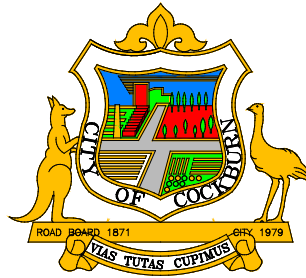


CITY OF COCKBURN



ORDINARY COUNCIL

AGENDA PAPER

FOR

THURSDAY, 9 JUNE 2016

CITY OF COCKBURN

SUMMARY OF AGENDA TO BE PRESENTED TO THE ORDINARY COUNCIL MEETING TO BE HELD ON THURSDAY, 9 JUNE 2016 AT 7:00 PM

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CITY OF COCKBURN**AGENDA TO BE PRESENTED TO THE ORDINARY
COUNCIL MEETING TO BE HELD ON
THURSDAY, 9 JUNE 2016 AT 7:00 PM**

1. **DECLARATION OF MEETING**
2. **APPOINTMENT OF PRESIDING MEMBER (If required)**
3. **DISCLAIMER (To be read aloud by Presiding Member)**

Members of the public, who attend Council Meetings, should not act immediately on anything they hear at the Meetings, without first seeking clarification of Council's position. Persons are advised to wait for written advice from the Council prior to taking action on any matter that they may have before Council.

4. **ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (by Presiding Member)**
5. **APOLOGIES AND LEAVE OF ABSENCE**
6. **ACTION TAKEN ON PREVIOUS PUBLIC QUESTIONS TAKEN ON NOTICE**
Nil
7. **PUBLIC QUESTION TIME**
8. **CONFIRMATION OF MINUTES**
 - 8.1 **(OCM 9/6/2016) - MINUTES OF THE ORDINARY COUNCIL MEETING - 12 MAY 2016**

RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on Thursday, 12 May 2016 as a true and accurate record.

COUNCIL DECISION

9. WRITTEN REQUESTS FOR LEAVE OF ABSENCE

10. DEPUTATIONS AND PETITIONS

11. BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (If adjourned)

Nil

12. DECLARATION OF COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS IN THE BUSINESS PAPER

13. COUNCIL MATTERS

13.1 (OCM 9/6/2016) - MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING - 26 MAY 2016 (182/001; 182/002; 086/003) (B PINTO) (ATTACH)

RECOMMENDATION

That Council receive the Minutes of the Delegated Authorities, Policies and Position Statements Committee Meeting held on Thursday, 26 May 2016, and adopt the recommendations contained therein.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

The Delegated Authorities, Policies and Position Statements Committee conducted a meeting on 26 May 2016. The Minutes of the meeting are required to be presented.

Submission

N/A

Report

The Committee recommendations are now presented for consideration by Council and if accepted, are endorsed as the decisions of Council. Any Elected Member may withdraw any item from the Committee meeting for discussion and propose an alternative recommendation for Council's consideration. Any such items will be dealt with separately, as provided for in Council's Standing Orders. The primary focus of this meeting was to review the Delegated Authorities pursuant to the Local Government Act and Extraneous to the Local Government (other Acts), including those DAPPS which were required to be reviewed on an as needs basis.

Strategic Plan/Policy Implications**Leading & Listening**

- Effective and constructive dialogue with all City stakeholders.
- Effective advocacy that builds and manages relationships with all stakeholders.
- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

As contained in the Minutes.

Legal Implications

N/A

Community Consultation

As contained in the Minutes.

Risk Management Implications

Failure to adopt the Minutes may result in inconsistent processes and lead to non-conformance with the principles of good governance, and non-compliance with the Local Government Act 1995 for delegations made under the Act.

Attachment(s)

Minutes of the Delegated Authorities, Policies and Position Statements Committee Meeting – 26 May 2016.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13.2 (OCM 9/6/2016) - MINUTES OF THE COCKBURN COMMUNITY EVENTS COMMITTEE MEETING - 30/5/2015 (152/010) (S SEYMOUR-EYLES) (ATTACH)

RECOMMENDATION

That Council receive the Minutes of the Cockburn Community Events Committee Meeting held on Monday, 30 May 2016, and adopts the recommendations contained therein.

COUNCIL DECISION

Background

The Cockburn Community Events Committee conducted a meeting on 30 May 2016. The Minutes of the meeting are required to be presented.

Submission

N/A

Report

The Committee recommendations are now presented for consideration by Council and if accepted, are endorsed as the decisions of Council. Any Elected Member may withdraw any item from the Committee meeting for discussion and propose an alternative recommendation for Council's consideration. Any such items will be dealt with separately, as provided for in Council's Standing Orders.

The primary focus of this meeting was to consider the proposed Calendar of Events for 2016/17.

Strategic Plan/Policy Implications

Community & Lifestyle

- Community environments that are socially cohesive and embrace diversity.
- Communities that are connected, inclusive and promote intergenerational opportunities.
- People of all ages and abilities to have equal access to our facilities and services in our communities.
- Safe communities and to improve the community's sense of safety.
- Conservation of our heritage and areas of cultural significance

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

1. Low Level 'Brand' reputational risk exists should Council significantly amend the proposed 'Calendar of Events'.
2. Moderate Level of 'Performance' risk exists should Council significantly amend the proposed 'Calendar of Events'.

Attachment(s)

Minutes of the Cockburn Community Events Committee Meeting – 30 May 2016.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13.3 (OCM 9/6/2016) - STRATEGIC COMMUNITY PLAN 2016-2026 (021/004) (M TOBIN) (ATTACH)

RECOMMENDATION

That Council adopt the proposed Strategic Community Plan 2016-2026, as attached to the Agenda.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

The Strategic Community Plan 2016–2026 has been prepared in accordance with the Local Government Act, the Department of Local Government Integrated Planning Framework, the City of Cockburn Community Engagement Framework and other relevant City of Cockburn guidance documents. The next stage is for the plan to be adopted by Council.

Submission

N/A

Report

This Plan was developed over the period September 2015 to date. Full community consultation took place in January and February 2016 with a draft Plan released for community comment in April 2016. Comment was considered and where appropriate, incorporated into the final draft. Several workshops and briefings were held with Elected Members and key staff to ensure that this Plan is aligned with community expectations and resourcing capacity.

This Plan is an aspirational document, written from a community perspective. It is supported by the Corporate Business Plan, Long Term Financial Plan and Workforce Plan as well as many other strategies and action plans which are designed to detail the strategic objectives stated in the Strategic Community Plan. This plan is

reviewed every two years and every four years, community consultation is required.

Following adoption by Council, the plan will be launched, promoted across various media and copies distributed to key stakeholders. This plan needs to be adopted before the Corporate Business Plan 2016/17-2019/20 as the latter is dependent on the Strategic Community Plan.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- Effective advocacy that builds and manages relationships with all stakeholders.
- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.

Budget/Financial Implications

The Strategic Community Plan 2016–2026 is budgeted in accordance with the Long Term Financial Plan.

Legal Implications

Regulation 19C of the Local Government (Administration) Regulations 1996 refer.

Community Consultation

Prior to consultation with the community on this Plan, the City reviewed feedback from sources such as our Community Perception Survey Results 2015, our Business Perception Survey Results 2015, the 2015 Customer Satisfaction Results and the community engagement workshop *Community Conversation* conducted by Community Development last year.

This year an online method of community consultation, branded as *Comment on Cockburn*, gathered feedback through an online portal and Facebook. There were over 1,000 site visits to Comment on Cockburn. The City also held face to face *Comment on Cockburn* consultation workshops which involved community members, Reference Group Members and associates, young indigenous people and some of the City's employees (most of whom live locally). The

outcomes of this consultation resulted in the planned strategic objectives.

Further, the draft Strategic Community Plan 2016–2026 was distributed throughout the community and feedback requested. Feedback was received and where appropriate, changes made to the final document.

Risk Management Implications

If Council do not endorse the Strategic Community Plan 2016–2026 prior to 30 June 2016, the City will not have met the legislative requirement to have a new Strategic Community Plan adopted by the end of the financial year 2015/16.

Attachment(s)

Strategic Community Plan 2016-2026.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13.4 (OCM 9/6/2016) - CORPORATE BUSINESS PLAN 2016/17-2019/20 (021/008) (M TOBIN) (ATTACH)

RECOMMENDATION

That Council adopt the proposed Corporate Business Plan 2016/17–2019/20, as attached to the Agenda, subject to minor information and typographical amendments being included in the final document

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

The Local Government (Administration) Regulations 1996 requires that a local government annually reviews its Corporate Business Plan. The Corporate Business Plan 2016/17–2019/20 has been prepared in

accordance with the Department of Local Government Integrated Planning Framework, the Long Term Financial Plan and other relevant City of Cockburn guidance documents. The next stage is for the Corporate Business Plan to be adopted by Council.

Submission

N/A

Report

The Corporate Business Plan was developed concurrent with the later stages of the Strategic Community Plan 2016-2026. Internal stakeholder consultation took place in April and May 2016 with a draft Plan released for comment late April 2016. Comment was considered and where appropriate, incorporated into the final draft. Several briefings were held with key stakeholders to ensure that this Plan is aligned with the strategic objectives listed in the Strategic Community Plan.

The Corporate Business Plan contains the priorities, objectives, service delivery unit details and delivery date estimates. Relevant information from the Long Term Financial Plan, Asset Management Plans, Workforce Plan and key strategies and action plans has been incorporated into this Corporate Business Plan. It also contains a discussion on risk, emerging challenges, how the plan will be resourced and how the activities are measured in terms of performance.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- Effective advocacy that builds and manages relationships with all stakeholders.
- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.

Budget/Financial Implications

The Corporate Business Plan 2016/17–2019/20 is supported by the Long Term Financial Plan and for the first year of its life, budgeted in the Annual Municipal Budget 2016/17.

Legal Implications

Regulation 19DA of the Local Government (Administration) Regulations 1996 refer.

Community Consultation

External community consultation is not required for this plan as it is largely an internal business document to guide the organisation toward achieving the strategic objectives listed in the Strategic Community Plan. Internal stakeholders have been consulted and have provided significant input to this plan.

Risk Management Implications

If Council does not endorse the Corporate Business Plan 2016/17-2019/20 prior to 30 June 2016 the City will not have met the legislative requirement to have a Corporate Business Plan based on the new Strategic Community Plan, adopted by the end of the financial year 2015/16.

Attachment(s)

Corporate Business Plan 2016/17–2019/20.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13.5 (OCM 9/6/2016) - LONG TERM FINANCIAL PLAN 2016/17-2025/26 & WORKFORCE PLAN 2016/17-2021/22 (021/004; 021/010) (S DOWNING) (ATTACH)

RECOMMENDATION

That Council adopt:

- (1) proposed Long Term Financial Plan 2016/17-2025/26; and
- (2) proposed Workforce Plan 2016/17-2021/22

as attached to the Agenda

COUNCIL DECISION**Background**

As required by the Integrated Planning Framework issued by the Department of Local Government and Communities, the Council is to prepare a Long Term Financial Plan (LTFP) and a Workforce Plan (WFP). Both documents are considered informing strategies to the Strategic Community Plan (SCP) and the Corporate Business Plan (CBP).

The LTFP is a ten year view of the financial position of the Council. The first year of the LTFP reflects the actual budget to be adopted for 2016/17. Years two to four have a high level of accuracy whereas years five to ten are estimates. The LTFP is based on a series of assumptions for revenue and expenditure (both operating and capital). The LTFP will be subject to review every two years.

The WFP is the plan for staff employed by Council over the period 2016/17 to 2021/22. The aim of the Plan is to ensure Council has the correct skill and relevant numbers of staff to deliver services required by Council to meet the aspirations of the SCP and CBP.

Submission

N/A

Report*Long Term Financial Plan*

The LTFP covers the years 2016/17 to 2025/26 and includes the following:

- Forecast income statement
- Forecast statement of cashflows
- Forecast rate setting statement
- Forecast statement of financial position
- Forecast equity statement
- Forecast capital income and expenditure plan
- Forecast reserves and borrowings
- Key performance indicators

The strategic objective of the LTFP is financial sustainability so as to ensure community assets and services can be maintained and

provided by Council at a reasonable cost over the life of the LTFP. The Council remains financially sustainable during the life of the LTFP.

There are twelve objectives which form part of the strategy, these include:

1. Maintain the existing range and level of service provision whilst developing the capacity to grow and add new services
2. Maintain a strong cash position, ensuring Council remains financially sustainable in the short, medium and long term
3. Achieve operating statement surpluses
4. Maintain debt/borrowing levels within prudent guidelines
5. Continue to pursue grant funding for strategic capital projects from the State and Commonwealth Governments
6. Provide for rate increases that enable appropriate capital works (asset renewal, growth/expansion & upgrade) and asset maintenance
7. Ensure value for money is a key objective in all council expenditure
8. Provide a remuneration structure that will ensure Council attracts and retains high quality staff to provide services
9. Use of cash reserves to achieve inter-generational equity, smooth out year on year rate increase and reduce reliance on debt
10. Planning for the optimal funding of asset renewals and maintenance as determined within asset management plans
11. Improving trends in the key financial ratios
12. Maximise revenue from fees and charges through full cost recovery or market pricing where appropriate

A number of financial risks have been identified including a reliance on external funds for the completion of the capital program including grants, developer contributions and loans. Approval times for capital projects appear to be a risk causing lengthy delays and cost increases.

There are eleven assumptions forming the basis of the LTFP, which are noted below:

1. Rates in 2016/17, being the first year of this LTFP are based on a an increase of 3.0% over 2015/16 whilst for the remaining years of the LTFP base rate revenue has been estimated to increase by also by 3.0% per annum and growth of properties is estimated at 2.5% to 3.5% per annum over the life of the LTFP.
2. Non-statutory fee revenue has been estimated to increase by 3% (or to recover costs occurred in the provision of the service). The City looks to recover the full cost of providing a range of services including Co-Safe, Waste Collection and Co-Safe services. Fees for the receipt of commercial waste vary as a result of competition and the movement in the value of the Landfill Levy (the State Government tax on the disposal of waste).
3. Statutory fees are set by legislation and are frequently not indexed on an annual basis. An estimated increase of 2% per annum has been allowed in the model. The introduction of the new Building Act in 2014 imposed the payment of up to 50% of building fees to the Building Commission.
4. Grants and subsidies have been budgeted with a conservative economic outlook at 1.5% to 2% per annum.
5. Based on projected average cash balances held during the year and using current Term Deposit interest rates. Interest rates of 2.75% have been factored into the LTFP.
6. Salary costs are forecast to increase by 2.25% as a result of low inflation data. The provision of new staff is also in the forecast at 2% per annum.
7. General utility costs - an estimate of 4.5% has been allowed for in 2016/17 and based on estimates sourced from State Government.
8. Materials and Contracts have been forecast to increase by 3.0% over the life of the LTFP.
9. Insurance costs have been increased by 4% per annum in the LTFP as a result of more built and contributed assets, higher payroll costs and higher public liability claims impacting on premiums paid by the Council.
10. Other expenditure which is primarily costs associated with the State Government's Landfill Levy has been forecast to rise by 9% in 2016/17, 8.3% in 2017/18 and 7.7% in 2018/19. Cost increases beyond that date have been contained to 4% per annum. Fuel for the Fleet has been kept to 3% pa. The final item in this category is

the Donations Budget. This budget will increase in line with the rates increases. For 2016/17, the proposed budget is \$1.31m.

11. Depreciation has been estimated to increase by 4% per annum as a result of the Council's strong asset building program in addition to the contributed assets received by the Council from land developers. These assets include roads, paths, drains, parks and buildings.

Population statistics demonstrate the Council continues to grow at 2.5% to 3.5% per annum and remains a "growth" council. This is a positive impact on the City but requires additional funds to finance this growth. Cockburn's Population is set to increase from 110,614 in 2016 to 148,477 in 2025.

