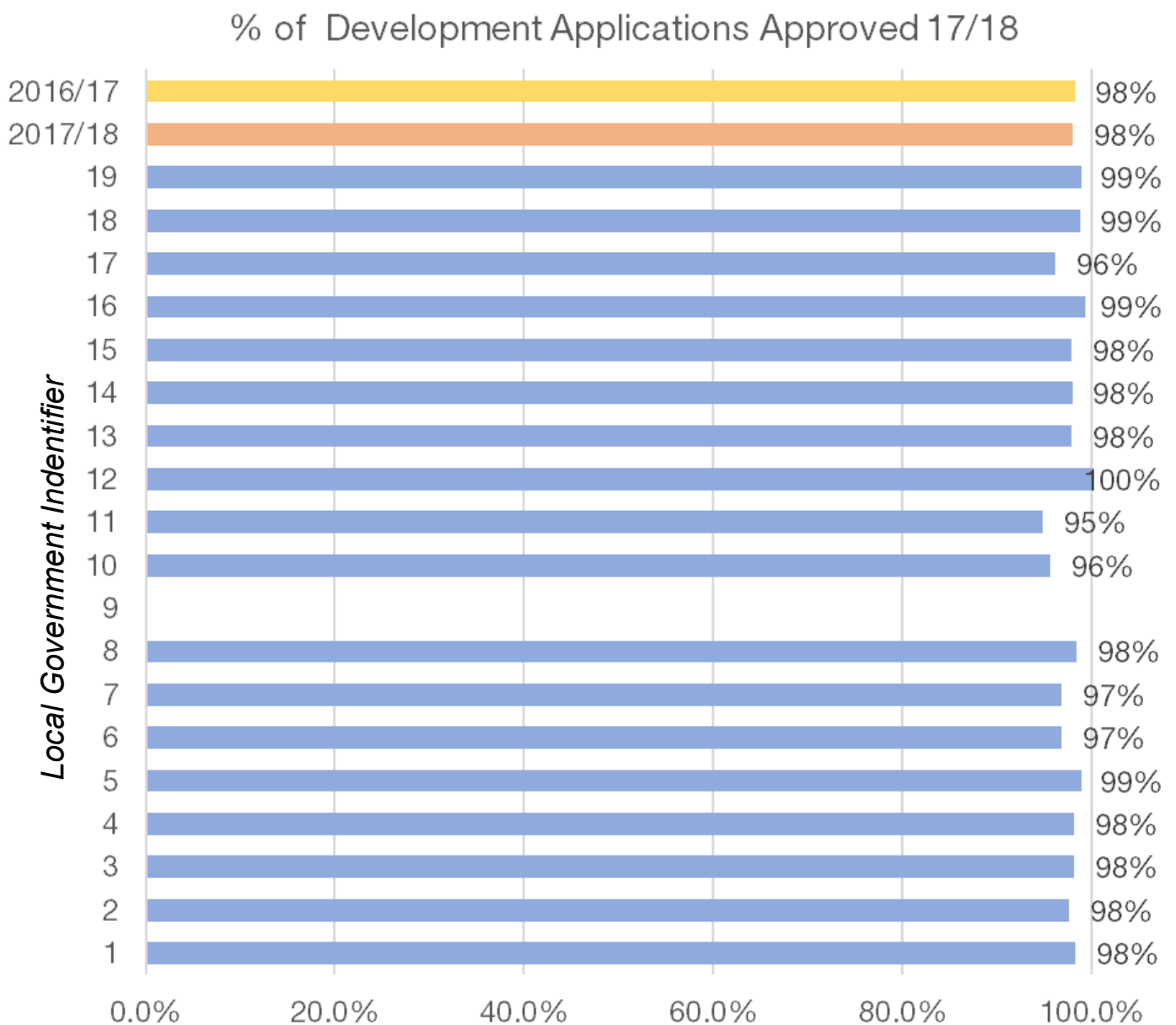
On average **95.9%** of development applications are approved under delegated authority. One Local Government approves 100% of development applications whilst Local Governments 10 and 15 approved 85% and 86% respectively under delegation.

% of Development Applications Delegated to Administration 17/18

Local Government Identifier	%
2016/17	96%
2017/18	97%
19	96%
18	91%
17	91%
16	99%
15	86%
14	93%
13	99%
12	99%
11	97%
10	85%
9	100%
8	95%
7	99%
6	98%
5	99%
4	99%
3	90%
2	99%
1	99%
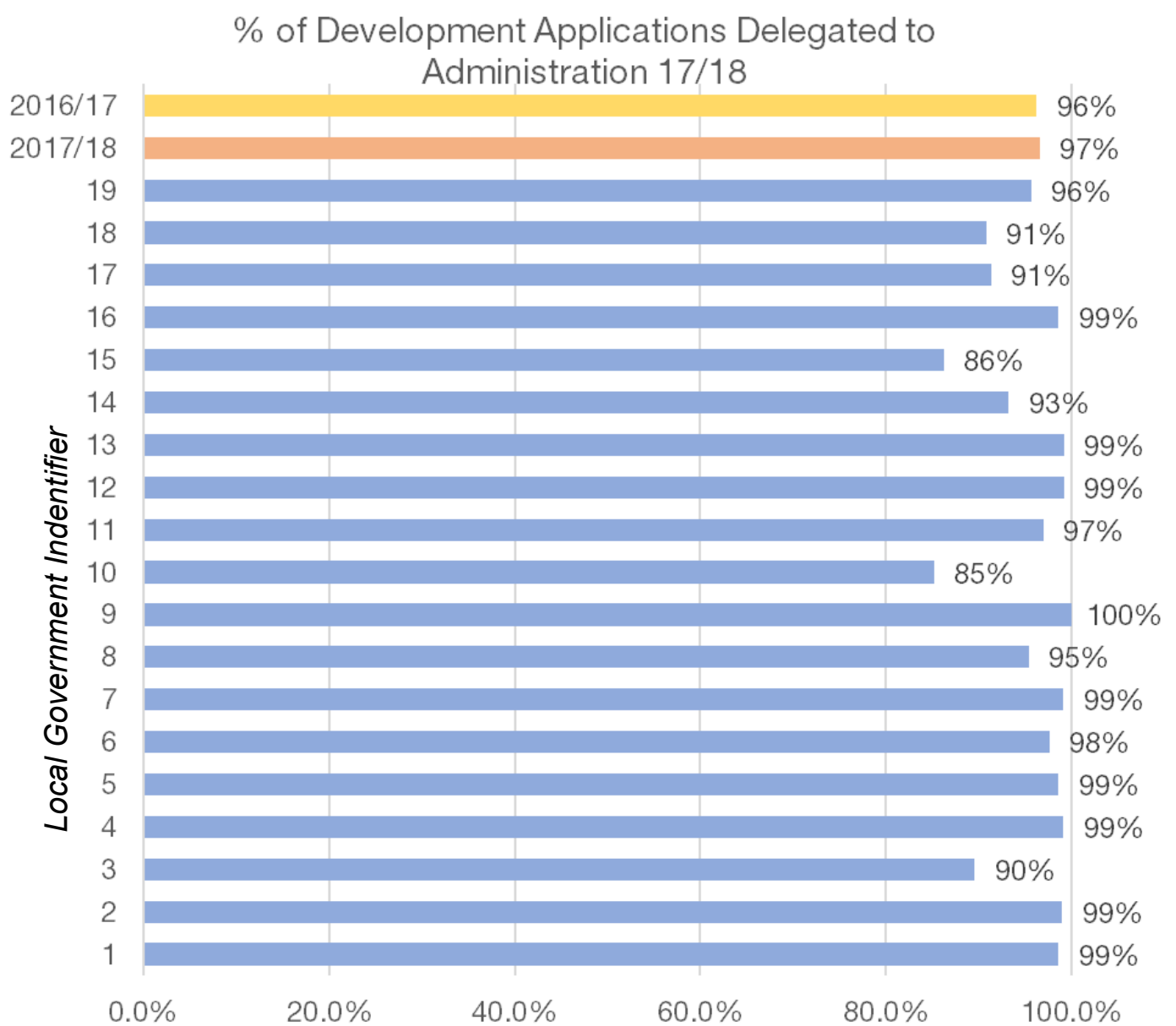
Development Applications

On average, **86%** of development applications are approved within the required statutory time frames of 60 days and 90 days respectively. However, there are significant variations within the Benchmark Group. Two Local Governments have rates of less than 60%. All other Local Governments achieve rates of 80% or better (see figure to the right).

