

Employment Policy

<i>Policy Owner:</i>	<i>Economic Development</i>
<i>Distribution:</i>	<i>All employees</i>
<i>Implementation:</i>	<i>16 December 2003</i>
<i>Scheduled Review:</i>	<i>December 2005</i>

Application:

This policy is to be applied at all levels of the structure planning process and will form an integral part in the evaluation process of both district and local structure plans proposed for any new development within the City of Wanneroo. In addition, this policy is also applicable in the evaluation of new large-scale subdivisions within these local structure plan areas.

Purpose:

This policy is designed to establish a framework to encourage and retain local employment within the City of Wanneroo and ultimately the North West Corridor.

The imperative for this policy was driven by the fact that the City of Wanneroo suffers low employment self-containment within its boundaries, which has led to the many so-called 'dormitory suburbs'. In areas of low employment self-containment issues range from social and economic issues associated with having to spend significant time and money commuting long distances to work, the ability of the transport system to handle significant community demands, security problems, pollution and energy demands caused by transportation requirements, through to expenditure leakages out of the local economy.

Australian Bureau of Statistics Journey to Work data (2001) reveals that more than three out of every four workers residing within the City of Wanneroo commute out of this area for their employment. Even when looking at a more regional level, two out of the three workers residing within the north-west corridor of Perth leave this same area to commute to work.

With the population of the City projected to continue to grow at a significant rate over the next 30 years and the high level of activity within the development industry at the present time, the City of Wanneroo will face compounding environmental, economic and social problems if the trend is not improved.

Objective:

This Employment Policy requires proponents of any large-scale residential development within the City of Wanneroo to prepare a strategy to encourage local employment self-sufficiency and maximise resultant local containment of the workforce. To aid this process several initiatives have been identified in this policy. It is acknowledged that the initiatives will produce broad results that have flow-on benefits in the wider community.

Employment Self-sufficiency and Containment

To ensure the underlying principles of this employment policy are understood, it is essential that the concepts of employment self-sufficiency and employment containment be clearly defined. Employment self-sufficiency represents the proportion of the local employed workforce that could potentially find employment within the local area. For example, in an area containing 10,000 job opportunities and 20,000 employed residents, the local employment self-sufficiency of the area would be one in two or 50%.

$$\text{Employment Self-sufficiency ratio} = \frac{\text{Local job stock}}{\text{Employed local workforce}}$$

Employment self-containment represents the proportion of local employed workforce that works within the same area. For example, in an area containing 10,000 job opportunities and 20,000 employed residents, of which 5,000 work locally, the employment self-containment would be one in four or 25%.

$$\text{Employment Self-containment ratio} = \frac{\text{Employed local workforce (working locally)}}{\text{Employed local workforce}}$$

Note: The employment self-sufficiency of an area can be seen as the potential self-containment for this same area.

The differentiation of these two principles is essential if the issues associated with ‘dormitory suburbs’ are to be addressed. The employment policy approach to economic development strives to not only foster the creation of local employment opportunities (self-sufficiency) but also encourage these to be taken up by the local workforce (self-containment).

Employment self-containment can also be thought of as the match between the skill set of the local employed workforce and the relevant number and type of employment opportunities within an area.

North West Corridor Structure plan, Transportation and Employment Self-sufficiency

The background report to the “North West Corridor Structure Plan” (February 1991) indicated that there were a total of 26-30 north-south traffic lanes that could be realistically fitted into the Corridor. Some of these include Marmion Avenue, Connolly Drive, the Mitchell Freeway and Wanneroo Road. Given the traffic volumes that these lanes could accommodate a 60% level of employment self-containment would need to be achieved. This was based on creating a local employment self-sufficiency of 72% (self-containment potential), which was then reduced by 12% through leakage of opportunities going to non-local workers. In addition these levels of self-containment required public transport to provide a 25% share of total traffic volumes.