The economic outlook for Australia remains positive but subdued for WA as a result of the resources downturn. This may impact on their ability to provide grant funds for road and community projects.

The Council will take on two new services being Cockburn ARC at Cockburn Central West and the Port Coogee Marina. The Council will also close down the South Lake Leisure Centre.

The LTFP has income of \$1.688B and will expend \$1.638B. The Council will outlay \$736m on new capital projects. There is a stronger alignment with Asset Management and Revitalisation Plans within the LTFP.

Cockburn currently employs 463 full time equivalent staff. Over the life of the Workforce Plan the Council plans to employ an additional 131 staff to ensure it meets its service delivery targets.

A series of performance measures have been developed to accompany the LTFP to ensure that the plan is meeting the targets. This is both for the statutory key performance indicators as well as financial objectives.

Workforce Plan

Workforce planning is one of the core components of the WA Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan is an informing strategy to both the Strategic Community Plan and Corporate Business Plan. By definition, Workforce Planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future" (1).

The Workforce Plan will allow the City of Cockburn to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving to ensure the Council has the right people in the right place at the right time.

The City of Cockburn is administered through a structure of five Divisions, eighteen Business Groups and over forty Service Units. These units are managed by a Chief Executive Officer, Directors, Strategic Business Unit Managers and other managers. The structure is changed when the City embarks on new business opportunities, divests itself of service functions or when there is a need to reorganise functions into different units for better management.

The down turn in the WA economy's reliance on the resources sector has created significant liquidity in the labour market.

Lag indicators such as staff turnover rates and exit interview surveys, and lead indicators such as the 2015 Employee Survey, indicate a strongly engaged, positive and stable workforce.

Council workforce demographic data indicates a growing proportion of the workforce in the retirement, or close to retirement, age brackets. This requires a renewed focus on succession planning. It is noted that female representation in senior leadership roles is still lower than optimum.

The opening of the City's new Recreation Centre in early 2017 will see a significant increase in both FTE and headcount. In addition, the Council is taking over the Port Coogee Marina from the developer Frasers Property Australia (formerly Australand).

The Council is continuing to grow at an above average rate, compared to many metropolitan Councils, placing further expectations on current and anticipated resources.

The labour required to meet these increased expectations will see total FTE increase by 131 over the 2016 – 2022 period.

Strategic Plan/Policy Implications

Infrastructure

- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.
- Partnerships that help provide community infrastructure.

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- A responsive, accountable and sustainable organisation.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A skilled and engaged workforce.

Budget/Financial Implications

The budget implications contained in both the LTFP and the WFP are explained in the actual documents and attachments to the two documents.

Legal Implications

N/A

Community Consultation

External community consultation is not required for these plans as they are largely internal business documents to guide the organisation toward achieving the strategic objectives listed in the Strategic Community Plan. Internal stakeholders have been consulted and have provided significant input to these plans.

Risk Management Implications

If Council does not endorse the Long Term Financial Plan 2016/17 – 2025/26 and the Workforce Plan 2016/17 – 2021/22 prior to 30 June 2016, the Council would have not met the legislative requirement to have a Long Term Financial Plan and Workforce Plan, adopted by the end of the financial year 2015/16.

Attachment(s)

1. Long Term Financial Plan 2016/17-2025/26
2. Workforce Plan 2016/17-2021/22

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13.6 (OCM 9/6/2016) - REVIEW OF CITY OF COCKBURN LOCAL LAW RELATING TO STANDING ORDERS (025/001) (D GREEN) (ATTACH)

RECOMMENDATION

That Council :

- (1) pursuant to Section 3.16 of the Local Government Act 1995 (the Act), conduct a review of City of Cockburn Local Law Relating to Standing Orders, as contained in the attachments to the Agenda; and
- (2) pursuant to Section 3.12 of the Act, make a Local Law Relating to Standing Orders, as contained in the attachments to the Agenda.

COUNCIL DECISION

Background

The current City of Cockburn Standing Orders have not been subjected to formal Council scrutiny since 2005, thus making it necessary for Council to now undertake a review of its meeting and business procedures.

This review was due in November 2013, however, was superseded by events at the time related to the state government's local government reform agenda. Given the failure of that process, it is now timely for Council to consider its Local Law Related to Standing Orders to ensure that any anomalies and potential improvements to the current procedures can be identified and updated.

Submission

N/A

Report

The purpose of the proposed Local Law is to ensure that the proceedings of Council meetings and associated business practices of the City of Cockburn are conducted in accordance with acceptable contemporary standards.

The effect of the proposed Local Law is to ensure a lawful, consistent and orderly approach to the conduct of City of Cockburn Council business is undertaken.

The main body of Council's current Standing Orders have not been comprehensively reviewed since 1999, even though they were subject to amendment in 2005.

Accordingly, Council appointed a Reference Group, comprising the Mayor, Deputy Mayor and two councillors, to conduct a comprehensive oversight of the current document, with the assistance of administrative staff. The process was conducted over a two month period from March to May 2016 and a Draft document has now been prepared which is considered suitable to be released for public comment and submissions.

A number of issues were raised through the internal review process which have been captured and highlighted in the attached updated Draft document.

Many of the proposed changes are minor in nature and reflect current practices adopted and implemented within the Council decision making processes. There are, however, some recommended changes to the current protocols and mechanisms which require further explanation, as they will, if accepted, have some impact on the manner in which some elements of Council business are administered in future. These are listed as follows:

Part 1 – Preliminary

Changes to a number of definitions to modernise this Part of the document. No major matters of concern.

Part 2 – Meetings Of Council

Minor amendments proposed to a number of clauses to enhance the document. No major matters of concern.

Part 3 – Quorum

Some changes made to reflect current practice. No major concerns.

Part 4 – Business Of The Meeting

- Clause 4.1 - Deletion of some unnecessary provisions.
- Clause 4.2 – Re - arrangement to Order of Business.

- Clause 4.4 - Emphasis on this time being for Question Time only and not for the raising of general issues. Also, deletion of unnecessary provisions.
- Clause 4.5 – Deletion of unnecessary provisions.
- Clause 4.6 – Minor amendments to manner by which petitions are administered.
- Clause 4.7 – Time limit proposed for length of Deputations at Council Meetings and requirement for questions to Deputations through presiding member.
- Clause 4.10 – Notice of Motion period extended to 14 days to align with Agenda preparation timeframe and time for providing amendment to Notice aligned to Alternative Recommendation timeframe.
- Clause 4.12 – Matters for Investigation procedure proposed to be required in writing, in order to comply with Rules of Conduct provisions that prevent individual members from directing staff.
- Clause 4.13 – Greater emphasis on confidentiality requirements.
- Clause 4.14 – Minor grammatical amendment.

Part 5 – Public Access To Agenda Material

- Clause 5.1 – Expanded to include broader public information sources.

Part 6 – Production Of Documents

- Clarification changes proposed.

Part 7 – Open Doors – Except As Provided

- Minor clarification change proposed.

Part 8 – Conduct Of Members At Council And Committee Meetings

- Clause 8.2 – Requirement to indicate to presiding member when leaving meetings.
- Clause 8.3 – Minor clarification.
- Clause 8.4 – Clarification to emphasise no unauthorised recording of proceedings allowed.
- Clause 8.6 – Clarification to reflect current practice.
- Clause 8.7 – Grammatical corrections.
- Clause 8.8 – New clause proposed to ensure appropriate use of electronic devices.

Part 9 – Conduct Of Members During Debate

- Clause 9.4 and 9.5 – Provision to include asking of questions during debate
- Clause 9.6 – Procedural clarification.

Part 10 – Procedures For Debate Of Motions

- Clause 10.3 – Procedural clarifications.
- Clause 10.14 – Amendment proposed to reflect current practice.
- Clause 10.15 – Provisions proposed to reflect current practice of enabling questions being raised during debate.

Part 11 – Procedural Motions

- Modifications proposed to reflect current practice.

Part 12 – Effect Of Procedural Motions

- Clause 12.1 – Deleted. Superseded practice.

Other clauses renumbered and proposed Clause 12.1 amended to reflect contemporary terminology.

Part 14 – Voting

- Clause 14.1 – Amended to reflect changed statutory requirement.

Part 15 – Preserving Order

- Clause 15.3 and 15.8 – Amended to reflect contemporary practice.
- Clause 15.4 – Proposed amendment to include provision for “incorrect facts” to be raised as a Point of Order.

Part 16 – Motion For Revocation

- Clause 16.3 – Proposed amendment to extend time required for submission of revocation Notice to align with agenda preparation timeframe.
- Clause 16.4 – Change to reflect statutory requirement.
- Clause 16.5 – Change required reflects correct application of this process.
- Clause 16.7 – Change to reflect current process.
- Clause 16.12 – Grammatical changes only.

Part 17 – Committees

- Clause 17.2 - Terminology and grammatical changes only.
- Clause 17.3 - Changes to reflect statutory requirement and current practice.
- Clause 17.4 – Grammatical changes only.
- Clause 17.8 – Grammatical and terminology changes only.
- Clause 17.9 – Change to reflect current practice.
- Clause 17.10 – Proposed changes to reflect contemporary practice and reduce wastage.
- Clause 17.13 – Change to reflect statutory requirement.
- Clause 17.17 – Amendments to reflect current practice.

Part 18 – Electors` Meetings

- Clause 18.1 – Grammatical change only.

Part 19 – Disclosure Of Members` Financial Interests

- Clarification to terminology and statutory or current practices.

Part 20 – Disclosure Of Employees` Financial Interests

- Clarification of intent.

Part 21 – Declaration Of Impartiality Interest

- Clause 21.1 – Major amendment to comply with parliamentary (Standing Committee) directive to remove requirement for declaring members to leave meeting and not participate in decision making process. Proposed requirement for declaring members to remain and participate fully in decision making process.

Part 22 – Administrative Matters

- Clause 22.1 – Clarification only.
- Clause 22.4 – Proposed amendment to reflect current practice.
- Clause 22.5 – Proposed amendment to enable Mayor to implement Dispute Resolution Procedure.

The preceding proposed amendments are now incorporated into a final Draft document which is proposed to replace the current Standing Orders, following the release of the Draft proposed (and current) Local Laws for a statutory public comment and submission period, which is for a minimum period of 6 weeks. Dependent on the number and content of submissions received, it is envisaged that a final

recommendation will be provided for Council consideration at the August 2016 ordinary Council meeting.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- A responsive, accountable and sustainable organisation.
- Quality customer service that promotes business process improvement and innovation that delivers our strategic goals.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

Minor costs associated with compliance of statutory advertising requirements is available within Council's Governance Budget.

Legal Implications

Sections 3.12 and 3.16 of the Local Government Act 1995 refer.

Community Consultation

A six (6) week statutory public comment period will be advertised in the "West Australian" and "Cockburn Gazette" newspapers as well as displayed on the City of Cockburn website.

Risk Management Implications

A "Low" level "Brand" risk is likely to impact on the City in the event proposed changes to the Standing Orders are not adopted by Council.

A "Moderate" level "Performance" risk to Council business process is likely in the event proposed changes to the Standing Orders are not adopted by Council.

Attachment(s)

1. Standing Orders Local Law (current) for advertising.
2. Draft Proposed Standing Orders Local Law for advertising.
3. Notes of Reference Group Meetings.

Advice to Proponent(s)/Submissioners

The Parliamentary Joint Standing Committee on Delegated Legislation has been notified that the matter is to be considered at the 9 June Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

14. PLANNING AND DEVELOPMENT DIVISION ISSUES

14.1 (OCM 9/6/2016) - CHANGE OF USE FROM FAST FOOD OUTLET TO PETROL FILLING STATION - LOCATION: NO. 114 (LOT 505) ROCKINGHAM ROAD, HAMILTON HILL OWNER: VERI PTY LTD - APPLICANT: 3 MOON DESIGN PTY LTD - (2211938 & DA16/0144) (G ALLIEX) (ATTACH)

RECOMMENDATION

That Council

- (1) grant planning approval for a Petrol Filling Station at No. 114 (Lot 505) Rockingham Road, Hamilton Hill, in accordance with the attached plans and subject to the following conditions and footnotes.

Conditions

1. Development may be carried out only in accordance with the details of the application as approved herein and any approved plan. This includes the use of the land and/or a tenancy. The approved development has approval to be used as a 'Petrol Filling Station' only. In the event it is proposed to change the use of the subject site, a further application needs to be made to the City for determination.
2. A revised site plan shall be lodged as part of the Building Permit application with the following modifications:
 - i. Deletion of car parking bays 1-5; and
 - ii. Increased hardstand area to be shown on plans as required for tanker turning path.
3. Prior to the lodgement of a Building Permit application, a Pollution and Drainage Plan shall be submitted to and approved by the City. The Pollution and Drainage Plan shall detail the treatment of spills and control drainage and pollution to further assist in the mitigation of odour

impacts associated with the proposal. Measures contained in the approved plan shall be implemented at all times to the satisfaction of the City.

4. Prior to the lodgement of a Building Permit application, a Lighting Management Plan shall be submitted to and approved by the City. The Lighting Management Plan shall address operational aspects of minimising the use and treatment of lights after hours on adjoining residential properties. Measures contained in the approved Lighting Management Plan shall be implemented at all times.
5. Prior to the lodgement of a Building Permit application, a Safety and Risk Management Plan shall be submitted to and approved by the City on advice from the Department of Mines and Petroleum. The Safety and Risk Management Plan shall detail risk and safety management measures including communication and evacuation protocols. Measures contained in the approved Safety and Risk Management Plan shall be implemented at all times.
6. Prior to the lodgement of a Building Permit application a Waste Management Plan shall be submitted to and approved by the City. The Waste Management Plan shall detail how waste is stored and removed from the site. Measures contained in the approved Waste Management Plan shall be implemented at all times.
7. A plan or description of all signs for the proposed development (including signage on the canopy) shall be submitted to and approved by the City as a separate application. The application (including detailed plans) and appropriate fee for a sign licence must be submitted to the City prior to the erection of any signage on the site/building.
8. The hours of operation for the Petrol Filling Station are limited to between 7am to 9pm seven days per week.
9. Bulk fuel delivery trucks and waste collection is to occur between the hours of 7am and 6pm, Monday to Friday.
10. A 2.4m acoustic wall shall be constructed on the eastern and northern boundaries in accordance with the requirements of the AAP Acoustics and Audio Production Acoustic Report entitled "Vibe Petrol Station 114 Rockingham Road Hamilton Hill Noise Impact

Assessment” (dated 4 February 2016). Details of the acoustic wall shall be included as part of the Building Permit application.

11. All noise attenuation measures, identified by the AAP Acoustics and Audio Production Acoustic Report entitled “Vibe Petrol Station 114 Rockingham Road Hamilton Hill Noise Impact Assessment” (dated 4 February 2016) or as additionally required by the City, shall to be implemented prior to occupancy of the development and the requirements of the Acoustic Report are to be observed at all times.
12. A detailed landscaping plan shall be submitted to and approved by the City, prior to lodgement of a Building Permit Application and shall include the following:-
 - i. the location, number, size and species type of existing and proposed trees and shrubs, including calculations for the landscaping area;
 - ii. any lawns to be established;
 - iii. any existing landscape areas to be retained;
 - iv. those areas to be reticulated or irrigated; and
 - v. verge treatments.
13. Landscaping (including verge planting) shall be installed, reticulated and/or irrigated in accordance with the approved landscaping plan and maintained thereafter to the satisfaction of the City of Cockburn. The landscaping shall be implemented during the first available planting season post completion of development and any species which fail to establish within a period of 12 months from planting shall be replaced to the satisfaction of the City.
14. A minimum of six (6) bicycle stands/racks that conform to Australian Standard 2890.3 shall be provided in close proximity to the entrance of the building prior to occupation of the building.
15. Prior to use of the development hereby approved vehicle parking bays, vehicle manoeuvring areas, driveways and points of ingress and egress shall be sealed, kerbed, drained, line marked and made available for use to the satisfaction of the City.
16. The supply, storage or sale of liquefied petroleum gas (LPG) for refuelling purposes is not permitted.
17. All stormwater must be contained and disposed of on-site

to the satisfaction of the City.