% of Development Applications approved within statutory timeframe

Local Government Identifier	% Approved
2016/17	87%
2017/18	86%
19	80%
18	91%
17	80%
16	94%
15	
14	88%
13	87%
12	85%
11	58%
10	83%
9	89%
8	97%
7	85%
6	86%
5	85%
4	98%
3	56%
2	99%
1	89%
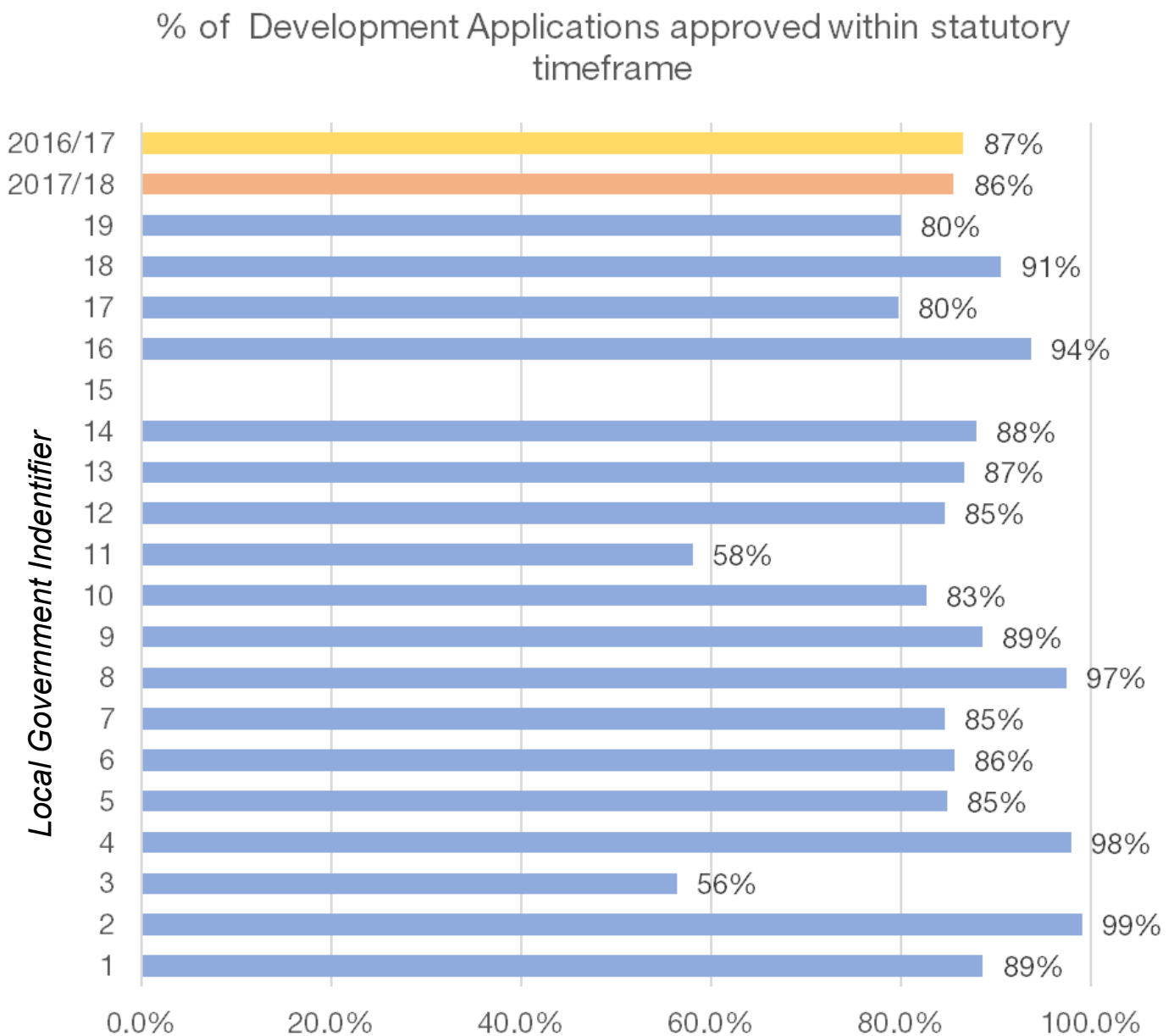
Subdivision Referrals

On average **77%** of subdivision referrals are responded to within the statutory timeframe. This is the most variable indicator, ranging from a low of 7% to a high of 100%.

% of subdivision referrals responded to within statutory timeframe

Local Government Indentifier	%
2016/17	76%
2017/18	77%
19	90%
18	77%
17	30%
16	98%
15	52%
14	77%
13	63%
12	56%
11	7%
10	94%
9	
8	100%
7	73%
6	79%
5	91%
4	96%
3	60%
2	97%
1	64%
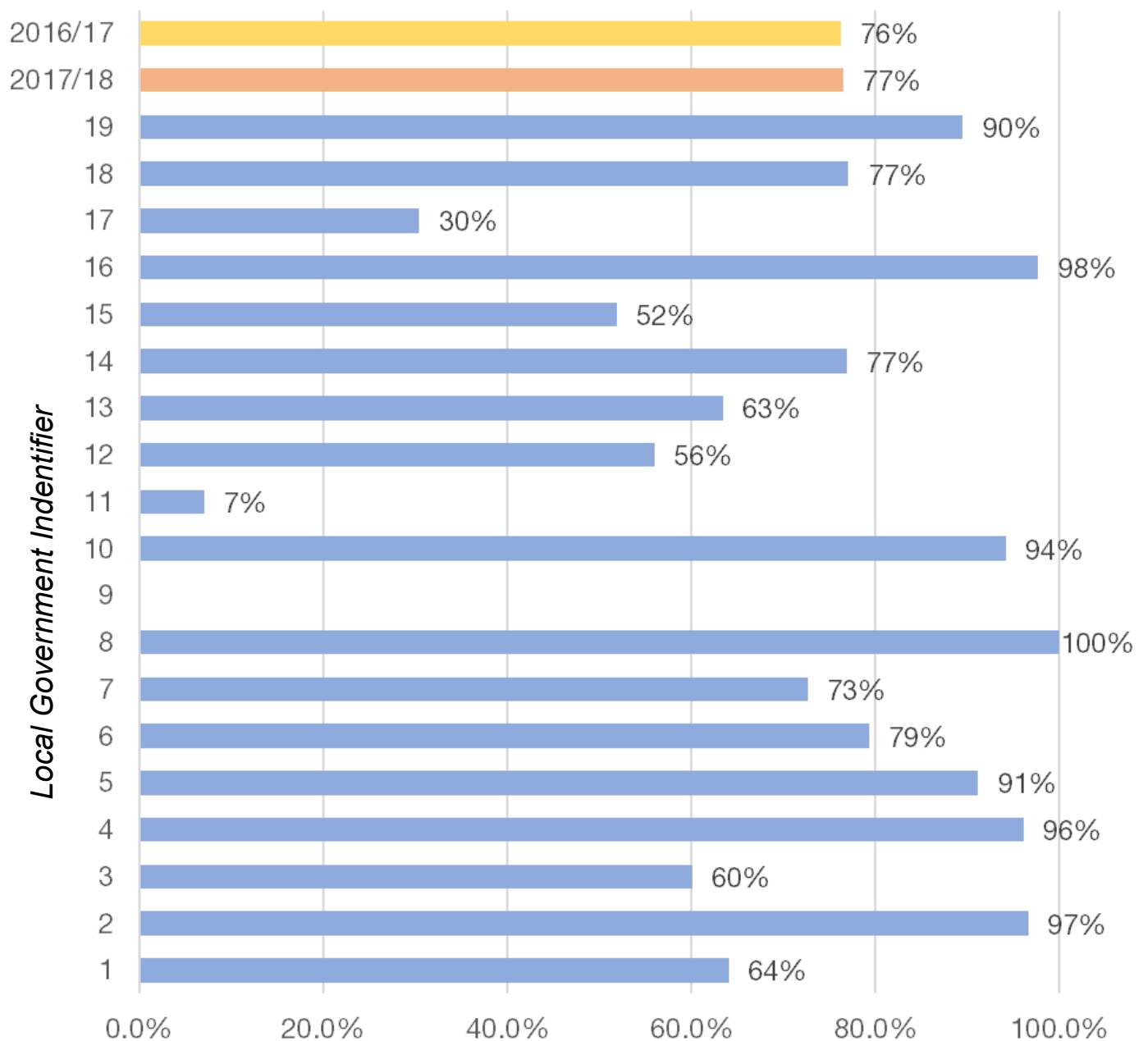
Building Strata Clearances (Form 26)

Form 26 processing has the lowest overall level of efficiency of the planning and building processed reviewed. It is highly variable, with rates ranging from 14% to 100% (see figure below). Three Local Governments could not provide data for this process.