However, since this time several north-south arterial roads in corridor have had the potential number of lanes reduced. As a result the collective carrying capacity of

north-south arterial roads has been reduced. This has provided an even greater emphasis on enhancing local employment self-containment initiatives.

Public Private partnerships

The business cycle that influences the rate of development will no doubt have peaks and troughs, but the constant that remains is the need to reduce the amount of people having to accept suitable employment out of this area in accordance with their skill levels. The employment policy approach takes into account the need for employment generating opportunities that need the support of public and private sector partnerships. The policy is not intended to be a burden for those who wish to provide their development product in the City of Wanneroo, but rather aims at creating lasting partnerships that allows the challenge of local employment generation to be addressed.

Successful implementation of these initiatives will attempt to decrease the effects of social dislocation that may only become apparent as the 'new' suburb ages and as more of the local residents move into the workforce and seek local employment.

Inherent employment and diversification

For any new development there is an inherent level of employment created as a direct result of the demand driven opportunities created by people residing within a certain area. This employment is predominantly contained within essential services such as medical, civic, community services and particularly through food and non-food retail. In order to maximise local self-sufficiency, this policy aims to ensure that any large-scale residential development contributes to employment opportunities over and above that which would inherently exist.

A key objective of this policy is to work in partnership with proponents of land developments within the City of Wanneroo to implement employment initiatives that increase the local job stock above this base-line level.

Key outcomes of the Employment Policy are to:

- Ensure that the highest realistic level of employment self-sufficiency is achieved for the City of Wanneroo
- Maximise the level of self-containment of employment opportunities created within the City of Wanneroo
- Increase the capacity of the local workforce and local communities to contribute to and benefit from economic growth
- Facilitate the start-up of new ventures

Policy Measures:

This policy requires that all proponents of proposed large-scale residential developments produce a local employment strategy as part of the proposed structure plan. An assessment of the strategy will form part of the Council approval process for the proposed structure plan. After approval of the Structure plan Council administration will work in partnership with the proponent to continually review the progress of the strategy.

The following schedule indicates various employment strategy components that are considered appropriate for large-scale residential developments within the City of Wanneroo. This schedule is not intended as an exclusive listing but purely to indicate the type and scale of initiatives that are expected when planning development of various sizes. Strategy components that are classed as priority would be expected from all major residential developments in the City of Wanneroo.

Local Employment Strategy components	Scale of development		
	District	Local	Sub-division
Priority Strategies			
Economic Development Fund – allocated as a levy ‘per lot sold’ to contribute toward ongoing local employment generating initiatives.		●	●
Broadband Infrastructure – Provide adequate telecommunications for the new subdivision to enhance communication and business opportunities. Work with wholesale carriers to ensure broadband connectivity to the area.	●	●	
Employment Supportive Designs – Inclusion of elements within the structure plan that are able to provide or support the provision of employment generation within the design area. See Appendix A for an overview of recognised employment supportive design strategies.	●	●	
Employment Supporting Land uses – Inclusion of an appropriate spread of land uses for the development to maximise potential employment generation. See Appendix B for an overview of land uses.	●	●	
Flexible use developments within main street or retail centres – To maximise the efficiency of the development and encourage activity within these areas especially during the early stages of growth		●	●
Adhere to the principles the City’s Smart Growth Strategy	●	●	●
Optional Strategies			
Business attraction – Actively pursue and provide incentives for commercial entities to relocate to the development area.	●	●	●
Training development – Work in partnership with training providers to map the current/future training requirements of anticipated industry clusters	●	●	
Local Job Network – Provision of cash & in-kind support that will directly affect jobs in the new development	●	●	
Local business events – sponsor a series of these within a reasonable proximity of the development area		●	●
Family Day Care (incorporating in-home care) - sponsorship of recruiting, training and information seminars			●
Electronic Commerce initiatives – Supporting the adoption of electronic commerce by local businesses and residents	●	●	●
Regional Employment Plan – Sponsor the development of this plan (e.g. mapping for all of Wanneroo)	●	●	
Two Envelope Local Tendering System for development works – Using a Tendering system requiring contractors to provide a local employment component to their submission. This component would need to demonstrate how each Tendering contractor intends to use local employment labour or sub-contract to other locally based contractors. This local employment component could also require contractors to have a training aspect to their Tender. This would be in the form of providing apprenticeship, traineeship or other workplace training opportunities for local residents. This is designed to develop local skills in their specific industry.		●	●
Developers Shop fronts – where appropriate provide access to developer facilities for employment agencies and other employment/business training agencies in order to assist local job seekers			●
Direct Funding – Partner with other groups to assist in the delivery and funding of existing Economic Development programs/projects within the	●	●	●