18. Walls, fences and landscape areas are to be truncated within 1.5 metres of where they adjoin vehicle access points where a driveway and/or parking bay meets a public street or limited in height to 0.75 metres.
19. All plant and equipment (such as air conditioning condenser units and communications hardware etc) is to be purposely located on site, or screened so as not to be visible from the street.
20. The premises shall be kept in a neat and tidy condition at all times by the owner/occupier to the satisfaction of the City.
21. The premises must clearly display the street number at all times.
22. The development site shall be connected to the reticulated sewerage system of the Water Corporation before commencement of any use
23. No person shall install or cause or permit the installation of outdoor lighting otherwise than in accordance with the requirements of Australian Standard AS 4282 - 1997 "Control of the Obtrusive Effects of Outdoor Lighting".
24. All onsite waste water disposal systems, including all tanks and pipes and associated drainage systems (soak well or leach drains) as well as any stormwater disposal systems, shall be decommissioned, prior to the commencement of the use or occupation.
25. No vacuum services are to be provided for customer vehicles on-site.
26. No mechanical repairs are to be undertaken on site.
27. No bunting is to be erected on the site. (Bunting includes streamers, streamer strips, banner strips or decorations of similar kind).

Footnotes

1. This is a Planning Approval only and does not remove the responsibility of the applicant/owner to comply with all relevant building, health and engineering requirements of

the City, with any requirements of the City of Cockburn Town Planning Scheme No. 3, or the requirements of any other external agency.

2. The primary use of the development hereby approved is 'Petrol Filling Station' defined in the City of Cockburn Town Planning Scheme No. 3 as "*land and buildings used for the retailing of fuel and petroleum products and may include a convenience store with a floor area not exceeding 300 square metres, but does not include a workshop for mechanical repairs or the servicing of vehicles or machinery*".
3. With regards to Condition No. 17, all stormwater drainage shall be designed in accordance with the document entitled "Australian Rainfall and Runoff" 1987 (where amended) produced by the Institute of Engineers, Australia, and the design is to be certified by a suitably qualified practicing Engineer or the like, to the satisfaction of the City, and to be designed on the basis of a 1:100 year storm event. This is to be provided at the time of applying for a building permit.
4. All food businesses must comply with the *Food Act 2008* and Chapter 3 of the Australia New Zealand Food Standard Code (Australia Only). Under the *Food Act 2008* the applicant must obtain prior approval for the construction or amendment of the food business premises.
 - (a) An Application to Construct or Alter a Food Premises must be accompanied by detailed plans and specifications of the kitchen, dry storerooms, coolrooms, bar and liquor facilities, staff change rooms, patron and staff sanitary conveniences and garbage room, demonstrating compliance with Chapter 3 of the Australia New Zealand Food Standard Code (Australia Only).

The plans are to include details of:

- i. the structural finishes of all floors, walls and ceilings;
- ii. the position, type and construction of all fixtures, fittings and equipment (including cross-sectional drawings of benches, shelving, cupboards, stoves, tables, cabinets, counters, display refrigeration, freezers etc);

- and
 - iii. all kitchen exhaust hoods and mechanical ventilating systems over cooking ranges, sanitary conveniences, exhaust ventilation systems, mechanical services, hydraulic services, drains, grease traps and provisions for waste disposal.
 - (b) The development is to comply with the noise pollution provisions of the *Environmental Protection Act 1986*, and more particularly with the requirements of the *Environmental Protection (Noise) Regulations 1997*.
 - (c) With regards to Condition 24 above, under the Health (Treatment of Sewerage and Disposal of Effluent and Liquid Waste) Regulations 1974 the onsite waste water disposal system is to be removed, filled with clean sand and compacted. Proof of decommissioning is to be provided in the form of either certification from a licensed plumber or a statutory declaration from the landowner/applicant, confirming that the site has been inspected and all components such as the septic tanks, soak wells, leach drains and any associated pipework have been removed.
- (2) notify the applicant and those who made a submission of Council's decision.

COUNCIL DECISION

Background

The subject site is located at No. 114 Rockingham Road, Hamilton Hill. It is bound by Blackwood Avenue to the north, Carrington Street to the west, Rockingham Road to the south and residential properties to the east.

The subject site is zoned 'Local Centre' under the City's Town Planning Scheme No. 3 (TPS 3). The subject site contains two buildings of which the northernmost building has been approved for 'Shop' purposes and is used currently for as a 'Pawnbroker' shop. The

southernmost building includes a retail building and canopy and is currently operating as a 'Fast Food Outlet' (Drive through coffee). The proposed change of use only impacts the southernmost building where the 'Fast Food Outlet' is currently operating from.

The site was originally approved as 'Shopping Development and Petrol Filling Station' in 1988. A Change of Use was approved in 2011 from Petrol Filling Station to Showroom (DA11/0531) and subsequently in 2012 another Change of Use was approved from Showroom to Fast Food Outlet (DA12/0367).

The proposal for a Petrol Filling Station is an 'A' use within TPS 3 for Local Centre zoned land and as such advertising to adjoining landowners was undertaken in accordance with Scheme requirements.

During the consultation period one submission was received, which was an objection to the proposal. Given the proposed use of the land and the receipt of the objection during the public consultation period, the application is referred to Council for determination.

Submission

N/A

Report

The proposal is for the conversion of the existing building on-site to a Petrol Filling Station and includes the retention of the existing building for the proposed convenience store fitout and the installation of 4 fuel bowsers under the existing canopy. The proponent proposes to operate from 7.00am to 9.00pm, seven days per week. It should be noted that no mechanical repairs are to be undertaken on site. The applicant has provided a comprehensive Transport Statement Report and an Acoustic Report which is further discussed in the report. The proposal does not include vehicle servicing.

Consultation

In accordance with TPS3, Clause 9.4, the application was advertised directly to nearby landowners for comment given the proposed use is an 'A' use in the Local Centre zone. During the consultation period, one submission was received, objecting to the proposal. The objection is in relation to the gaseous impact, odour, risk and lighting associated with the Change of Use. In particular the objection refers to the EPA's Guidance Statement for separation distances between industrial and sensitive land uses (see attached submission response).

Zoning and Use

The site is located within the Local Centre zone in TPS 3, the objective of which is to provide for convenience retailing, local offices, health, welfare and community facilities which serve the local community, consistent with the local - serving role of the centre.

Under the Local Centre zone, a Petrol Filling Station is listed as an 'A' use in the TPS 3 Zoning Table. Petrol Filling Station is defined as:

“land and buildings used for the retailing of fuel and petroleum products and may include a convenience store with a floor area not exceeding 300 square metres, but does not include a workshop for mechanical repairs or the servicing of vehicles or machinery.”

The proposal is consistent with the Petrol Filling Station definition as the floor area does not exceed 300m² and accommodates a convenience store incidental to the main purpose of providing fuel for patrons attending the site. The applicant has not provided information to demonstrate that the convenience store component is significant.

It should be noted that Council adopted Amendment 116 to TPS 3 which incorporates the deletion of the 'Petrol Filling Station' definition and modification of the 'Convenience Store' and 'Service Station' definitions. However, the amendment has not yet been sent to the WAPC for final approval by the Minister as it is pending a response from the Environmental Protection Authority (EPA) that the amendment is not subject to formal environmental assessment. The amendment is therefore not yet seriously entertained. Based on this, the applicant was able to request approval for the 'Petrol Filling Station' use and it would be open to Council to determine the use.

Local Planning Policy LPP 3.4 – Service Stations and Petrol Filling Stations

The City's Local Planning Policy 'LPP 3.4 Service Stations and Petrol Filling Stations' (LPP 3.4) provides context for the feasibility of these land uses in context to adjoining land. The policy states that petrol filling stations should be located adjoining or part of a shopping centre/ commercial and/or industrial use. The subject lot was initially approved for a Shopping Development and Petrol Filling Station in 1988. The policy further elaborates that these uses should be serviced by primary regional roads.

The subject lot is bound by two 'District Distributor A' roads and one Local Distributor road. The applicant has prepared a comprehensive Transport Statement Report which is further discussed in the report.

The Statement elaborates on access and egress to the site, and safety of vehicles and sightlines.

The policy requires applicants to demonstrate compliance with noise regulations and State Planning Policy 4.1 – State Industrial Buffer. A comprehensive Acoustic Report has been provided, which is further elaborated in the report below.

It is considered that the proposed development complies with the objectives of LPP 3.4.

Signage

Advertising signage is not proposed as part of the application therefore a separate application will be required for any future signage.

Landscaping

Existing landscaping to the site will need to be removed in order to facilitate turning circles for the fuel tanker, which will be explained in more detail below. The existing landscaping forms part of the required landscaping requirements as per Clause 5.9.2 of TPS3 and therefore needs to be relocated within the site. Should Council resolve to approve the proposal, it is recommended that a condition be imposed regarding the requirement for a landscape plan for the site.

Parking

A total of 10 parking bays are shown on the site-plan, with an additional 8 refuelling bays. It should be noted that the parking bays are within common area and can be used by patrons using the Shop to north of the site. However the Transport Statement Report notes that the parking bays adjacent to the Shop are currently underutilised and as such will not result in parking bays adjacent to the Petrol Filling Station being used by patrons using the Shop.

An assessment of parking against the TPS 3 is outlined below.

	TPS 3 requirements	Assessment
Car parking Required	Petrol Filling Station 1 car parking bay per 15m ² NLA 1 car parking bay per employee	$103 \text{ m}^2 \text{ GLA} / 15 = 7$ 1 employee at any one given time = 8 bays required 10 bays + 8 refuelling bays = 18 bays in total provided

	TPS 3 requirements	Assessment
Bike racks required	1 bike rack per 20m ² NLA	103m ² GLA / 20 = 6 bike racks required 8 bike racks provided
Total	8 bays required 6 bike racks required	18 bays provided 8 bike racks provided

The proposal includes a surplus of car parking bays and bike racks and is therefore compliant with the Town Planning Scheme in this regard. The City's Traffic Engineer has reviewed the proposal and for access reasons has recommended that car parking bays 1-5 be deleted, which is further detailed below.

Access & Traffic

Access and egress to the site is via two existing crossovers onto Rockingham Road and a crossover to Blackwood Avenue. Primary vehicle access/egress to the Petrol Filling Station would be via the two existing crossovers to Rockingham Road, which were utilised as part of the original Petrol Filling Station and subsequent uses.

In regards to traffic movements, the applicant has provided a comprehensive Transport Statement report prepared by Porter Consulting Engineers (22 February 2015). The City's Traffic Engineer has assessed the report and has found it to be generally sound and its conclusion that the proposed development will have no significant impact on traffic is supported.

The Transport Statement includes a turning path diagram showing fuel tankers accessing the site via the Rockingham Road crossovers. The turning path diagram indicates that there will be some minor work required on the landscape strip at the front of the lot to accommodate the turning tanker. The landscaping that is removed in order to facilitate the tanker turning path should be replanted in another location within the site as per the requirements of the TPS3 (which can be imposed as a condition should Council approval the proposal) .

Car parking bays 4 and 5 are also located within the tanker turning path and therefore should be deleted from the site plan. The deletion of parking bays 4 and 5 will also allow for better vehicle movement within the site during peak times, which is important given the forecourt is a constrained area. Parking bays 1-3 should also be deleted as these bays are within close proximity to the vehicles parked at the bowsers and may create problems when two vehicles are exiting/entering the site via the easternmost crossover on Rockingham Road at the same time.

The location of the bicycle parking bays does not appear to be in compliance with AS2890.3 (2015) as they will be located next to the proposed acoustic barrier (as required in the acoustic report) and any rack/rail needs to be located far enough away from structures so that bicycles don't hit them and cyclists parking/collecting bicycles have good access. This can be addressed with a condition of approval requiring the bicycle parking to be provided in compliance with AS2890.3 (2015).

Should Council resolve to approve the proposal, it is recommended that conditions be imposed regarding an amended site plan being provided to the City demonstrating the removal of car parking bays 1-5, relocation of the bicycle parking bays, the extra hardstand area required for the tanker turning circle and the location of the relocated landscaping that needs to be removed for tanker turning path.

Noise

The applicant has provided an acoustic report prepared by Acoustics and Audio Production (4 February 2016) which demonstrates to the City's satisfaction that noise emissions from the site will comply with the *Environmental Protection (Noise) Regulations 1997* provided that an acoustic barrier be constructed along the northern and eastern side of the site (abutting residential dwellings) as per figure 3 of the Acoustic Report. The acoustic barrier should be 2.4m above the natural ground level. The acoustic barrier shall be constructed using lapped timber (minimum 40% overlap), masonry, fibre cement sheet, hebel, perspex, plywood, or any other material with a minimum surface density of 10kg/m². The barrier must be free of air gaps and holes and may be fixed to the existing boundary wall to meet the required height.

The acoustic report also recommends the following measures be taken in order to comply with the *Environmental Protection (Noise) Regulations 1997*:

- Avoid loud telephone extension bells and background music that are clearly audible away from the forecourt;
- Bolt down drain grates to avoid noise caused by vehicle driving over them;
- Arrange deliveries outside of noise sensitive hours; and
- Fit silencers on compressors

Should Council resolve to approve the proposal, a condition should be imposed requiring full compliance with the Acoustic report and construction of the acoustic barriers in the locations noted in figure 3 of the Acoustic Report and to a height of 2.4m.

Odour, Lighting, Safety and Risk Management

The application for the Petrol Filling Station does not address odour, lighting, safety and risk management. The submission received from the adjoining land owner is in relation to odour, lighting, safety and risk management therefore it is important that these impacts are addresses by the applicant. It should be noted that The Department of Mines and Petroleum require all service stations to hold a Dangerous Goods License to operate. The issue of the license and its continued renewal is subject to compliance with installation, maintenance and safe operation of equipment. Mandatory requirements include set back and clearance distance requirements for fuel systems, emergency stop, spill containment, emergency procedures and record keeping. The Department carries out random inspections of sites without notice and issues breach/rectification notices and fines if any items are found to be non-compliant.

Should Council resolve to approve the proposal, appropriate conditions should be imposed requiring the applicant to provide the following plans prior to lodging a Building Permit for the Building fit out and/or commencement of use:

- Pollution and Drainage Plan;
- Lighting Management Plan; and
- Safety and Risk Management Plan.

Conclusion

The proposed Petrol Filling Station is supported for the following reasons:

- The proposed use is considered an appropriate land use for the locality and is consistent with the objectives of the Local Centre zone and development requirements of TPS 3;
- Objections raised by neighbours in relation to odour, lighting, safety and risk management can be managed; and
- The proposed use is not considered to negatively impact on the character and amenity of the area.

The proposal is recommended for approval subject to conditions contained in the recommendation.

Strategic Plan/Policy Implications

Growing City

- Development that is soundly balanced between new and existing areas.

Leading & Listening

- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

Town Planning Scheme No. 3
Planning and Development Act 2005
State Administrative Tribunal Regulations
Environmental Protection (Noise) Regulations 1997

Community Consultation

In accordance with Clause 9.4 of TPS3, the application was advertised to nearby landowners for comment with one submission received, objecting to the proposal. See Consultation section of the report.

Risk Management Implications

Should the applicant lodge a review of the decision with the State Administrative Tribunal, there may be costs involved in defending the decision, particularly if legal Counsel is engaged. Should Council approve the proposal there is a risk that odour and light spill will not be effectively managed which would impact negatively on the amenity of adjoining residents.