% of Form 26s responded to within statutory timeframe

Local Government Identifier	%
2016/17	61%
2017/18	68%
19	33%
18	
17	60%
16	56%
15	14%
14	100%
13	84%
12	100%
11	59%
10	67%
9	
8	
7	47%
6	79%
5	75%
4	100%
3	100%
2	50%
1	67%
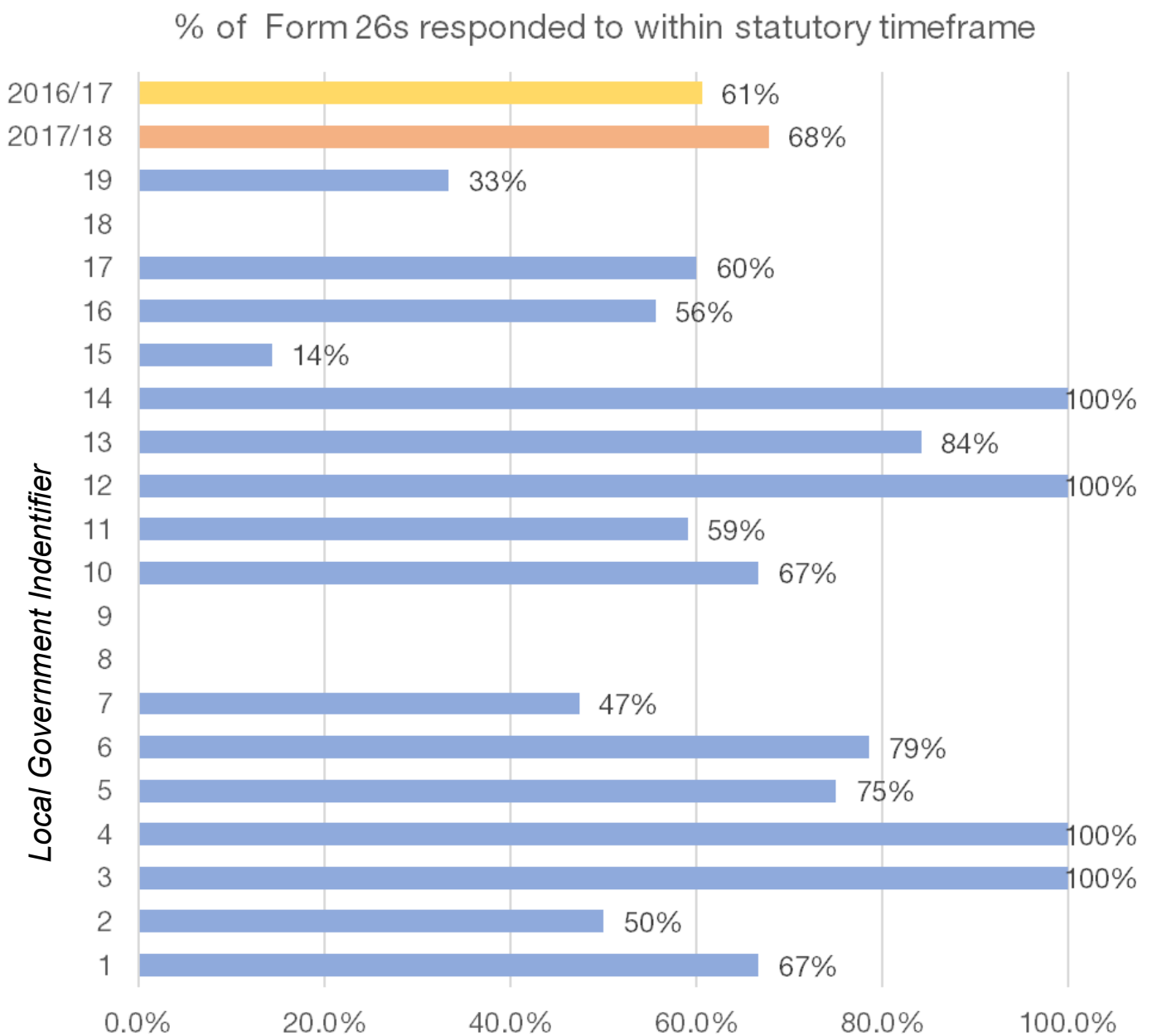
Building Approvals

The processing of building applications is particularly efficient with an average of **99%** of applications approved within statutory timeframes. With the exception of Local Government 11, all other Benchmark Local Governments score 98% or more for processing applications within the statutory timeframe.

% of Building Applications approved within statutory timeframe

Local Government Indentifier

Identifier	Value
2016/17	100%
2017/18	99%
19	100%
18	98%
17	99%
16	100%
15	
14	100%
13	99%
12	100%
11	86%
10	99%
9	100%
8	100%
7	99%
6	98%
5	100%
4	100%
3	100%
2	100%
1	98%
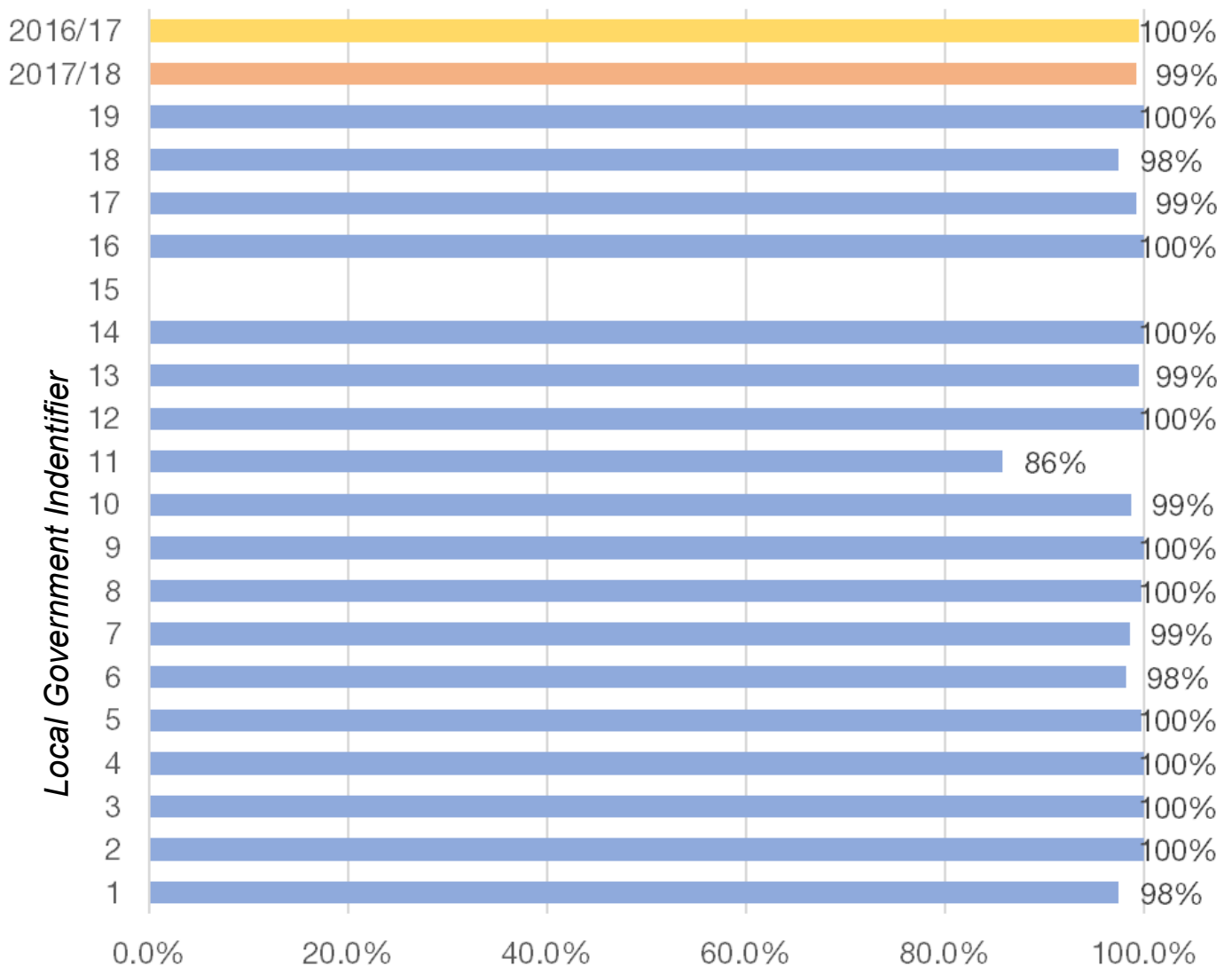
RESOURCES

Additional questions were included in the 2017/18 questionnaire which related to the level of resources that Local Governments have in their planning and building functional areas. Not surprisingly, larger Local Governments have more FTE than smaller ones (Figure below).

Total FTE Associated with Planning and Development

Local Government Identifier	Total FTE
17/18 Average	27.85
18	18.25
17	18
16	37
15	24
14	11
13	51
12	9.6
11	18
10	31
9	26.5
8	13
7	28
6	26.5
5	22.5
4	57.5
3	64.97
2	19
1	25.5
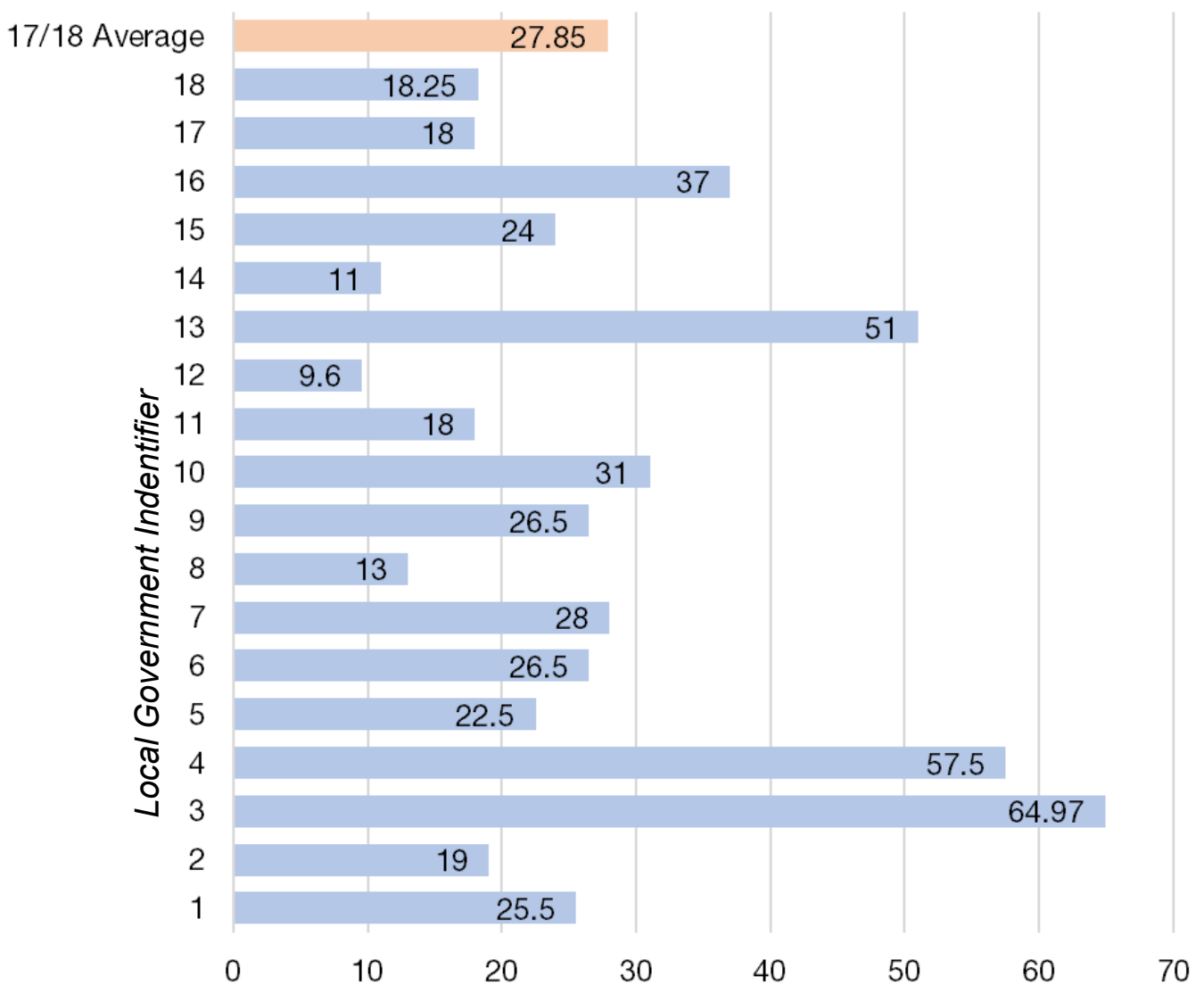
A basic efficiency indicator: **Total applications approved or responded to in 2017/18 total FTE**, can be derived from the data collected. Four Local Governments who could not provide information in one or more categories have been excluded from this analysis. The Benchmarked Local Governments requested the inclusion of this indication as it can provide some insights into the relative scale of activity for the benchmark group (Figure below).