City			
Local Business Awards – provide sponsorship towards Wanneroo local small business awards	●	●	●
Introduce learning centres – Initially in main street of development and eventually disbursed among new community and on business estates (network of agencies pooling resources)	●	●	
Multi-user Services delivery hub – Make available a centre with sufficient broadband access and proximity to transport to be used by Government agencies, other service providers, small businesses and local workers (to telecommute while remaining in their local area).			●
Support Home Based Business – through ‘virtual incubator’ type services (e.g. time share office space in main street with business services – as found in hotels printing/photocopy/Internet/typing services)		●	●
Contributions - Contribute to the hosting of delegations from International visitors seeking to invest in the local economy	●	●	
Sponsorship - Sponsor and participate in the implementation of a Wanneroo Business Expo	●	●	●
Tourism Centres - Development of Tourism icons within the structure plan to encourage external expenditure in the local area and branding opportunities.	●	●	●
Youth Support Services – Give financial assistance to youth training and development programs at either Primary or High School level in recognition of the demonstrated need to maintain young learners social balance			●

District: District structure plan
Local: Local structure plan
Subdivision: Subdivision

Ongoing evaluation

As part of the local employment strategy proponents will be required to continually review and monitor the performance of the various strategy components. The partnership approach taken in this policy requires that proponents report to Council on the performance of these strategy at least every six-months through the Economic Development Portfolio. However, it is also recognised (and encouraged) that more regular informal contact would be made between these times.

APPENDIX A – EMPLOYMENT SUPPORTIVE DESIGNS

Employment Supportive Designs
Council approved home based business designs included in the portfolio of designs for each lot size of each project builder allowed to purchase sites (these designs to be prominently displayed in the sales and project displays, shown, and offered to all purchasers)
Council approved live/work residential development on display in the development’s ‘display village’
Construction of demonstration premises: <ul style="list-style-type: none"> ● <i>Flexible mixed-use</i> ● <i>Business/commercial/industrial premise’</i> ● <i>Terrace houses able to be converted to commercial or retail use</i>
Provision of a Public Transport Terminus/Interchange located in Town Centre
Provision of the following services within the town centre: <ul style="list-style-type: none"> ● Childcare Centre, ● Health and Fitness Centre located

<ul style="list-style-type: none"> • Community Internet Access Centre/café • Community Hall • Music and Band Rehearsal and Recording Studio <p>These need to be within 200 metres of:</p> <ul style="list-style-type: none"> • Public Transport Terminus/Interchange • Railway Station • Major 'Main Street' intersection
<p>Provision of 'Retirement Village' OR Retirees (over 50s) Housing located within 200 metres of the centre of the Town Centre</p>

APPENDIX B – Employment supporting Land uses

Employment Land uses
Home Based Businesses
Large Scale Retailing (centres or premises over 15,000 sq m gfa)
Small Scale Retailing (centres/premises under 15,000 sq m gfa)
Retail Warehouses (including white goods furniture, floor coverings and hardware stores)
Fast Food
General Office Space
Small Office Space (premises under 2000 sq m gfa)
Industrial/Warehousing
Warehousing (including storage and courier depots)
Service Industry (including service trades)
Business Parks
General Industry (including light industry and food industries)
Heavy/Extensive Industry
Motor Vehicles (including service stations and new or use vehicle sales and service)