Attachment(s)

1. Site Plan
2. Acoustic Report
3. Traffic Statement Report
4. Neighbour Submission

Advice to Proponent(s)/Submissioners

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 9 June 2016 Ordinary Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

14.2 (OCM 9/6/2016) - CHANGE OF USE FROM SINGLE HOUSE TO CONSULTING ROOMS (DENTAL CLINIC) AND SINGLE HOUSE - LOCATION: 282 (LOT 252) LYON ROAD, AUBIN GROVE - OWNER: VINCENZO FIGLIOMENI - APPLICANT: TAYLOR BURRELL BARNETT (6002929 & DA16/0143) (R TRINH) (ATTACH)

RECOMMENDATION

That Council

- (1) grant approval for a Change of Use – Single House to Consulting Rooms (Dental Clinic) and Single House at No. 282 (Lot 252) Lyon Road, Aubin Grove, in accordance with the attached plans and subject to the following conditions and advice notes:

Conditions

1. Development may be carried out only in accordance with the details of the application as approved herein and any approved plan. This includes the use of the land and/or tenancy. The approved development has approval to be used for 'Consulting Rooms' and 'Single House' only. In the event it is proposed to change the use of the tenancy, a further planning application needs to be made to the City for determination.
2. Prior to the commencement of the use (Consulting Rooms), arrangements being made to the satisfaction of the Chief Executive Officer for the pro-rata development contributions towards those items listed in the City of Cockburn Town Planning Scheme No. 3 for:
- Aubin Grove (DCA 7).
3. No building or construction activities shall be carried out before 7.00am or after 7.00pm, Monday to Saturday, and not at all on Sunday or Public Holidays.
4. All services and service related hardware, including antennae, satellite dishes and air conditioning units, being suitably located away from public view and/or screened to the satisfaction of the City.
5. The premises shall be kept in a neat and tidy condition at all times by the owner/occupier to the satisfaction of the City.
6. The car parking areas, access ways and landscaping located in front of the building shall be maintained to the

satisfaction of the City, and shall not be used for storage of any type.

7. All works associated with this approval as shown on the approved plans shall be completed prior to occupation or use of the approved Consulting Rooms subject of this approval.
8. Prior to use of the building for Consulting Rooms, the 12 parking bays, driveways and points of ingress and egress shall be sealed, kerbed, drained, line marked and made available for use in accordance with the approved plans.
9. Visitor bays shall be permanently marked, maintained and accessible at all times for use exclusively by visitors to the property, be clearly visible and suitably sign posted to the satisfaction of the City of Cockburn.
10. The crossover shall be designed, located and constructed to the City's specifications. The redundant crossover (or portion of) shall be removed and the verge reinstated prior to or at the time of the installation of the approved new crossover(s).
11. A detailed landscaping plan shall be submitted to and approved by the City, prior to the issue of a Building Perm for the fit out of the Consulting Rooms, and shall include the following:-
 - i. the location, number, size and species type of existing and proposed trees and shrubs, including calculations for the landscaping area;
 - ii. any lawns to be established;
 - iii. any existing landscape areas to be retained;
 - iv. those areas to be reticulated or irrigated; and
 - v. verge treatments.
12. Landscaping including verge planting shall be installed, reticulated and/or irrigated in accordance with an approved plan and maintained thereafter to the satisfaction of the City. The landscaping shall be implemented during the first available planting season post completion of development and any species which fail to establish within a period of 12 months from planting shall be replaced to the satisfaction of the City.
13. The front fence within the primary street setback area shall be visually permeable 1.2 metres above natural

ground level in accordance with the deemed to comply provisions of the Residential Design Codes of Western Australia.

14. Where a driveway and/or parking bay abuts a public street, associated walls, fences and/or adjacent landscaping areas shall be truncated within 1.5 metres thereof or limited in height to 0.75 metres.
15. All stormwater shall be contained and disposed of on-site to the satisfaction of the City.
16. A Construction Management Plan (CMP) shall be submitted to and approved by the City prior to the commencement of works. The CMP shall be implemented to the satisfaction of the City.

Footnotes

1. This is a Planning Approval only and does not remove the responsibility of the applicant/owner to comply with all relevant building, health and engineering requirements of the City, or with any requirements of the City of Cockburn Town Planning Scheme No. 3 or with the requirements of any external agency.
2. Where the obligation for payment of developer contributions has been met by a previous approval, such as subdivision, Condition 2 will be deemed to have been complied with. The principles and administrative requirements for Developer Contribution Plans are set out in the City of Cockburn's Town Planning Scheme No. 3. Further information may be found at www.cockburn.wa.gov.au/communityinfrastructure.
3. Approval for the 'Consulting Rooms' is granted based on a maximum of two (2) practitioners working from the premises at any one time. Any increase in practitioners will generate the provision of additional parking spaces. This would require a revised development application to be submitted to and approved by the City which may not be supported.
4. The scale of the operation shall at all times be limited to the extent that sufficient parking is available. For the purpose of this condition, parking shall be determined at a rate of 5 bays per consulting room.

5. You are advised that a Sign Permit may be required in accordance with the City's Local Laws (2000) prior to the erection of the sign. A permit is obtainable from the City's Building Services Department.
6. A plan and description of any signage and advertising not exempt under Town Planning Scheme Schedule 5 shall be submitted to and approved by the City prior to the erection of any signage on the site/building.
7. With regards to Condition 8, the parking bay/s, driveway/s and points of ingress and egress shall be designed in accordance with the Australian Standard for Off-street Car parking (AS2890.1) and be constructed, drained and marked in accordance with the design and specifications certified by a suitably qualified practicing Engineer and are to be completed prior to the development being occupied and thereafter maintained to the satisfaction of the City.
8. With regards to Condition 10, copies of crossover specifications are available from the City's Engineering Services and from the City's website www.cockburn.wa.gov.au.
9. With respect to Condition 13, visually permeable means vertical surface that has:
 - Continuous vertical or horizontal gaps of at least 50mm width occupying not less than one third of its face in aggregate of the entire surface or where narrower than 50mm, occupying at least one half of the face in aggregate as viewed directly from the street; or
 - A surface offering equal or lesser obstruction to view.
10. With respect to Condition 15, all stormwater drainage shall be designed in accordance with the Australian Standard, and the design shall be certified by a suitably qualified practicing Engineer or the like, to the satisfaction of the City, and to be designed on the basis of a 1:100 year storm event.
11. With regards to Condition 16, the Construction Management Plan shall address the following items:
 - i. Access to and from the site;
 - ii. Delivery of materials and equipment to the site;
 - iii. Storage of materials and equipment on the site;

- iv. Parking arrangements for contractors and subcontractors;
 - v. Management of construction waste; and
 - vi. Other matters likely to impact on the surrounding properties.
12. The occupier of premises in which clinical waste is produced shall comply in all respects with the *Environmental Protection (Controlled Waste) Regulations 2004*. For further information please contact the Department of Environmental Regulation.
13. The development shall comply with the noise pollution provisions of the Environmental Protection Act 1986, and more particularly with the requirements of the Environmental Protection (noise) Regulations 1997. The installation of equipment within the development including air-conditioners, spas, pools and similar equipment shall not result in noise emissions to neighbouring properties exceeding those imposed by the *Environmental Protection (Noise) Regulations 1997* (as amended).
- (2) notify the applicant and those who made a submission of Council's decision.

COUNCIL DECISION

Background

The subject property is 1177m² in area and is located at 282 Lyon Road, Aubin Grove. A single house is currently situated on the site which is used for residential purposes. The dwelling comprises 3 bedrooms and 2 bathrooms with 2 car parking spaces located within a garage. The subject site is predominantly surrounded by single houses that are used for residential purposes.

The subject site is zoned 'Development' under Town Planning Scheme No. 3 (TPS 3) and is located within Development Area 11(Lyon Road) and Development Contribution Areas 7 and 13. A Structure Plan has not been approved over the subject site and the adjoining lot to the north but the surrounding lots have an approved Structure Plan that demonstrates predominantly a 'Residential-R20' zoning immediately surrounding the subject site.

The proposed development is subject to comply with the Residential Design Codes (R-Codes) and TPS 3. The 'Single House' component is a 'P' (permitted) use within a 'Residential' zone and is permitted by TPS 3 providing that it complies with the relevant development standards and requirements of TPS 3. The 'Consulting Rooms' is a 'D' (discretionary) use within a 'Residential' zone and is generally not permitted unless the local government has exercised its discretion by granting planning approval.

The application was advertised to nearby landowners in accordance with clause 9.4 of TPS 3 as the proposed use would generate greater traffic movements than a residential use and has the potential to impact on the amenity of nearby properties. The proposed development is being referred to Council for determination as objections were received during public consultation.

Submission

N/A

Report

The proposed change of use to 'Consulting Rooms' (Dental Clinic) and 'Single House' seeks to make modifications to the existing dwelling to accommodate the dental clinic within the existing front portion of the dwelling (82.5m²) and retaining the rear portion of the dwelling for residential purposes (117.5m²) with the intention to operate the dental clinic whilst residing at the property. No changes to the frontage of the dwelling, or signage are proposed. The proposal does however result in a modification to the existing raised garden bed to facilitate the new parking area and a new rear entrance for the residential component of the building.

The dental clinic proposes to operate Monday to Saturday between 8:00am and 6:00pm with a maximum of two (2) dentists, two (2) dental nurses and a receptionist operating from the subject site at any one time. The proposal includes 12 car parking bays (car bays 1 and 2 are in tandem).

Consultation

Under TPS 3, the proposal was not required to be advertised but the City did undertake consultation with nearby land owners that were seen to be potentially affected by the proposal.

The proposal was advertised to sixteen (16) nearby land owners for the Consulting Rooms use in accordance with clause 9.4 of TPS 3 and a

total of five (5) submissions were received during the advertising period. One (1) of the submissions indicated no objection and four (4) objections were received for the proposed development.

The main issues raised within the comments received during the public consultation period are considered to have planning merit as they refer to:

- Danger to pedestrians;
- Increased noise and traffic;
- Inappropriate use for a residential area; and
- Verge parking.

To alleviate the impact of danger to pedestrians and verge parking, the car parking bays proposed onsite must comply with the car parking requirements of TPS 3 and the R-Codes. This would ensure that vehicles are capable of safely entering and exiting the subject site without visual obstructions. Verge parking would also be deterred by maintaining high quality landscaping within the verge which could be imposed as a condition should Council support the proposal.

Other comments were received during the public consultation period which were not valid planning considerations having due regard to TPS3. The full Schedule of Submissions can be found in Attachment 4 of this report.

Statutory Framework

Metropolitan Region Scheme (MRS)

The subject site is zoned 'Urban' under the Metropolitan Region Scheme (MRS) and the proposal is consistent with this zone.

Town Planning Scheme No. 3 (TPS 3)

The subject site is zoned 'Development Zone' under TPS 3 and is located within Development Area 11(Lyon Road) and Development Contribution Areas 7 and 13.

The objective of the 'Development' zone under TPS 3 is:

'To provide for future residential, industrial or commercial development in accordance with a comprehensive Structure Plan prepared under the Scheme'. However in this situation no structure plan has been adopted for this site. Development Area 11 requires a Structure Plan to guide subdivision, land use and development and is to provide for residential development.

Clause 27 of the *Planning and Development (Local Planning Schemes) Regulations 2015*:

'a decision-maker for an application for development approval or subdivision approval in a area referred to in clause 15 as being an area for which a structure plan may be prepared, but for which no structure plan has been approved by the Commission, may approve the application if the decision-maker is satisfied that –

- (a) The proposed development or subdivision does not conflict with the principles of orderly and proper planning; and*
- (b) The proposed development or subdivision would not prejudice the overall development potential of the area.'*

Given that the area surrounding the subject site is zoned 'Residential-R20', the City is allowing further development of the site under the 'Residential-R20' zoning where Consulting Rooms is a discretionary use. Preparation of a Structure Plan for a single lot of this size is considered onerous and unnecessary considering the residential nature of the existing and proposed use in context with the surrounding land uses. The proposal clearly is consistent with orderly and proper planning and does not prejudice the future development potential of the area. It is therefore open to Council to approve the proposal in the absence of an approved structure plan over this lot.

The 'Single House' component is considered a 'P' use within a 'Residential' zone and is permitted by TPS 3 providing that it complies with the relevant development standards and requirements of TPS 3. The 'Consulting Rooms' is considered an 'D' use within a 'Residential' zone and is generally not permitted unless the local government has exercised its discretion by granting planning approval.

Residential Design Codes (R-Codes)

The proposed dwelling component of the development generally complies with the requirements of the R-Codes and does not impact the amenity of the surrounding area.

Car parking, Access & Traffic

The proposed development and requires ten (10) car parking bays for the two (2) consulting rooms in accordance with Table 3 of TPS 3 and two (2) car parking bays in accordance with the requirements of the R-Codes.

A total of twelve (12) car parking bays are proposed on the subject site and therefore no car parking bay shortfall is proposed. The applicant supplied supporting information regarding car parking as two (2) car parking bays required for residents have not been accounted for when calculating the car parking requirement for the 'Consulting Rooms' component of the development. The residents of the dwelling on the

subject site also intend to operate the dental clinic. This arrangement alleviates the strain on car parking and further supports that all car parking can be contained onsite.

Access to and from the property is proposed from a single crossover that is accessible from Lyon Road and allows vehicles to enter and exit in a forward gear. The single access point and manoeuvrability proposed on the subject site allows for safe access to and from the property and considers the residential nature of the locality.

Considering that Lyon Road is a Regional Distributor road, the increased traffic volumes caused by the proposed development are minor in context with the number of vehicles that traverse the road on a daily basis.

Landscaping

TPS 3 requires a minimum of ten percent (10%) of the lot area to be set aside for landscaping or reduced to five percent (5%) if the street verge area is included to be maintained. Only six percent (6%) of the existing landscaping is proposed to be retained in front of the dwelling as part of this proposal and therefore landscaping of the verge will be maintained to increase the visual amenity and restrict vehicles from parking on the verge.

Noise

Noise levels for the operations of the dental clinic are not expected to cause an amenity issue, however must comply with the *Environmental Protection (Noise) Regulations 1997*.

Conclusion

The proposal for to change the use of the dwelling to incorporate Consulting Rooms (Dental Clinic) is supported as it complies with the provisions of TPS 3 and will not negatively impact on the amenity of neighbours or the streetscape. The proposal has addressed car parking and access issues and is visually consistent with surrounding residential dwellings. It is therefore recommended that Council approve the application, subject to the conditions contained in the recommendation.

Strategic Plan/Policy Implications

Growing City

- Development that is soundly balanced between new and existing areas.

- Diversity of housing to respond to changing needs and expectations.

A Prosperous City

- Investment in the local economy to achieve a broad base of services and activities.

Budget/Financial Implications

Nil.

Legal Implications

Nil.

Community Consultation

The application was advertised to sixteen nearby landowners in accordance with clause 9.4 of the City of Cockburn's Town Planning Scheme No. 3, with a total of five (5) submissions received. See Consultation section of the report.

Risk Management Implications

Should the applicant lodge a review of the decision with the State Administrative Tribunal, there may be costs involved in defending the decision, particularly if legal Counsel is engaged.