All applications approved or responded to per FTE

| Local Government Identifier	Value
17/18 Average	106
18	
17	53
16	111
15	
14	40
13	128
12	138
11	53
10	64
9	
8	
7	77
6	135
5	128
4	99
3	79
2	129
1	119
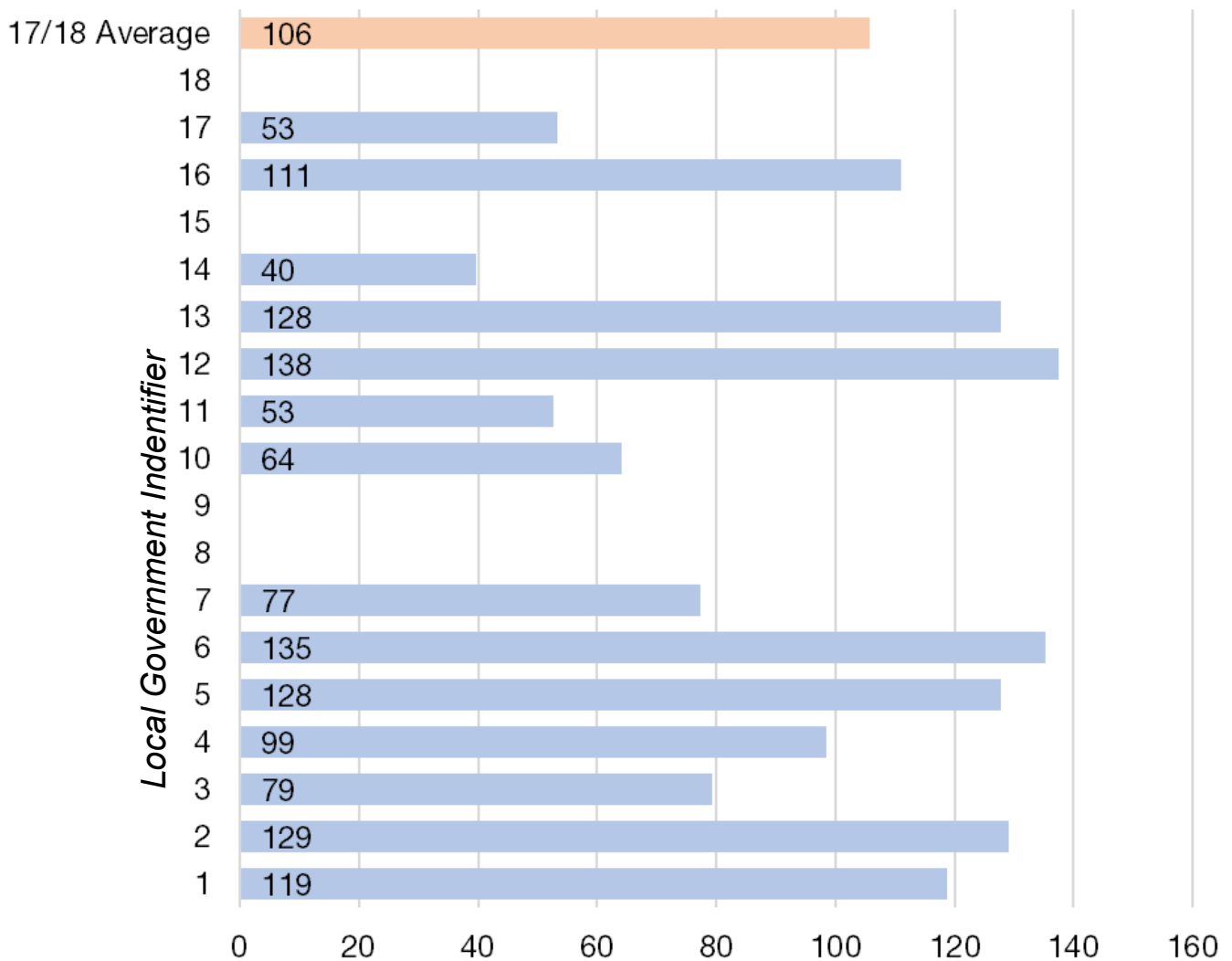
FTE for Functional Areas

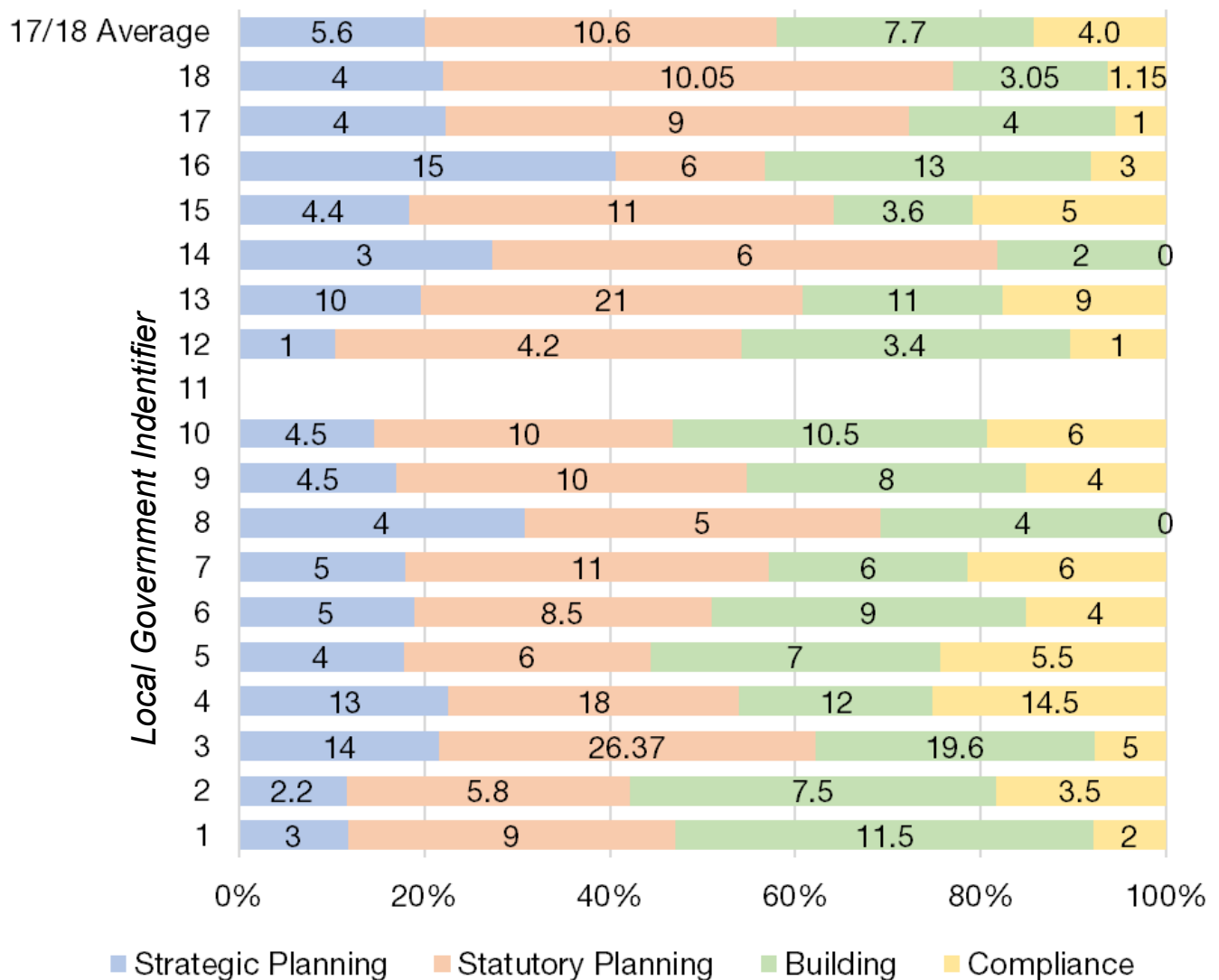Based on data provided by Local Governments an average Local Government would comprise:

- 20% strategic
- 38% statutory
- 28% building; and
- 14% compliance.

Average Distribution of FTEs for Functional areas

Compliance, 4.0, 14%

Strategic Planning, 5.6, 20%

Building, 7.7, 28%

Statutory Planning, 10.6, 38%
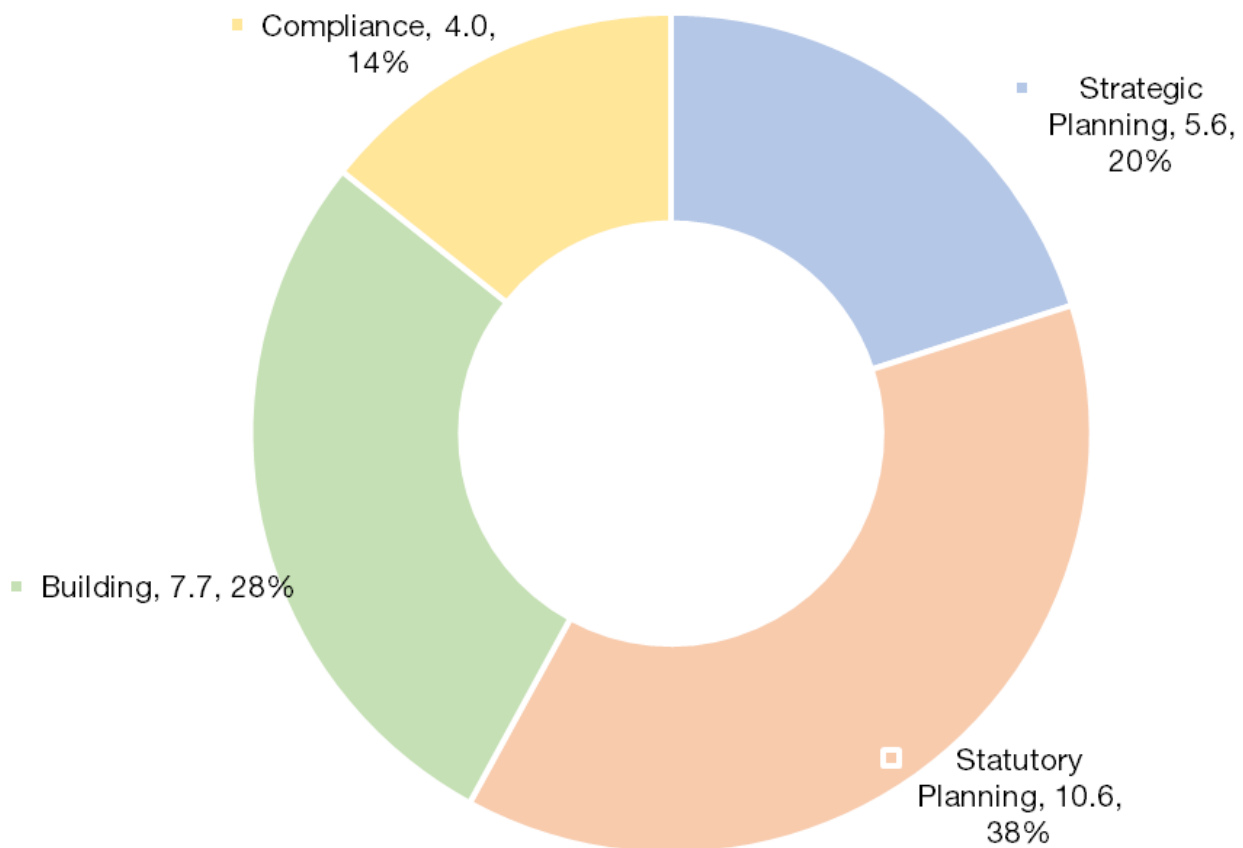
Not surprisingly, there are some variations between Local Governments. Most noticeably, three Local Governments do not have any FTEs associated with compliance (see figure below).

Number of FTE for Functional Areas

Local Government Identifier	Strategic Planning	Statutory Planning	Building	Compliance
17/18 Average	5.6	10.6	7.7	4.0
18	4	10.05	3.05	1.15
17	4	9	4	1
16	15	6	13	3
15	4.4	11	3.6	5
14	3	6	2	0
13	10	21	11	9
12	1	4.2	3.4	1
11				
10	4.5	10	10.5	6
9	4.5	10	8	4
8	4	5	4	0
7	5	11	6	6
6	5	8.5	9	4
5	4	6	7	5.5
4	13	18	12	14.5
3	14	26.37	19.6	5
2	2.2	5.8	7.5	3.5
1	3	9	11.5	2

Legend: ■ Strategic Planning ■ Statutory Planning ■ Building ■ Compliance

	Developed	Medium Developing	Large
Strategic Planning	3.7	2.8	10.6
Statutory Planning	9.9	5.25	13.0
Building	5.1	5.475	13.9
Compliance	3.0	2.5	8.2
Total	21.8	16.0	45.7
Total applications determined	1619	2216	4589
Applications determines over FTE	75.3	130.1	102.6

Number of FTE

Large Local Governments have the highest number of FTE associated with planning and development functions (including building). Small/Medium Developing Local Governments have the lowest number of FTE. This varies considerably between Local Governments as seen in the figure to the right.

Small/Medium Developing Local Governments approve the most applications and respond to the most referrals per FTE.

Average of total applications determined per FTE

Large	102.6
Medium Developing	130.1
Developed	75.3

0.0   20.0   40.0   60.0   80.0   100.0   120.0   140.0
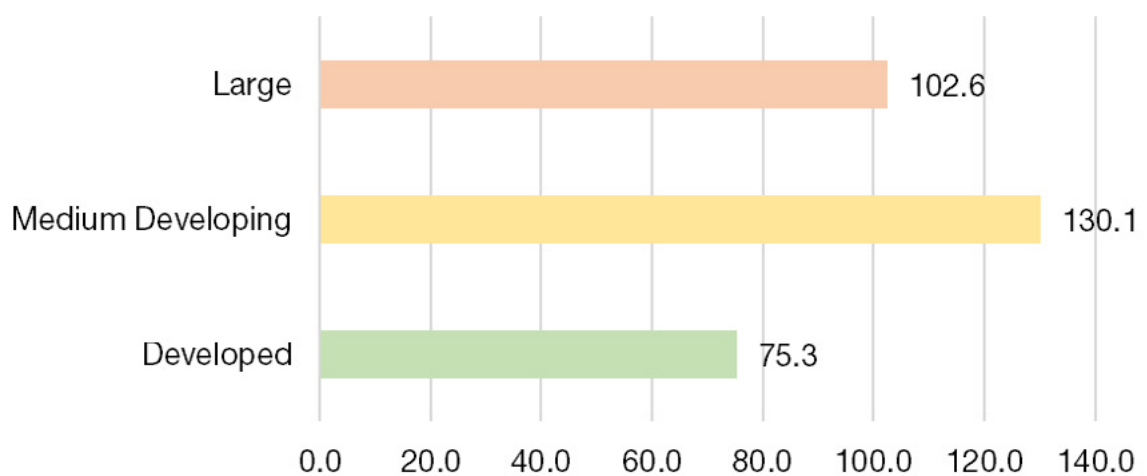
Total FTE Involved in Planning and Development Functions