Attachment(s)

1. Location Plan
2. Site Plan, Floor Plan & Elevations
3. Schedule of Submissions

Advice to Proponent(s)/Submissioners

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 9 June 2016 Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

14.3 (OCM 9/6/2016) - ADOPTION FOR ADVERTISING - PHOENIX ACTIVITY CENTRE STRUCTURE PLAN, DESIGN GUIDELINES LOCAL PLANNING POLICY AND CONCEPT FOR ROCKINGHAM ROAD UPGRADE (110/088 & 110/043) (D DI RENZO) (ATTACH)

RECOMMENDATION

That Council

- (1) adopt the draft Phoenix Activity Centre Structure Plan as contained within Attachment 1 to this report for the purposes of advertising for a period of 28 days;
- (2) undertake the advertising by:
 1. Giving notice of the proposed Activity Centre Structure Plan to owners and occupiers who, in the opinion of the City, are likely to be affected by the plan.
 2. Publishing notice of the proposed Activity Centre Structure Plan in a newspaper circulating in the district.
 3. Publishing a notice of the proposed Activity Centre Structure Plan via the City's website.
- (3) seek comments in relation to the proposed Activity Centre Structure Plan from any public authority or utility service provider that the City considers appropriate;
- (4) provide to the Western Australian Planning Commission a copy of the proposed Activity Centre Structure Plan and all accompanying material as well as the details of the advertising and consultation arrangements;
- (5) adopt the Draft Local Planning Policy Phoenix Activity Centre Design Guidelines as shown in Attachment 2 for the purposes of community consultation, pursuant to City of Cockburn Town Planning Scheme No. 3; and
- (6) adopt the draft Rockingham Road concept plan for community consultation.

COUNCIL DECISION

Background

At the 14 August 2014 OCM, Council endorsed the commencement of a multidisciplinary internal workgroup represented by Strategic Planning, Parks and Engineering Services. The intention of the workgroup was to prepare an Activity Centre Structure Plan, design guidelines and concept for the upgrade of Rockingham Road through the town centre.

This work has been undertaken to the point that this report now seeks Council endorsement to undertake community consultation on these three discrete but interrelated elements:

- i. The Activity Centre Structure Plan
- ii. The Design Guidelines
- iii. The Rockingham Road upgrade project

A similar report was presented to the May Council meeting, whereby Council resolved to defer consideration of the item pending a further briefing of Elected Members. This further briefing took place on 26 May 2016.

The report recommends that Council adopt the Activity Centre Structure Plan, Design Guidelines and Rockingham Road upgrade project for advertising.

Submission

NA.

Report

The purpose of this report is for Council to consider adopting a Draft Phoenix Activity Centre Structure Plan (Attachments 1), Draft Design Guidelines (Attachment 2) and Draft Concept Plan for Rockingham Road (Attachment 3) for the purposes of community consultation.

Requirement for Activity Centre Structure Plan

State Planning Policy 4.2 Activity Centres For Perth and Peel ("SPP 4.2") was gazetted in 2010, and its main purpose is to specify broad planning requirements for the planning and development of new activity centres, and the redevelopment and renewal of existing centres in Perth and Peel.

Activity centres are community focal points. They include activities such as commercial, retail, higher-density housing, entertainment, tourism, civic/community, higher education and medical services. They should be designed to be well-serviced by public transport, and to be highly accessible.

SPP 4.2 sets out a policy requirement for activity centre structure plans to be prepared for all district level centres and above.

Activity centre structure plans set out the spatial plan and strategy to achieve a compact, pedestrian-friendly, mixed use activity centre that will offer a range of lifestyle choices, reduce car dependency, and limit environmental impact. They are important strategic planning documents which guide land use, urban form, transport and infrastructure planning for larger activity centres.

The City of Cockburn's Local Commercial and Activity Centres Strategy ("LCACS") was adopted by Council in 2012 and sets out the strategic vision and broad framework to guide the planning and development of the City's activity centres over the next 15 years.

The LCACS sets out that its successful implementation will require early, targeted activity centre structure planning for major commercial activity centres likely to experience significant future growth in the short-medium term. It sets out the requirement for activity centre structure plans to be prepared for district and larger centres.

For this reason a draft activity centre structure plan has been prepared for Phoenix District Centre in line with SPP 4.2 and the LCACS.

There has already been a considerable amount of strategic planning work completed for both the Phoenix Activity Centre. The Phoenix Revitalisation Strategy was adopted by Council for the Phoenix Centre in 2009. It sets out a vision for the activity centre, and key recommendations to achieve this.

However the Revitalisation Strategy in itself does not provide the type of framework that can specifically guide development within the activity centre. This will be the role of the activity centre structure plan.

Rockingham Road Upgrade Concept Plans

The Revitalisation Strategy identified several actions to address this aspect of the Strategy which included the need to:

- Improve the amenity of the public realm, particularly along Rockingham Road.
- Improve connectivity for various transport modes including pedestrians and cyclists.
- Enhance bus stop facilities.
- Promote mixed use development along the western side of Rockingham Road.
- Overall streetscape enhancement.

- Reduce the negative impact of excessive signage along Rockingham Road.
- Reduce the negative impact of excessive car parking and crossovers along Rockingham Road.

As a result, the first task undertaken by the work group was to identify key objectives and preliminary concept plan options for the revitalisation of Rockingham Road.

The workgroup identified four options and these were presented to Porters Consulting Engineers to review assess against surveys and infrastructure servicing plans to determine the feasibility of these options before undertaking community consultation.

The outcomes of their review and further investigation eliminated three of the options and resulted in one viable option that is considered to meet the key objectives of the project.

The next step is to undertake community engagement work. Therefore Council's support is sought to proceed with community engagement on the Rockingham Road concept plan.

Spearwood District Centre

The Phoenix Revitalisation Strategy was adopted by Council for the Phoenix Centre in 2009. The Strategy was the first of the City's revitalisation strategies that sought to identify infill development opportunities in line with Directions 2031 objectives. It also addressed infrastructure needs resulting from the planned growth. The Strategy is focused on residential infill development, improvements to public open space and streetscapes, and opportunities for improved public spaces.

The Revitalisation Strategy has resulted in an increase to the residential densities within the 800m catchment around the centre, and the introduction of a new 'Mixed Use' zoning on the western side of Rockingham Road. This has facilitated significant development of grouped and multiple dwellings throughout the area.

There have also been a number of improvements to the public realm, including parks upgrades and street tree planting in line with the Revitalisation Strategy.

The Phoenix Shopping Centre is likely to require refurbishing in the near future, and is also likely to increase its floor area. Therefore, the structure plan provides further guidance is required to identify how this will occur.

The draft Activity Centre Structure Plan has a particular focus on built form, connectivity and movement. Many of these issues were identified in the Revitalisation Strategy.

Proposed Activity Centre Structure Plan boundary

The proposed Phoenix Centre activity centre boundary is consistent with that set out in the LCACS. It encompasses the 'District Centre' zoned land, the proposed 'Mixed Use' zoned land on the western side of Rockingham Road, some adjacent residential zoned lots, and the City's administration site. This area will enable comprehensive consideration of land use and movement.

Draft Activity Centre Structure Plan

The Phoenix Revitalisation Strategy set out key principles that were developed during the preparation and visioning phases of the project which included extensive community input.

These principles have been further refined and consolidated to create a vision for the Activity Centre, which is to create a place that is:

Adaptable - A place that can respond to the diverse and changing needs of the community.

Easy to move around - A place that is easy for all users to move around, particularly pedestrians and cyclists, and that connects well to existing movement networks and key areas of interest in the surrounding area.

Safe and welcoming - A place where people feel safe and secure, and that encourages positive social interaction.

Distinctive - A place that reflects local identity and has a distinctive character.

Attractive - An attractive, enjoyable place where people will want to live, work, and visit

Sustainable - A place that is environmentally sustainable

The draft Structure Plan seeks to identify actions to assist in achieving these objectives. The key actions identified in the Structure Plan are as follows:

- * Adoption of Design Guidelines Local Planning Policy for the Activity Centre – these design guidelines will assist in achieving

coordinate development in the new Mixed Use zone on the western side of Rockingham Road. These

- * Adoption of a vehicle access plan for the Mixed Use zone on the western side of Rockingham Road to ensure safe and legible access.
- * Upgrade of Rockingham Road between Coleville Crescent and Phoenix Road to slow traffic, provide opportunities for more landscaping, and to improve the pedestrian and cyclist environment.
- * Investigation of reconfiguration of car parking in the northern end (BP site) to ensure safe traffic movement.
- * Formulation of an Artworks and Wayfinding Strategy that identifies themes to strengthen a unique identity for the Phoenix Activity Centre and improve legibility within the centre, and within the surrounding area.
- * Improvements to Bavich Park and Gerald Reserve to improve their appearance, and make them more attractive pedestrian connections to the Activity Centre.
- * A Master Plan for the Administration site to determine the future of this site, and this should include investigation of the following key elements:
 - Retention of a 'civic presence'
 - Identification of mature trees and vegetation to be retained.
 - Adaptive reuse of the existing administration building
 - Creation of a new 'community space'
 - Residential development with an appropriate interface with surrounding development.
- * Monitor the performance of the activity centre by undertaking a review every two years, addressing the elements discussed within this Structure Plan, relating to:
 - Land use mix diversity targets;
 - Residential density targets;
 - Built form and streetscape intensity;
 - Attracting strategic employment;
 - Floor space demand requirements;

The design and placement of the shopping centre presents visual and functionality issues. Key to this issue is the internal nature of the

Phoenix shopping centre with entrances located away from surrounding roads. Whilst not unusual in a shopping centre complex, the entrances do not face the street fronts, creating issues of legibility and reducing pedestrian connectivity and limiting the sense of place. This is an issue that has arisen due to the original frontage of the shopping centre addressing Coleville Crescent, rather than Rockingham Road. Incremental expansion of the centre, particularly the decked parking areas, has therefore closed off opportunities for frontages to the street.

The built form along Rockingham Road does not signify entry into the town centre, given that it is either primarily setback from the street, or is interfaced with inactive frontage.

The Rockingham Road upgrade includes a new entry to the shopping centre. This entry would be from a roundabout at Kent Street and Rockingham Road, and would facilitate the closure of the existing southern entry point to the centre on Rockingham Road.

Importantly, this would allow the closure of the existing entry point which could be converted into a new 'public space' and pedestrian entry to the centre. This could include landscaping and seating, and could provide an active frontage and presence to Rockingham Road that the centre currently lacks. Such a proposal will be subject to full consultation with the shopping centre owners.

Development Requirements and Staging Plan

The Draft Structure Plan sets out development requirements for land within the Activity Centre. It identifies triggers for certain requirements, for example, for improvements to the pedestrian environment.

LCACS Actions and Outcomes

The Draft Structure Plan sets out how the actions address the issues identified for the centre in LCACS, and identify how the proposed actions are likely to improve the score for each element.

Draft Local Planning Policy –Phoenix Activity Centre Structure Plan

Draft Design Guidelines have been prepared to guide development within the activity centre (Attachment 2) to ensure the objectives of the plan are achieved.

The key objectives of the Local Planning Policy are -

- a) To create a high quality and safe pedestrian environment along Rockingham Road in the Phoenix Activity Centre.

- b) To create a new sense of place with high-quality and dynamic building and landscape design and landmark development sites.
- c) To create an activity centre with a readily identifiable character.
- d) To facilitate safe and convenient pedestrian and cyclist movement within the Activity Centre, resolving vehicle and pedestrian/cyclist conflict points.
- e) To create an Activity Centre that is highly legible.
- f) To create attractive, active frontages that provide visual interest and contribute to pedestrian and cyclist safety and comfort.
- g) To ensure that signage is not visually obtrusive, does not result in excessive visual clutter; and does not hinder passive surveillance.
- h) To ensure that signage is compatible with the scale, design and visual character of the building and activity centre.
- i) To provide adequate opportunities for commercial advertising to support and encourage business activity.
- j) To encourage an increase in pedestrian and cycling trips by maximising the convenience, safety and appeal of these modes of travel.
- k) To create safe, functional and attractive car parking areas that allow for landscaping, and facilitate safe and convenient pedestrian and cyclist movement.
- l) To encourage landmark development features which are integrated with buildings, and which improve legibility within the activity centre.
- m) To utilise artworks to create community identity; improve inactive frontages; improve legibility; and provide functional infrastructure for pedestrians and cyclists.
- n) To promote the integration of wayfinding with urban design, landscaping, architectural design and public art.
- o) To encourage mixed use development and a diversity of land uses.

Rockingham Road Upgrade Concept Plan

The City's multidisciplinary internal workgroup identified objectives for the Rockingham Road upgrade that were in line with the Revitalisation Strategy. The following key objectives were identified:

Objectives

1. To promote pedestrian use across and along Rockingham Road, through the provision of a safe and attractive environment.
2. To improve the amenity around bus stops and encourage the use of buses by giving priority to the bus service.
3. A visual identity which reassures and welcomes people to the town centre by conveying its sense of place.
4. To create safe and legible vehicle access arrangements which serves the town centre as a destination.

The draft concept plan is included at Attachment 3. A key feature of the draft concept plan is the reduction from two lanes in each direction to one lane between Coleville Crescent and Phoenix Road. A reduced speed limit of 50km an hour is also proposed. This will slow traffic and improve safety and amenity for pedestrians and cyclists. Importantly this will allow the introduction of bicycle lanes and landscaping on Rockingham Road, which would not be currently possible within the very narrow road reservation.

The draft concept plan also reduces the number of crossovers to Rockingham Road. This is critical to improve safety for vehicles, and improve the pedestrian and cyclist environment, given that crossovers interrupt pedestrian and cyclist movement and comfort, and reduce safety.

Two new roundabouts are proposed on Rockingham Road, at the intersection with Lancaster Street, and at Kent Street. These roundabouts will provide a means to turnaround to access businesses and properties where access is restricted. They will also provide breaks to the flow of traffic to provide safer access opportunities.

While the changes to access will affect some adjacent landowners and businesses the concept plan seeks to secure good alternatives. The draft concept plan has considered the servicing needs of each business. Furthermore, one on one consultation is proposed with all landowners and businesses on Rockingham Road given the proposed changes to access.

The draft concept plan includes a new entry to the shopping centre. This entry would be from a roundabout at Kent Street and Rockingham Road, and would facilitate the closure of the existing southern entry point to the centre on Rockingham Road. This area has the potential to create a new pedestrian entry and 'public space'.

The draft concept plan is considered to achieve the following:

- * Minimises any land acquisition requirements – there are only very small portions of land required that will not negatively affect existing properties.
- * Creates opportunities for landscaping to beautify the road (currently very limited).
- * Reduces the number of crossovers to Rockingham Road while facilitating access to businesses through a 'roundabout system'.
- * Reduces traffic speeds through new 50km speed limits, and a narrowing of the road and landscaping that will slow traffic.

It is not currently financially viable to underground the power as part of this project due to the high costs associated with such works in the area at this time. However, the road upgrade as proposed in the draft concept plan does not preclude the undergrounding of power at a point in the future when it may be viable.

Conclusion

The Draft Activity Centre Structure Plan for Phoenix District Centre builds on the objectives and actions of the Revitalisation Strategy and will ensure there is a planning framework to support the growth and maturity of the town centre, including any future expansion of the centres. In conjunction with the proposed Design Guidelines (Local Planning Policy) it will ensure development achieves the objectives of the Revitalisation Strategy.

It is therefore recommended that Council adopt the Draft Activity Centre Structure Plan; Local Planning Policy Design Guidelines for community consultation.

The Draft Concept Plan for Rockingham Road is a critical element of the activity centre, and was a key action of the Revitalisation Strategy. It is therefore recommended that Council adopt this concept plan for the purposes of advertising.

Strategic Plan/Policy Implications

Infrastructure

- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.

Community & Lifestyle

- Safe communities and to improve the community's sense of safety.

A Prosperous City

- Promotion and support for the growth and sustainability of local businesses and local business centres.

Moving Around

- Facilitate and promote healthy transport opportunities.

Budget/Financial Implications

The preparation of the Activity Centre Structure Plan has been funded through the Strategic Planning budget, with further budgeting required at a later stage as the structure plans are formulated.

The Rockingham Road upgrade works have been budgeted for the 2016/2017 financial year with provision for \$4M for this project.

Legal Implications

N/A

Community Consultation

It is proposed that the draft Activity Centre Structure Plan and Local Planning Policy Design Guidelines be advertised for a period of 60 days to relevant landowners, business owners, government agencies and community groups.

This will include targeted consultation with the most affected landowners within the Activity Centre.