Local Government Identifier	Total FTE
17/18 Average	27.85
16	37
13	51
10	31
4	57.5
3	64.97
1	25.5
12	9.6
8	13
5	22.5
2	19
18	18.25
17	18
15	24
14	11
11	18
9	26.5
7	28
6	26.5
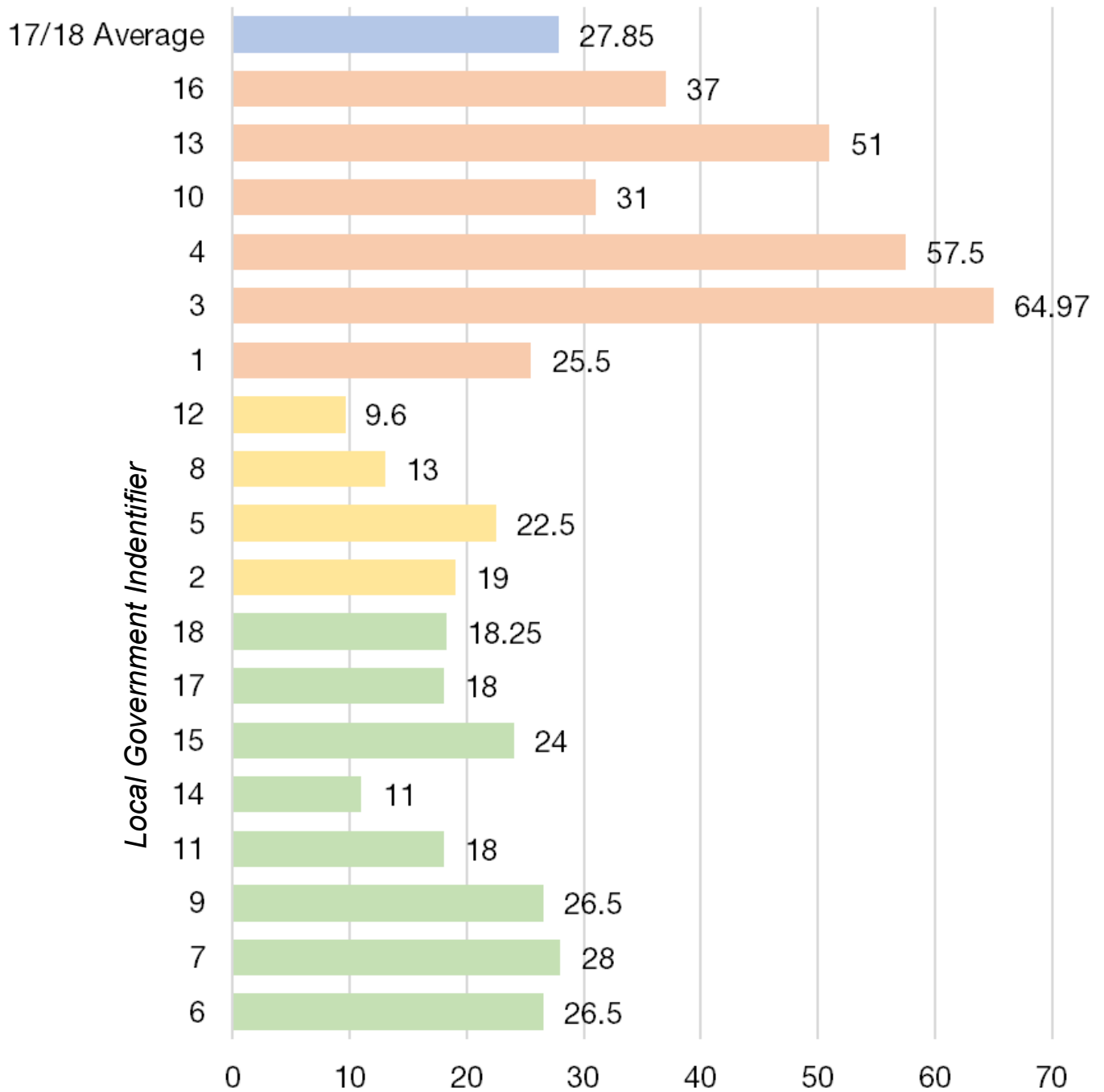
Distribution of FTE

The distribution of FTE between planning functional areas can be seen in the figure on the right. These figures suggest that there are difference in the distribution of FTE between the three Local Government Groups.

Comparison of Composition of Functional Areas (Number of FTE) for Large ,MediumDeveloping and Developed Local Governments

Large
- Strategic Planning 10.6
- Statutory Planning 13.0
- Building 13.9
- Compliance 8.2

Medium Developing
- Statutory Planning 5.25
- Building 5.475
- Compliance, 2.5
- Strategic Planning 2.8

Developed
- Building 5.1
- Statutory Planning 9.9
- Compliance 3.0
- Strategic Planning 3.7

0.0   10.0   20.0   30.0   40.0   50.0
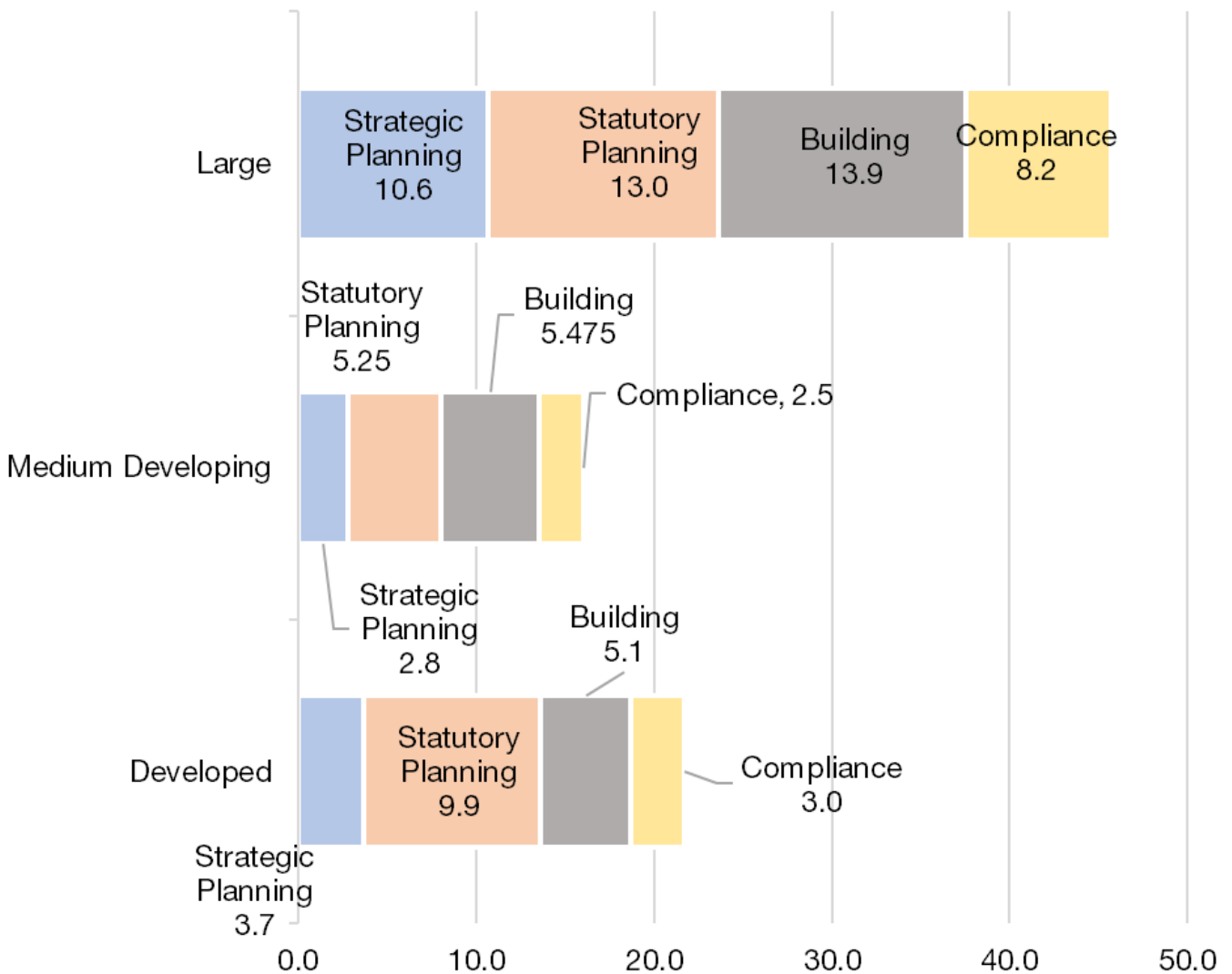
The figure below illustrates this difference in distribution. Large Local Governments have bigger strategic planning areas and Developed Local Governments have a greater focus on statutory planning. Small/ Medium Local Governments have relatively more FTE associated with building whilst Developed Local Governments have relatively fewer FTE in this area.

Comparison of Composition of Functional Areas for Large (outer circle) S/M Developing (middle circle) and Developed (inner circle) Local Governments

Large Compliance 18%

Medium Developing Compliance 16%

Large Strategic Planning 23%

Medium Developing Strategic Planning 17%

Developed Strategic Planning 17%

Developed Compliance 14%

Developed Building 23%

Developed Statutory Planning 46%

Medium Developing Building 34%

Medium Developing Statutory Planning 33%

Large Building 30%

Large Statutory Planning 29%
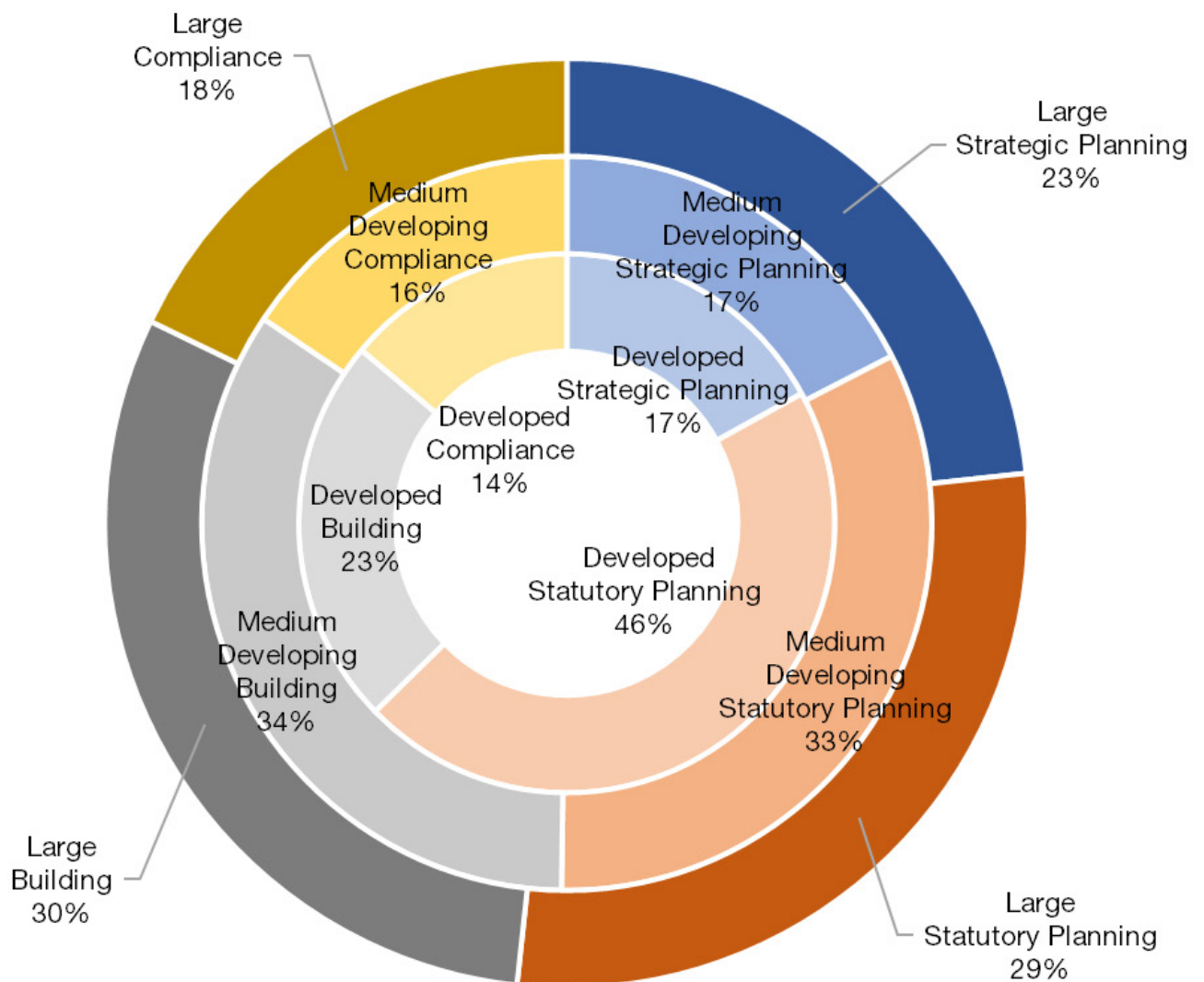
The increase in the number of participating Local Governments to 19 provides the opportunity to compare groups of Local Government. The Background section above identifies three categories of Local Government:

1.   Developed
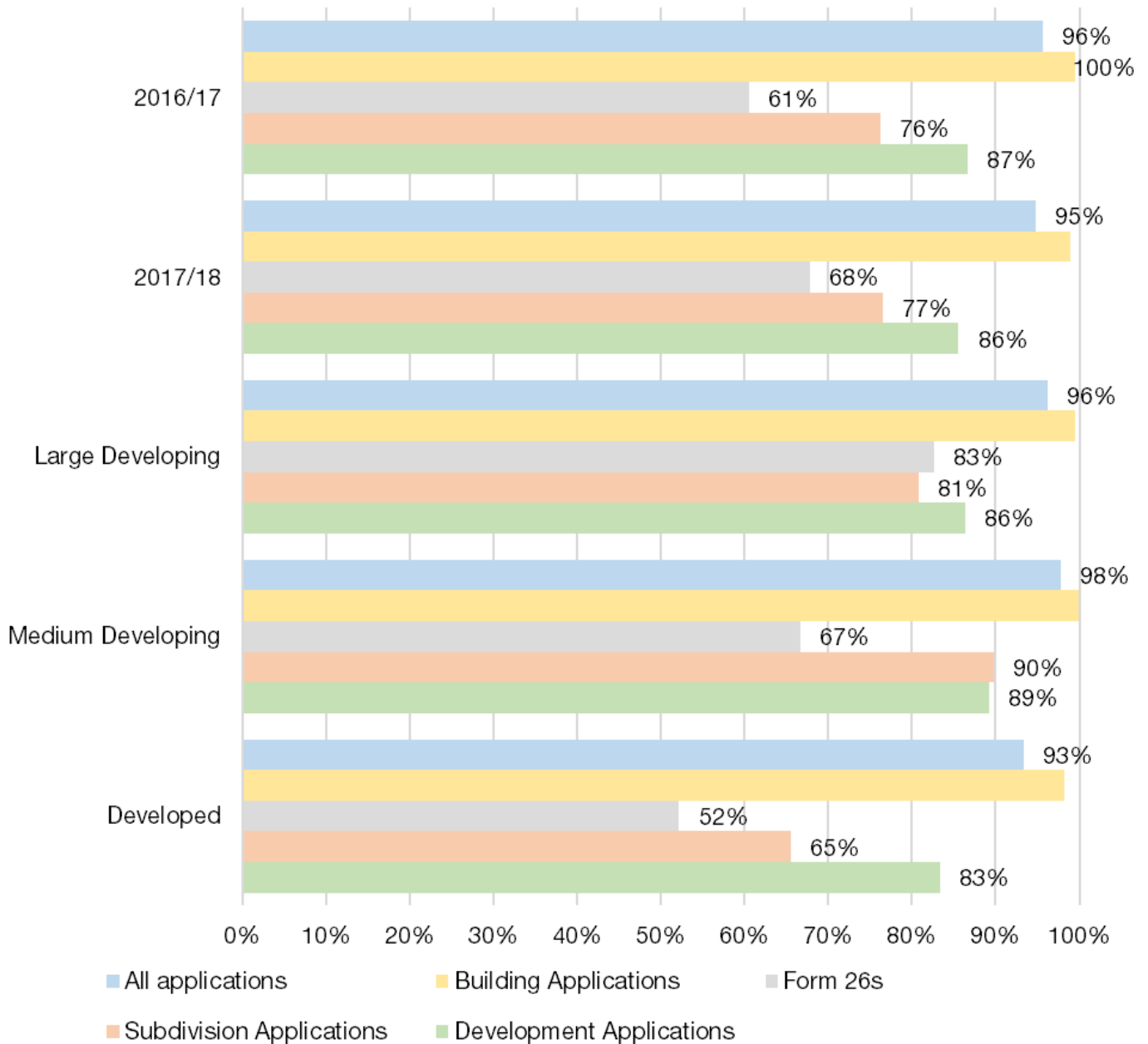2.   Medium developing
3.   Large developing

This is not a perfect classification, for example there is only one small developed Local Government in the Benchmark Group and it has been included in the Developed group. However, it has the potential to provide more insight into the way that different Local Governments perform.

Approvals

When assessed against the statutory approvals for approvals for development the Small/Medium Developing Group perform the best, with the highest rates in three of the four categories (see below).

% of applications approved within statutory timeframes	Developed	Medium Developing	Large Developing
Development Applications	83%	89%	86%
Subdivision Applications	65%	90%	81%
Form 26s	52%	67%	83%
Building Applications	98%	100%	99%
Overall	93%	98%	96%

Average proportion of applications processed within the required statutory timeframe for Developed, Fringe and Large Local Governments

Category	All applications	Building Applications	Form 26s	Subdivision Applications	Development Applications
2016/17	96%	100%	61%	76%	87%
2017/18	95%	99%	68%	77%	86%
Large Developing	96%	100%	83%	81%	86%
Medium Developing	98%	100%	67%	90%	89%
Developed	93%	98%	52%	65%	83%