The Rockingham Road Concept Plan community consultation will include targeted, one on one consultation with all affected landowners and business owners on Rockingham Road.

Pre-consultation work has commenced with the Phoenix Working Group (comprised of a small group of interested local residents) and the Phoenix Shopping Centre, with a number of initial discussions and meetings having been undertaken regarding the Rockingham Road concept plan.

Risk Management Implications

The key risk that the City faces in not progressing the Activity Centre Plan, Design Guidelines and Road upgrade concept is the missed opportunity in guiding the town centre's future growth in a comprehensive way. This would further impact the City's delivery of its Phoenix Revitalisation Strategy, which is the comprehensive plan to guide the future growth and prosperity of the suburb.

Attachment(s)

- 1: Phoenix District Centre Activity Centre Structure Plan
- 2: Draft Local Planning Policy Phoenix Activity Centre Design Guidelines.
3. Draft Concept Plans – Rockingham Road

Advice to Proponent(s)/Submissioners

N/A.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

15. FINANCE AND CORPORATE SERVICES DIVISION ISSUES

15.1 (OCM 9/6/2016) - LIST OF CREDITORS PAID - APRIL 2016 (076/001) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council adopt the List of Creditors Paid for April 2016, as attached to the Agenda.

COUNCIL DECISION

Background

It is a requirement of the Local Government (Financial Management) Regulations 1996, that a List of Creditors be compiled each month and provided to Council.

Submission

N/A

Report

The list of accounts for April 2016 is attached to the Agenda for consideration. The list contains details of payments made by the City in relation to goods and services received by the City.

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- A responsive, accountable and sustainable organisation.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

The report reflects the fact that the payments covered in the attachment are historic in nature. The non-acceptance of this report would place the City in breach of the Regulation 13 of the Local Government (Financial Management) Regulations 1996.

Attachment(s)

List of Creditors Paid – April 2016.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

15.2 (OCM 9/6/2016) - STATEMENT OF FINANCIAL ACTIVITY AND ASSOCIATED REPORTS - APRIL 2016 (071/001) (N MAURICIO) (ATTACH)

RECOMMENDATION

That Council

- (1) adopt the Statement of Financial Activity and associated reports for April 2016, as attached to the Agenda; AND
- (2) amend the 2015/16 Municipal Budget in accordance with the detailed schedule in the report as following:

Revenue Adjustments	Increase	310,906
TF from Reserve Adjustments	Increase	1,146
Expenditure Adjustments	Increase	-161,906
TF to Reserve Adjustments	Increase	-101,146
Net change to Municipal Budget Closing Funds	Increase	49,000

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

Regulations 1996 prescribes that a local government is to prepare each month a Statement of Financial Activity.

Regulation 34(2) requires the Statement of Financial Activity to be accompanied by documents containing:–

- (a) details of the composition of the closing net current assets (less restricted and committed assets);
- (b) explanation for each material variance identified between YTD budgets and actuals; and
- (c) any other supporting information considered relevant by the local government.

Regulation 34(4)(a) prescribes that the Statement of Financial Activity and accompanying documents be presented to Council within 2 months after the end of the month to which the statement relates.

The regulations require the information reported in the statement to be shown either by nature and type, statutory program or business unit. The City chooses to report the information according to its organisational business structure, as well as by nature and type.

Local Government (Financial Management) Regulations - Regulation 34 (5) states:

(5) Each financial year, a local government is to adopt a percentage or value, calculated in accordance with the AAS, to be used in statements of financial activity for reporting material variances.

This regulation requires Council to annually set a materiality threshold for the purpose of disclosing budget variance details within monthly reporting. Council has adopted a materiality threshold of \$200,000 for the 2015/16 financial year.

Whilst this level of variance reporting helps to inform the mid-year budget review, detailed analysis of all budget variances is an ongoing exercise. Certain budget amendments are submitted to Council each month where necessary.

Submission

N/A

Report

Opening Funds

The opening funds of \$13.7M brought forward from last year has been audited and the budget has been amended to reflect this final position. These compare closely to the opening funds used in the adopted budget of \$13.5M and include the required municipal funding for carried forward works and projects of \$9.7M (versus the original \$10.5M estimated in the adopted budget). The additional \$1.0M of available municipal funding was redirected into the Roads and Drainage Infrastructure Reserve at the November 2015 Ordinary Council meeting.

Closing Funds

The City's actual closing funds of \$33.6M is \$1.9M higher than the YTD budget target. This result comprises a combination of favourable and unfavourable cash flow variances across the operating and capital programs (detailed throughout this report).

The budgeted end of year closing funds currently shows \$0.41M, compared to \$0.36M last month and \$0.36M originally adopted. Budget amendments made during the month resulted in a net increase of \$49,000 to the budget surplus.

The budgeted closing funds will fluctuate throughout the year due to the ongoing impact of Council decisions and the recognition of additional revenue and costs. Details on the composition of the budgeted closing funds are outlined in Note 3 to the Financial Statement attached to the Agenda.

Operating Revenue

Consolidated operating revenue of \$122.2M was over the YTD budget target by \$2.2M.

The following table shows the operating revenue budget performance by nature and type:

Nature or Type Classification	Actual Revenue \$M	Revised Budget YTD \$M	Variance to Budget \$M	FY Revised Budget \$M
Rates	(88.99)	(87.50)	1.49	(89.03)
Specified Area Rates	(0.34)	(0.27)	0.07	(0.27)
Fees & Charges	(19.06)	(19.12)	(0.06)	(22.06)
Service Charges	(1.06)	(1.07)	(0.01)	(1.07)
Operating Grants & Subsidies	(6.76)	(6.48)	0.27	(7.51)
Contributions, Donations, Reimbursements	(1.14)	(0.89)	0.25	(1.01)
Interest Earnings	(4.88)	(4.71)	0.17	(5.57)
Total	(122.24)	(120.05)	2.18	(126.54)

The significant variances at month end were:

- Rates revenue was over the YTD budget by \$1.5M due to interim rating related to strong growth in the rating property base.
- Subsidies received for childcare services were \$0.49M ahead of YTD budget. These are offset by higher payments to the Caregivers.

- Income from development application fees of \$0.90M was \$0.22M behind the YTD budget of \$1.12M.

Operating Expenditure

Reported operating expenditure (including asset depreciation) of \$96.1M was under the YTD budget by \$4.8M.

The following table shows the operating expenditure budget variance at the nature and type level. The internal recharging credits reflect the amount of internal costs capitalised against the City's assets:

Nature or Type Classification	Actual Expenses \$M	Revised Budget YTD \$M	Variance to Budget \$M	FY Revised Budget \$M
Employee Costs - Direct	36.4	37.6	1.2	46.8
Employee Costs - Indirect	0.5	0.6	0.1	1.1
Materials and Contracts	28.4	31.2	2.8	38.3
Utilities	3.7	3.8	0.1	4.6
Interest Expenses	0.0	0.0	(0.0)	0.1
Insurances	2.1	2.1	0.0	2.1
Other Expenses	5.0	5.0	(0.1)	6.8
Depreciation (non-cash)	21.5	22.9	1.4	27.5
Internal Recharging-CAPEX	(1.7)	(2.4)	(0.7)	(3.0)
Total	96.1	100.9	4.9	124.4

The significant variances at month end were:

- Material and Contracts were \$2.8M under YTD budget with the main contributors being Waste Collection (\$0.81M) and Parks & Environment Maintenance (\$0.40M). Environmental Health was also down (\$0.28M), with \$0.18M of this budget being spent on internal tipping fees for a contaminated site clean-up.
- Salaries and direct employee on-costs were \$1.2M under the YTD budget with Community Development salaries down \$0.30M, Roads Construction down \$0.24M and Human Resources down \$0.23M. Waste Collection wages were over the YTD budget by \$0.27M.
- Under Other Expenses, Council's grants and donations scheme was running \$0.28M behind the YTD budget. Fuel costs for the City's fleet was also \$0.22M below budget due to low petrol prices. Conversely, the landfill levy was \$0.41M over the adjusted YTD budget.
- Depreciation on assets were \$1.4M under the YTD budget mainly due to lower depreciation for road assets of \$0.67M (due to EOFY

revaluations) and lower depreciation for parks infrastructure of \$0.27M.

- The internal recharging of overhead costs to the CAPEX program was \$0.74M behind the YTD budget setting, particularly due to a \$0.61M shortfall in roads labour charged to infrastructure projects.

Capital Expenditure

The City's total capital spend at the end of the month was \$49.3M, representing an under-spend of \$23.9M against the YTD budget.

The following table details the budget variance by asset class:

Asset Class	YTD Actuals \$M	YTD Budget \$M	YTD Variance \$M	FY Revised Budget \$M	Commit Orders \$M
Roads Infrastructure	4.6	8.5	3.8	13.1	4.7
Drainage	0.6	0.8	0.2	1.4	0.1
Footpaths	0.8	0.6	(0.2)	1.2	0.0
Parks Hard Infrastructure	3.0	5.4	2.4	7.7	3.7
Parks Soft Infrastructure	0.3	1.0	0.7	1.3	0.5
Landfill Infrastructure	0.2	0.3	0.1	0.5	0.0
Freehold Land	0.4	1.1	0.7	1.6	0.1
Buildings	36.6	48.7	12.1	64.7	58.8
Furniture & Equipment	0.0	0.0	(0.0)	0.0	0.0
Computers	0.3	0.9	0.6	1.0	0.0
Plant & Machinery	2.4	6.0	3.6	6.2	2.3
Total	49.3	73.2	23.9	98.7	70.3

These results included the following significant items:

- Buildings – had a net under spend against YTD budget of \$12.1M comprising the Cockburn ARC project (\$5.6M), Operations Centre upgrade (\$4.8M), Civic building energy reduction initiative (\$0.25M) and Atwell clubrooms upgrade (\$0.36M).
- Roads Infrastructure - The roads construction program was \$3.8M under-spent against the YTD budget, mainly due to Beeliar Drive [Spearwood Ave to Stock Rd] under by \$3.2M; Berrigan Drive [Kwinana Fwy to Jandakot Rd] under by \$1.3M; and North Lake Road [Hammond to Kentucky] under by \$0.2M. There are also several roads projects ahead of their YTD budgets, offsetting the under spends to a small extent.
- Plant & Machinery - The plant replacement program was \$3.6M behind the YTD budget with \$2.3M of heavy and light fleet items currently on order and awaiting delivery.

- Parks Hard Infrastructure - The parks capital program is collectively \$2.38M behind YTD budget with the only material variance being the adventure playground at Bibra Lake (\$0.62M). The balance is comprised of below threshold under spends across the remainder of the program.
- Parks Soft Infrastructure - The parks streetscaping program is collectively \$0.67M behind the YTD budget.
- Development costs for the City's freehold land sales were \$0.74M behind YTD budget, with \$0.29M attributable to lot 804 Beeliar Drive.
- Computers - The City's technology capital spend budget is collectively \$0.59M behind its YTD budget, comprising mainly of software development projects.

Capital Funding

Capital funding sources are highly correlated to capital spending, the sale of assets and the rate of development within the City (developer contributions received).

Significant variances for the month included:

- Transfers from financial reserves were \$21.3M below YTD budget, in line with the capital budget under spend.
- Developer contributions received under the Community Infrastructure plan were \$0.9M over the YTD budget.
- External funding for Cockburn ARC was \$6.7M behind YTD budget comprising \$5.5M from development partner contributions and \$1.2M from government grants.
- Proceeds from the sale of land were \$13.16M below the YTD budget due to several unrealised land sales on Beeliar Drive (\$11.8M) and Davilak Avenue (\$1.3M).
- Proceeds from the sale of plant items were \$0.8M behind YTD budget, correlating to the lag in the replacement program.

Transfers to Reserve

Transfers to financial reserves were \$14.05M behind the YTD budget, mainly due to delayed proceeds from the sale of land (\$12.5M). Conversely, Interest earnings transferred to reserves were \$0.33M ahead of the YTD budget.

Cash & Investments

The closing cash and financial investment holding at month's end totalled \$144.9M, down from \$155.4M the previous month. \$104.1M of this balance represented the amount held for the City's cash backed

financial reserves. Another \$7.1M represented restricted funds held to cover deposit and bond liabilities. The remaining \$33.7M represented the City's liquid working capital, available to fund current operations, capital projects, financial liabilities and other financial commitments (e.g. end of year reconciling transfers to financial reserves).

Investment Performance, Ratings and Maturity

The City's investment portfolio made a weighted annualised return of 3.05% for the month, slightly up from 3.03% the previous month and 3.00% the month before that. This result compares favourably against the UBS Bank Bill Index (2.54%) and has been achieved through diligent placing of new investments at similar or higher rates to those on maturing investments. The cash rate set by the Reserve Bank of Australia was reduced to 1.75% at its April meeting, with financial markets and commentators expecting another downwards movement of 0.25% in the coming several months.

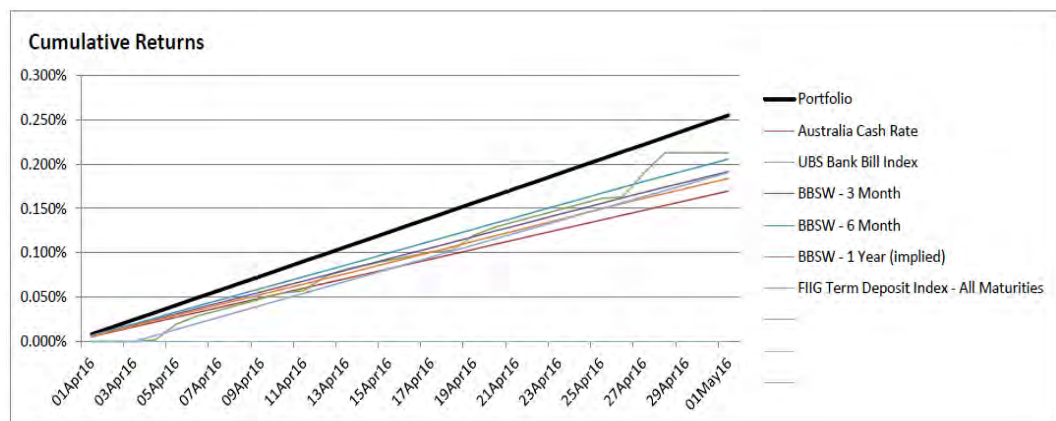


Figure 1: COC Portfolio Returns vs. Benchmarks

The majority of investments are held in term deposit (TD) products placed with highly rated APRA (Australian Prudential Regulation Authority) regulated Australian and foreign owned banks. These are invested for terms ranging from three to twelve months. All investments comply with the Council's Investment Policy other than those made under previous statutory provisions and grandfathered by the new ones.

The City's TD investments fall within the following Standard and Poor's short term risk rating categories:

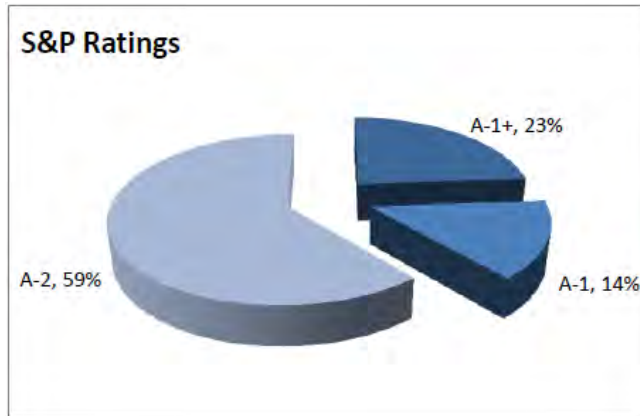


Figure 2: Council Investment Ratings Mix

The current investment strategy seeks to secure the highest possible rate on offer over the longest duration (up to 12 months for term deposits), subject to cash flow planning and investment policy requirements. Value is currently being provided within 4-6 month investment terms.