Legend:
- All applications
- Building Applications
- Form 26s
- Subdivision Applications
- Development Applications
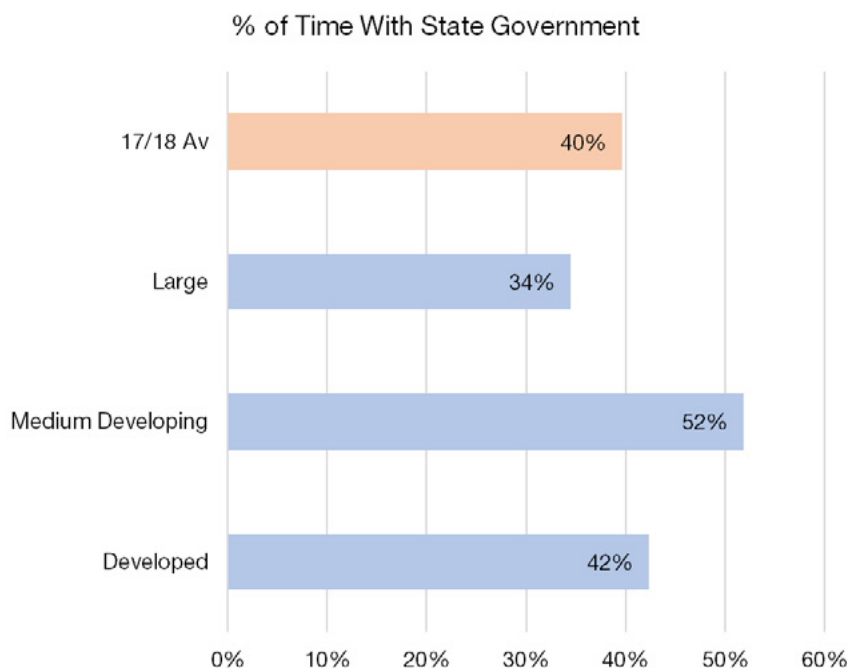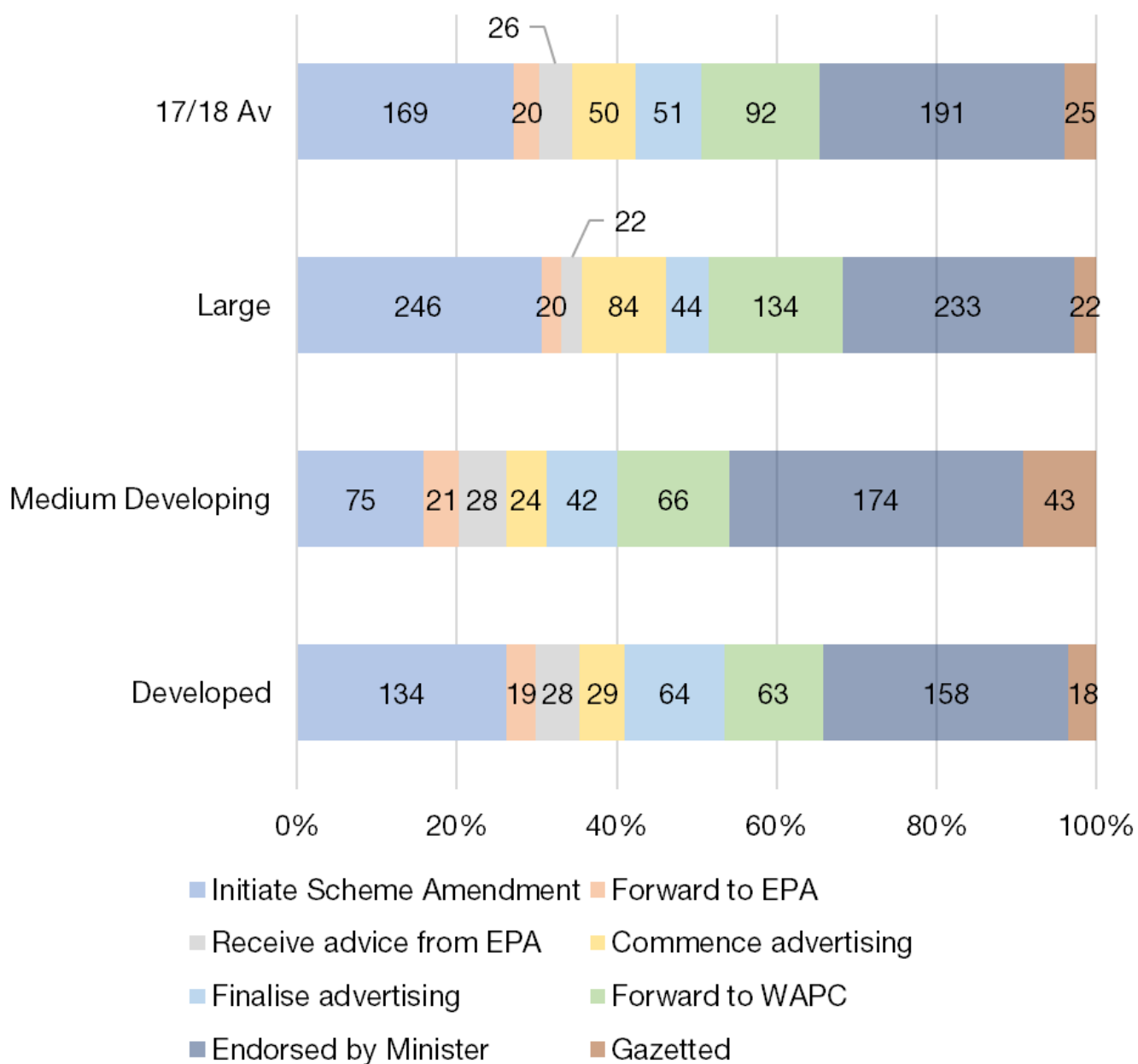
Scheme Amendments

Large Local Governments take the longest to complete scheme amendments. Small/Medium Developing Local Governments are the most efficient at completing amendments. However, over 50% of their amendment time is taken up by the State Government.

	Developed	Medium Developing	Large Developing	17/18 Average
Initiate Scheme Amendment	134	75	246	169
Forward to EPA	19	21	20	20
Receive advice from EPA	28	21	20	26
Commence advertising	29	24	84	50
Finalise advertising	64	42	44	51
Forward to WAPC	63	66	163	103
Endorsed by Minister	158	174	205	180
Gazetted	18	43	22	25
Days taken to complete amendment	481	473	805	609
Months taken	16	16	27	20
Days with State Government	204	245	277	230
Days with Local Government	277	228	527	379
% with State Government	42%	52%	34%	40%

% of Time With State Government

17/18 Av	40%
Large	34%
Medium Developing	52%
Developed	42%

0%   10%   20%   30%   40%   50%   60%

Comparison of Average Time Taken to Complete Amendments (days) for Developed, Developing and Large Local Governments

Category	Initiate Scheme Amendment	Forward to EPA	Receive advice from EPA	Commence advertising	Finalise advertising	Forward to WAPC	Endorsed by Minister	Gazetted
17/18 Av	169	20	26	50	51	92	191	25
Large	246	20	22	84	44	134	233	22
Medium Developing	75	21	28	24	42	66	174	43
Developed	134	19	28	29	64	63	158	18

Legend:
- Initiate Scheme Amendment
- Forward to EPA
- Receive advice from EPA
- Commence advertising
- Finalise advertising
- Forward to WAPC
- Endorsed by Minister
- Gazetted

WHERE TO NEXT

This Local Government Performance Monitoring Project allows Local Governments the opportunity to provide greater input and feedback into the methods of assessment and the presentation of their yearly statistics.

Each Local Government involved in this project has be given a report to show their individual results, while this high level collated version outlines the significant workload that the Local Government sector accomplishes within their planning and building functions.

WALGA will continue to discuss this project with other Local Government members, with a view to increasing the Local Government participation in the coming years.

A copy of this report will also be provided to the State Government, Ministers of Planning, Building and Local Government, and information provided to various Industry Associations.

APPENDIX A

Measurement Framework

A system of performance monitoring should be guided by a series of principles that reflect the roles and responsibilities of Local Government with respect to land use planning. These could include that:

1. it is a strategic planning led system which reflects both State and Local Government visions for the district, as such it should be an evolving system which responds to changes at both state and local levels;
2. the Local Government statutory planning tools of its scheme and policies should reflect and reinforce the strategic vision;
3. approval processes adopted by Council should support certainty and consistency in decision making and provide for transparency; and
4. the system is both accountable and current.

Best Practice Model

The most important element of a best practice planning model is it that it is led by strategic planning with a clear line of sight between the levels of strategic planning. Statutory planning schemes then follow and should be designed to reflect and deliver strategic planning objectives. It is essential that planning strategies and schemes are kept up to date and reflect current thinking with regards to State and Local Government plans and policies. Best practice systems are also based around efficient and effective approvals processes and a system for monitoring and reporting performance

Strategic Planning Led System

Strategic Land Use Planning

Direct Line of Sight Between all Levels

State Planning Strategies (Directions 2031, PerthPeel@3.5M)
Strategic Community Plan
Local Planning Strategy
Other Strategies

Current Schemes Reviewed Regularly
Scheme Amendments
Policy Development
Structure Plans and Guides

Statutory Planning and Policy

Significant Relationship Between Strategy and Scheme

Certainty and Consistency

Approvals Process

Decisions made at the Appropriate Level

Clear Applications and Approvals Processes

Timely Decision Making

Program of Compliance

Performance Monitoring and Reporting
Amendment and Review of Strategies and Schemes

Monitoring and Review

Accountable and Current

Performance Indicator

The following indicator were developed and refined through a series of workshops with the Benchmark Councils.

Performance Indicator	Response
Strategic Planning	
Local Planning Strategy	
Current (2011 or later)	Yes/No
Older than 2011	Date
Stage of development or review	
1. Council Resolution 2. Draft Plan Developed 3. Submitted to WAPC for approval to advertise 4. Draft Plan advertised 5. Plan amended, adopted and forwarded to WAPC 6. Plan endorsed	
Statutory Planning	
Local Planning Scheme	
Current (2011 or later)	Yes/No
Date of most recent comprehensive audit, or consolidation	Date
Stage of development or review	
1. Council Resolution 2. Draft Scheme developed 3. Submitted to WAPC for approval to advertise 4. Draft Scheme Advertised 5. Scheme amended, adopted and forwarded to WAPC 6. Approved by Minister 7. Scheme Gazetted	

Performance Indicator	Response
Scheme Amendment*	
Date of most recent amendment(s)	Commenced/Completed
1. **Number of Basic Amendments finalised in the financial year**	Number
2. **Time taken to complete Basic Amendment**	Time
1. **Number of Standard Amendments finalised in the financial year**	Number
2. **Time taken to complete Standard Amendment**	Time
1. **Number of Complex Amendments finalised in the financial year**	Number
2. **Time taken to complete Complex Amendment**	Time
Time taken to complete Development Contribution Plan amendments	
Structure Plans (not in first round of assessment)	Number, Time
Activity centre plans required (based on requirements of the Activity Centres Policy)	Number
Number of activity centre plans completed	Number
Other required Structure Plans	Number
Approvals Processes	
Development Applications	
Number of Applications	Number
Number of Applications determined	Number
Number of Applications approved	% of determined
Applications dealt with under delegated authority	% of determined
Applications required to be dealt with within 60 days	Number
Administration recommendations overturned by Council	% of determined
Number of applications determined by DAP	Number
Number of RAR recommendations overturned by DAP	Number

Performance Indicator	Response
Number of Subdivision Applications	Number
Number determined within 42 days	% of determined
Number of Form 24s	Number
Number determined in 40 days	% of determined
Number of Form 26s	Number
Number determined in 30 days	% of determined
Building Permits	
Number of Building Permit applications received (all)	Number
Compliance with processing timeframes - certified 10 (10 days) and uncertified (25 days)	% of determined
Resourcing	
Number of FTE in functional areas: • strategic • statutory • building • compliance	% of FTE in each functional area Total FTE
Efficiency Total Approvals and referral responses/ Total FTE	
Monitoring	
Do you have a monitoring and reporting mechanism for Planning?	
Where do you report planning indicators? 1. Internally only 2. On website 3. As audited indicators in Annual Report	