The City's TD investment portfolio currently has an average duration of 130 days or 4.3 months (down from 137 days the previous month) with the maturity profile graphically depicted below:

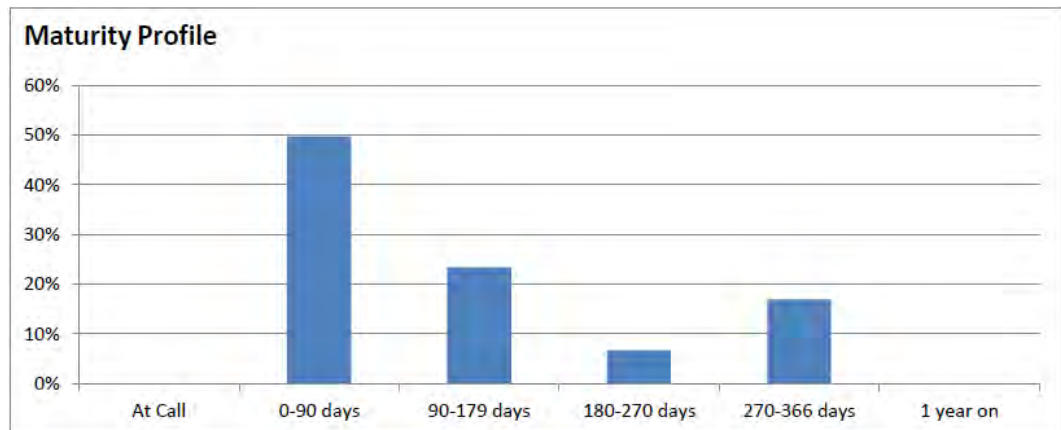


Figure 3: Council Investment Maturity Profile

Investment in Fossil Fuel Free Banks

At month end, the City held 61% (\$86.9M) of its TD investment portfolio in banks deemed as free from funding fossil fuel related industries. This is unchanged from 61% the previous month and up from 36% around a year ago. This outcome has been achieved without compromising investment return through increased awareness and more thoughtful funds placement.

Budget Revisions

Several budget amendments were processed in April as per the following schedule:

PROJECT/ACTIVITY LIST	USE OF FUNDING +/-		FUNDING SOURCES (+/-)		
	EXP	TF to RESERVE	TF FROM RESERVE	EXTERNAL	MUNI
Youth Outreach Program – Grant Indexation	4006			(4006)	
Insurance – increased LGIS dividend (TF to Insurance Reserve)		100,000		(100,000)	
Lotterywest grant received – Port Coogee dive trail	78,000			(78,000)	
Cockburn health & community facility insurance premium – reimbursement	-	-		(49,000)	
Show Off art purchases	6,680				(6,680)
Report development expenses	(6,680)				6,680
Coastal vulnerability adaptation study – contributions received	79,900			(79,900)	
Cockburn Early Years Salaries (LSL)		1,146	(1,146)		
	161,906	101,146	(1,146)	(310,906)	-
Surplus: (Increase)/Decrease					(49,000)

Description of Graphs & Charts

There is a bar graph tracking Business Unit operating expenditure against budget. This provides a quick view of how the different units are tracking and the comparative size of their budgets.

The Capital Expenditure graph tracks the YTD capital spends against the budget. It also includes an additional trend line for the total of YTD actual expenditure and committed orders. This gives a better indication of how the capital budget is being exhausted, rather than just purely actual cost alone.

A liquidity graph shows the level of Council's net current position (adjusted for restricted assets) and trends this against previous years. This gives a good indication of Council's capacity to meet its financial commitments over the course of the year. Council's overall cash and investments position is provided in a line graph with a comparison

against the YTD budget and the previous year's position at the same time.

Pie charts included show the break-up of actual operating income and expenditure by nature and type and the make-up of Council's current assets and liabilities (comprising the net current position).

Strategic Plan/Policy Implications

Leading & Listening

- Effective and constructive dialogue with all City stakeholders.
- Manage our financial and infrastructure assets to provide a sustainable future.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The City's closing Municipal Budget position has increased by \$49,000 to \$409,698 due to the proposed budget amendments.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Council's budget for revenue, expenditure and closing financial position will be misrepresented if the recommendation amending the budget is not adopted.

Attachment(s)

Statement of Financial Activity and associated reports – April 2016.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

16. ENGINEERING AND WORKS DIVISION ISSUES

16.1 (OCM 9/6/2016) - RELOCATION OF FIVE CASUARINA EQUISETIFOLIA SUBSPECIES INCANA ADJACENT TO THE OCEAN EDGE APARTMENTS COMMUNITY CONSULTATION RESULTS (148/003) (A LEES) (ATTACH)

RECOMMENDATION

That Council

- (1) not proceed with the relocation of the *Casuarina equisetifolia subspecies incana*;
- (2) resolve to maintain the trees in accordance with the Port Coogee street tree master plan; and
- (3) advise the property owners of Councils decision in writing.

COUNCIL DECISION

Background

The City received a petition for the removal of five *Casuarina equisetifolia subspecies incana* located within the Port Coogee streetscape directly adjacent to the Ocean Edge Apartments at the September 2015 OCM. A report was presented and received at the February 2016 OCM following a detailed investigation by an Ecologist and Arboriculturalist on the health and safety concerns raised by the petitioners. An alternative recommendation was resolved by Council as follows:

MOVED C/r L Sweetman SECONDED Deputy Mayor C Reeve-Fowkes that Council:

- (1) *defer the item to consider removal the 5 Casuarina equisetifolia subspecies incana, located on Socrates Parade adjacent to the Ocean Edge Apartments, pending full consultation with all owners who have balconies overlooking Socrates Parade, and a report being returned to Council that includes the outcomes of consultation, on the proviso that if Council were to support relocation to the north west region of the Park so as to avoid prevailing south westerly winds, the cost of relocation would be shared by supporting owners as per PSEW 15 Position Statement on Removal and Pruning of Trees; and*

(2) *advise the petitioners of Council's decision in writing.*

The purpose of this report is to present the submissions received during the consultation period with the adjacent property owners, recommend a response to the issues raised and seek Council's support for the recommendation.

Submission

N/A

Report

Correspondence was distributed via the Ocean Edge strata management company on the 4 April 2016 to 35 residents directly adjacent to Socrates Parade. The correspondence (refer Attachment 1) outlined Council's proposal to consult with the owners and seek feedback on the retention of the *Casuarina equisetifolia subspecies incana* within the streetscape or relocation to the North West region of the park at the full cost of the supporting owners.

In addition, an estimated cost of \$14,500 was obtained for the relocation of the trees and included in the correspondence to ensure the owners were fully cognisant of their potential contribution. Following closure of the consultation period, nine submissions (refer Attachment 3) were received from the 35 property owners facing Socrates Parade. The submissions realised four opposing and five supporting views, subject to no contribution, with varying commentary on the rationale for their responses.

Opposition to Relocation

The four property owners not supporting relocation provided comments with the following key points:

1. The original petition was signed by only 13 of the 35 owners adjacent to Socrates Parade and therefore not a majority.
2. Not all owners were presented with the original petition and unaware of the situation;.
3. The removal / relocation would set a precedent for the trees residing in the streetscape on eastern side of the apartments.
4. The material issue is the trees growth will impact on views.
5. The growth habits of the tree species supports retention.
6. Trees were there at the commencement of the building and should be retained.
7. The trees provide shade.
8. The trees are not seen as a major issue.

9. Will not provide any contribution to the relocation of the trees.

Supporting Relocation

The five submissions supporting relocation were also predicated on their opposition to contributing to the relocation costs. Four of the submissions were signatories to the petition presented at the September 2015 OCM. A summary of the key points of these submissions is presented below:

1. Council's meeting minutes were unclear in regards to supporting owners and could lead to misinterpretation.
2. The misinterpretation could lead to owners on the 4th and 5th floors not responding as they are not impacted by the trees.
3. Reinforced the same health and safety concerns raised in the petition.
4. The petitioners presented a deputation to Council for the removal of the trees, not relocation.
5. The petitioners never indicated to Council that they would pay for the relocation.
6. Property owners challenge the Council's ability to invoke a charge to the property owners for relocation.
7. Requested officer's support to revoke the decision of Council.
8. Request the cost to the petitioners to be reduced to removal only.
9. Council to pay for the relocation costs entirely.
10. Request additional quotations be obtained as the relocation costs for the 5 trees is excessive and will be a burden for the five petitioners.
11. Council to consider paying for the relocation / removal from the Port Coogee SAR.
12. The owners are being asked to pay for a problem someone else created.

When considering the above results from the consultation, some key issues must be kept in mind, as described below. The discussion of the health issue was included in the agenda report to the February 2016 OCM and has not been repeated in this report.

Relocation of trees Citywide

Relocation of street trees is not a mechanism applied to the City's tree network as the constraints and typically low survival rate outweighs the substantial costs involved. Street tree relocations are only evidenced in new subdivisions where juvenile trees installed during development are planted in direct alignment to a crossover. The success rate for relocations in these instances is high due to the minimal root establishment and canopy spread. Generally, developers facilitate the relocation cost during the two year maintenance period thereby

mitigating Council costs. Post this period, officers would evaluate the request in accordance with the policy, ensuring continuance of the streetscape theme.

Relocation of the *Casuarina equisetifolia* subspecies *incana*

A consultant was engaged by the City to determine the viability for relocation and an opinion of probable cost. The report (refer Attachment 2) outlined the suitability of the *Casuarina* species for relocation, opinion of probable cost and confirmation that no preparation of the trees root structures would be required prior to their removal. Discussions with the consultant and industry experts suggested an 80% transplant success rate for the *Casuarina equisetifolia* subspecies *incana*, subject to no impacts on the tree's structural integrity during relocation and future management requirements implemented accordingly.

Relocation Costs

The opinion of probable cost for the relocation of the five *Casuarina equisetifolia* subspecies *incana* is \$14,500. This value includes relocation costs, underground utility services identification, procurement and installation of new trees, works within the park and supervision cost. As outlined in the report, all supporting owners from the consultation would be required to share in the relocation costs which would be \$2,900 each in accordance with Council's resolution at the February 2016 OCM.

Position Statement PSEW 15 Removal and Pruning of Trees

PSEW 15 provides clear direction to City officers when requests are received for the removal and pruning of trees growing on land under the direct care, control and management of the City. The position statement specifically outlines that trees will not be removed unless they are dead, in state of decline, structurally unsound, damaging or likely to damage property when alternatives to prevent damage are not possible or part of a tree replacement program. The trees in question do not satisfy these criteria for removal and hence City officers do not support the proposed relocation.

Recommendation

It is recommended that Council not proceed with the relocation of the *Casuarina equisetifolia* subspecies *incana* and the City continues to maintain the trees in accordance with the Port Coogee street tree master plan and Policy PSEW15.

Strategic Plan/Policy Implications

Growing City

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.

Environment & Sustainability

- A community that uses resources in a sustainable manner.
- To protect, manage and enhance our natural environment, open spaces and coastal landscapes.

Moving Around

- Infrastructure that supports the uptake of public transport and pedestrian movement.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

The consultation process has demonstrated a clear apathy towards the City street tree network which contradicts the recent feedback received pertaining to trees during the advertising of the Strategic Community Plan. However the near 50 /50 decision on retention versus relocation does not demonstrate a majority desire to relocate, in view of the number of property owners who did not respond.

Risk Management Implications

The relocation and apportionment of costs of the street trees located on Socrates Parade has the potential to set an undesirable precedent for similar requests in the future. Council decision needs to give consideration of the existing policies and position statements, to enable clarity for the community and officers.

Attachment(s)

1. Correspondence to Property Owners
2. Consultant Report on Relocation of *Casuarina equisetifolia subspecies incana*.
3. Consultation Response Submissions.

Advice to Proponent(s)/Submissioners

The Proponent(s) and those who lodged a submission on the proposal have been advised that this matter is to be considered at the 9 June 2016 Ordinary Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

16.2 (OCM 9/6/2016) - TENDER NO. (C100334) RFT06/2016 - ROAD CONSTRUCTION SERVICES - BERRIGAN DRIVE IMPROVEMENT WORKS AND CONSTRUCTION OF PILATUS STREET, JANDAKOT WA (RFT06/2016) (O PEREIRA) (ATTACH)

RECOMMENDATION

That Council accepts the Tender submission for Tender No. RFT 06/2016– Road Construction Services – Berrigan Drive Improvement Works and Construction of Pilatus Street, Jandakot WA from Tracc Civil Pty Ltd – Recycled Materials for the Lump Sum Contract value of \$5,068,343.49 GST Inclusive (\$4,607.584.99 Ex GST).

COUNCIL DECISION

Background

The City proposes to construct the second carriageway of Berrigan Drive between the Kwinana Freeway and Jandakot Road, change the roundabout to traffic signals at the intersection with Dean Road and Jandakot Road, and construct a new road, Pilatus Street from the Berrigan Drive/Dean Road/Jandakot Road intersection to Jandakot Airport in the suburb of Jandakot, as part of the City's ongoing major roadworks program that has been designed and proposed for construction in the 2016/17 financial year.

The contract is divided into three (3) separable portions of Part I, Part II and Part III.

Part I consists of works on Berrigan Drive from Ch 00 to Ch 700 (Kwinana Freeway to Jandakot Road), and includes road widening of the existing carriageway by duplicating the two existing traffic lanes to provide two lanes in each direction, divided by a median island and on road cycling lanes on both sides of the road.

Part II consists of works from Ch 1130 to Ch 1680 (end of Pilatus Street), and includes the construction of 0.55km of new single carriageway road to tie into the existing Pilatus Street located within Jandakot Airport.

Part III consists of all other works, including the removal of the roundabout at the intersection of Berrigan Drive/Dean Road/Jandakot Road and replacing it with a new traffic signal controlled intersection, and also a new three-way intersection at Berrigan Drive north and Pilatus Street.

The scope for all three portions includes upgrading the street lighting (to be undertaken by Western Power), relocation of Telstra cables (to be undertaken by Telstra), installing stormwater drainage, and the installation of line-marking and signage (by Main Roads WA), along with landscaping.

Tender No. RFT 06/2016 – Road Construction Services – Berrigan Drive Improvement Works and Construction of Pilatus Street, Jandakot WA, was advertised on Saturday, 19th March 2016 in the Local Government Tenders section of “The West Australian” newspaper.

The Tender was also displayed on the City's e-tendering website between Saturday, 19th March 2016 and Thursday, 14 April 2016.

Submissions

Tenders closed at 2:00pm (AWST) Thursday, 14 April 2016. Five (5) tender submissions were received from the following companies’:

Tenderer's Name:	Registered Business Name
Ertech Holdings Pty Ltd	Ertech Pty Ltd
Georgiou Group Pty Ltd	Georgiou Group Pty Ltd
Jaxon Civil Pty Ltd	Jaxon Civil Pty Ltd
Tracc Civil Pty Ltd	Tracc Civil Pty Ltd
WBHO Infrastructure Pty Ltd	WBHO Infrastructure Pty Ltd

Report

a. Compliance Criteria

Criteria Ref.	Description
A	Compliance with the Conditions of Tendering (Part 1) of this Request.

B	Compliance with the Specifications (Part 2) contained in this Request.
C	Completion of Section 3.1 – Form of Tender
D	Completion of Section 2 – Tenderer's Contact Person
E	Compliance with Sub-Contractors Requirements and completion of Section 3.3.3
F	Compliance with Financial Position Requirements and completion of Section 3.3.5.
G	Compliance with Insurance Requirements and completion of Section 3.3.6.
H	Compliance with Qualitative Criteria requirements and completion of Section 3.4.2.
I	Compliance with Fixed Price and completion of Section 3.5.2.
J	Compliance with and completion of the Price Schedule (including breakdown of Lump Sum) in the format provided in Part 4
K	Compliance with ACCC Requirements and completion of Appendix A.
L	Acknowledgement of any Addenda issued.

b. Compliant Tenders

A Compliance Criteria check was undertaken by Procurement Services, all submissions were assessed as compliant and evaluated.

c. Evaluation Criteria

Tenderers were assessed against the following criteria:

Evaluation Criteria	Weighing Percentage
Demonstrated Experience	25%
Tenderer's Resources	20%
Methodology	10%
Sustainability Experience	5%
Tendered Price	40%
Total Weightings	100%

d. Tender Intent / Requirements

The City of Cockburn (The Principal) requires the services of a suitably qualified and experienced Road Construction Contractor for the construction of the improvement works for Berrigan Drive and the construction of Pilatus Street, Jandakot.

The requirements includes site preparation and earthworks, drainage (stormwater), roadworks, retaining walls, fencing, and completion of 'As Constructed' Drawings.

It is envisaged the construction should commence in July 2016 with the expected contract period of thirty (30) weeks.

Evaluation Panel

The tender submissions were evaluated by the following City of Cockburn officers. The Procurement Services representative attended in a probity role only.

Name	Position & Organisation
Mr Ossie Pereira (Chair)	Engineering Road Design Manager
Mr Nelson Mauricio (SBMG Representative)	Manager Financial Services
Mr Ah Lek Tang	Road Contracts Coordinator
Probity Role Only	
Mr Gary Ridgway	Contracts Specialist

e. Scoring Table

The below table represents the scoring of the tender submissions from a Qualitative Criteria (Non-Cost) and Cost perspective.

The assessment panel evaluated the Qualitative Criteria of the tender submissions in the absence of the tendered prices (two-envelope system) and then the score was consolidated.

Tenderers were required to submit two (2) tender prices, one for the use of new construction materials and the other utilising recycled materials in accordance with the Waste Authority WA guidelines.

Tenderer's Name	Percentage Scores		
	Qualitative Criteria Evaluation	Cost Evaluation	Total
	60%	40%	100%
Tracc Civil P/L	41.63%	40.00%	81.63%
Ertech P/L	45.75%	35.09%	80.84%
WBHO Infrastructure P/L	38.65%	38.01%	78.66%
Jaxon Civil P/L	38.33%	38.63%	74.96%
Georgiou Group P/L (Alternative Price)	43.70%	31.22%	74.92%
Georgiou Group P/L	43.70%	28.70%	72.40%

Recycled Materials			
Tenderer's Name	Percentage Scores		
	Qualitative Criteria Evaluation	Cost Evaluation	Total
	60%	40%	100%
Tracc Civil P/L	41.63%	40.00%	81.63%
Ertech Pty Ltd	45.75%	35.15%	80.90%
WBHO Infrastructure P/L	38.65%	37.83%	76.48%
Jaxon Civil P/L	38.33%	36.12%	74.45%
Georgiou Group P/L	43.70%	28.52%	72.22%

Evaluation Criteria Assessment

Demonstrate Experience

Tracc Civil Pty Ltd ("Tracc") presented a vast range of projects of relevant experience and in particular five projects that involved the same scope of works to the Berrigan Drive tender. The projects (cost range \$1.9M - \$7.8M) have been completed for the City of Swan, the City of Kwinana, the City of Rockingham and the Carey Baptist College Inc. Its submission endorsed the entire scope of the Works and demonstrated to the panel that it has identified a competent team with the appropriate level of experience required to undertake the works. Additionally, Tracc Civil also won the City of Cockburn's tender for the

duplication of Beeliar Drive in Beeliar in February 2016, and construction is currently as scheduled and nearing completion.

Ertech Pty Ltd presented a vast range of projects of relevant experience and in particular five projects that involved scope of works relevant to the Beeliar Drive duplication project (cost range \$1.7M - \$6.6M).

Georgiou Group Pty Ltd presented a vast range of projects of relevant experience and provided four projects (cost range \$2.4M - \$65M) in particular that demonstrated elements relevant to the project in question.

WBHO Infrastructure and Jaxon Civil both demonstrated experience in similar projects, mostly providing details of road construction works to a lesser extent for Local Governments and Main Roads WA.

Tenderer's Resources

Tracc Civil, Ertech, Georgiou Group, WBHO Infrastructure and Jaxon Civil all scored comparatively high in this area, demonstrating that they have the key personnel with the required experience, a degree of depth in their resource pool and a capacity to undertake the work in respect to concurrent commitments.

Methodology

This qualitative criteria assessed the Tenderers understanding of the project and contract requirements in regards to the key issues they see likely to be encountered and require management of.

Tracc Civil and Ertech scored marginally higher than the other Tenderers, in particular demonstrating a good understanding of the key issues likely to be encountered and proposed approach to managing such issues.

The majority of the Tenderers confirmed that the estimated thirty (30) week construction period is accurate. Jaxson Civil estimated a 24 week period whilst Georgiou Group stated 37 weeks. Most Tenderers nominated a two week mobilisation period prior to commencement of the construction works.

Sustainability Experience

Sustainability experience is centred on the company's current level of Environmental Management System certification and focus on sustainability across their organisation. All Tenderers rated well for this

criterion, each having EMS certification, and/or environmental policies in place and other sound sustainability focussed practices.

Summation and Recommendation

The Tracc Civil submission encompassed all endeavours to meet the commercial and technical objective of the contract and is ranked the highest on the consolidated score (qualitative and tender price). It scored highly in regard to the key non-price criteria including experience, capacity, understanding of the required works and an appropriate methodology in undertaking those works.

A referee check was undertaken on Tracc Civil, where the key representatives who were contacted responded with a positive view of their methodology, organisation systems, and capacity and in respect to the Project Director and Project Manager nominated in their tender.

Based on achieving the highest combined score, together with extensive demonstrated experience, resources experience and capability, understanding of the works to be undertaken and positive referee comments, the evaluation panel recommends that Council accept Tracc Civil Pty Ltd as the best value for monies submission.

Strategic Plan/Policy Implications

Infrastructure

- Community infrastructure that is well planned, managed, safe, functional, sustainable and aesthetically pleasing.

Environment & Sustainability

- A community that uses resources in a sustainable manner

Moving Around

- An integrated transport system which balances environmental impacts and community needs.
- A safe and efficient transport system.
- A defined freight transport network.
- Infrastructure that supports the uptake of public transport and pedestrian movement.

Budget/Financial Implications

There is currently \$3.553M allocated in the 2015/16 budget for Berrigan Drive works and additional funding will be allocated in 2016/17 when external funding agreements are finalised.

Other project costs include the supply and installation of the traffic signals (by MRWA contractor) and the service relocations (Western Power, Telstra, Water Corporation). The total project cost will be approximately \$8M, excluding land acquisition.

Legal Implications

Section 3.57 of the Local Government Act 1995 and Part 4 of the Local Government (Functions and General) Regulations 1996 was complied with.

Community Consultation

After the tender is awarded, the City and the contractor will need to notify all adjacent and surrounding land owners of the forthcoming works and manage the community concerns during the contract period.

Risk Management Implications

Failure to adopt the report recommendations will result in delays in construction that may affect the State grant funding for this project.

Failure to appoint the highest scoring applicant may create a perception of an unfair analysis procurement process, and ultimately result in an increase of cost for this project and possible time delays.

As per Procurement Policy SC38, which provides that for all tenders above \$1m, the City is to undertake a financial risk evaluation on the preferred tenderer. The City has undertaken such a financial assessment using Corporate Scorecard, a financial risk assessment agency, which is part of Veda, Australia's largest credit risk information service provider. The outcome of the financial risk assessment was that the preferred tenderer was a subtle company and sufficient financial backing to undertake the project on behalf of the City.

Attachment(s)

The following confidential attachments are provided under separate cover:

1. Compliance Criteria Assessment
2. Consolidated Evaluation Score
3. Tendered Prices

Advice to Proponent(s)/Submissions

Those who lodged a tender submission have been advised that this matter is to be considered at the Ordinary Council Meeting held on 9 June 2016 .

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

16.3 (OCM 9/6/2016) - DRAFT WALGA AGM MOTION (028/021) (C SULLIVAN/L JAKOVCEVIC)

RECOMMENDATION

That Council supports the Western Australian Local Government Association to:

- (1) continue to actively advocate for the implementation of a Container Deposit Scheme in Western Australia; and
- (2) include the implementation of a Container Deposit Scheme in the Associations Election Platform.

COUNCIL DECISION

Background

On 19 May 2016 the following Draft WALGA AGM Motion supporting Container Deposit Schemes was received by the City.

Local Governments in Western Australia are long term supporters of Container Deposit Schemes (CDS). By placing an economic value on empty containers, these schemes provide multiple benefits, including:

Shifting the cost of managing waste

Local Governments and their ratepayers currently cover the cost of collecting and managing containers that end up in kerbside collections, at drop off sites or as litter. Local Governments areas which attract tourists often have to manage waste generated by visitors who do not contribute financially to the 'clean-up' of various products through rates. The overall costs of managing these products need to be shifted onto the producers and consumers of products.

Modelling by the NSW Local Government Association showed that a CDS would result in Local Governments actually getting paid for their recycled products from the kerbside system - rather than having to pay to get it processed. This is because a CDS has the potential to reduce the uncertainty within the commodity market; it creates a 'cleaner' product, with a higher, more consistent value. It has also been found that a CDS could reduce the amount of material that is processed through the kerbside system by as much as 17% but increase the value of the remaining material by 19-47%.

Reducing the amount of litter

According to the 2013/14 Keep Australia Beautiful National Litter Index, WA has one of the highest volume of litter in the nation. In WA, of the top 12 littered items, 5 were beverage containers. In South Australia, beverage containers, covered by the Container Deposit Legislation (CDL), did not rate in the top 12 littered items. In SA, nearly 80% of the CDL containers that are sold are returned for the 10 cent refund. Introducing a CDS in WA would significantly reduce the amount of litter.

Improving our recycling rate

Western Australia's overall waste diversion from landfill is currently 39%, the target for waste diversion for 2014/15 was 55% diversion from landfill. A CDS is one way to help increase waste diversion. In South Australia the recycling rate is over 70%. As well as recovering more containers, there are additional benefits to a CDS. Such schemes can encourage businesses to establish 'collection depots' that not only collect containers but other forms of recyclables, such as scrap metals. This means that recycling becomes more accessible to the general population.

Interstate Progress on Container Deposit Schemes

In 2013/14 NSW was the most littered state. The NSW Government recently announced that they will progress the implementation of a Container Deposit Scheme, with a 10c deposit and a similar range of products covered as South Australia and the Northern Territory. Queensland are also progressing the development of a Container Deposit Scheme. Previously, there was a national process in place to investigate options for managing packaging. This was the main reason given for not progressing a CDS in WA. A breakdown in the national process, and interstate developments, presents WALGA and Local Government with an opportunity to strongly advocate for a Container Deposit Scheme in Western Australia.

Submission

N/A

Report

The City Sustainability Strategy and Action Plans support such initiatives and it is recommended that all WALGA Member Councils support the Draft Motion.

Environment & Sustainability

- A community that uses resources in a sustainable manner.
- Identification and minimisation of impacts to human health risk.
- Community and businesses that are supported to reduce resource consumption, recycle and manage waste.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

The risk is that if WALGA Member Councils do not support the Draft Motion then the opportunity for a Container Deposit Scheme in WA may be lost.

Attachment(s)

Nil

Advice to Proponent(s)/Submissioners

The Proponent(s) have been advised that this matter is to be considered at the 9 June 2016 Ordinary Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

16.4 (OCM 9/6/2016) - WASTE MANAGEMENT - GREEN WASTE THIRD BIN (167/012) (C SULLIVAN) (ATTACH)

RECOMMENDATION

That Council

- (1) endorses the Implementation Plan for the Third Bin (Green Waste);
- (2) issues a Notice of Withdrawal from the Project Participant's Agreement Regional Resource Recovery Centre Project of the Southern Metropolitan Regional Council (SMRC) prior to 30 June 2016, under clause 2.8 of that Agreement, in order to give effect to its decision to introduce this garden organic service;
- (3) remains a Member of the Project Establishment Agreement and assists the SMRC to undertake a restructure of its operations to enable transition to alternate waste disposal solutions; and
- (4) commence negotiations on a contract of service with the SMRC for the processing of MSW prior to the withdrawal of the Project Participant's Agreement taking effect.

COUNCIL DECISION

Background

At the Ordinary Council Meeting 12 May 2016, Council resolved as follows (unconfirmed Minutes):

That Council:

- (1) *maintain the third (green) waste bin service in the Hamilton Hill trial area post completion of the trial;*
- (2) *make provision in the 2016/17 budget to commence the roll out of the green waste third bin across the City;*
- (3) *prepare a detailed plan for the implementation of the third (green) waste bin across the City for the period 2016/17 to 2018/19;*
- (4) *make application to the Waste Authority of WA for funding under the Better Bin Program Phase 2;*
- (5) *share the preliminary findings of the third (green) waste bin trial with the SMRC Member Councils; and*

- (6) *advise the SMRC Member Councils and the SMRC that the City will not introduce a Food Organic and Garden Organic (FOGO) collection service in future.*

Progress has been made on a number of parts in the resolution above, with a further briefing of Council at the forum of 26 May 2016. Following a meeting with representatives of the WA Waste Authority, the application for funding under the Better Bin Program is being prepared, in accordance with part (4) of the resolution above. Parts (5) and (6) of the Council resolution above have been actioned by correspondence dated 27 May 2016.

Submission

N/A

Report

Implementation Plan

This report addresses the implementation of the third bin green waste service across the City in relation to the rest of the waste stream and the City's current arrangements with the SMRC. Further to the three waste forums conducted with Council, a more detailed Implementation Plan has been drafted in accordance with part (3) of Council's resolution from the Ordinary Council Meeting dated 12 May 2016 and has been included as Attachment 1. Upon consideration of the operational and logistic requirements, the plan now spans four years with limited scope in 2016/17 to minimise Council's exposure to compensation costs. This matter is addressed further under Legal Implications.

Tonnage to SMRC

Based on a four year plan, City officers have revisited the assessment of total tonnage in the waste streams in terms of delivery to the SMRC.

The summary is presented in the Table below.

Impact of 4 Year Transition to GO Bin on Tonnes to SMRC					
CoC Waste Streams	15-16	16 - 17	17 - 18	18 - 19	19 - 20
3rd Bin GO Tonnes	312	780	2,863	4,946	7,029
Recyclables	13,400	13,802	14,216	14,643	15082
		Contract	Contract	Contract	Contract
Bulk Green Waste	1,870	1,926			

Impact of 4 Year Transition to GO Bin on Tonnes to SMRC					
CoC Waste Streams	15-16	16 - 17	17 - 18	18 - 19	19 - 20
MSW	28,488	28,020	25,937	23,854	21,771
Total SMRC Tonnes	43,758	29,946	25,937	23,854	21,771

The estimate of tonnes collected in the third bin is minimised in the 16/17 year, as noted above, and reaches expected maximum in year four. All green waste collected from bulk verge collections in 16/17 is delivered to the SMRC and from 17/18 will then be processed at the Henderson Waste Recovery Precinct. All recyclables will be delivered to the SMRC as at present, the sale of the Materials Recovery Facility (MRF) is expected to be concluded in early 16/17.

Withdrawal from Project Participants Agreement

Following Council's resolution of 29 June 2015 to

“(6) withdraws the City from the Project Participants Agreement for green waste with effect FY16/17, in order to be able to expand the third bin system across the remainder of the District”;

The City sought agreement from the other Project Participants (i.e. cities of Fremantle, Melville and Town of East Fremantle) to this effect; however, this was not forthcoming. Without a voluntary agreement the only option for the City to pursue Council's resolution at the least cost to ratepayers is to recommend withdrawal from all elements of the Participants Agreement.

The terms of the Participants Agreement require 12 months' notice before this can have full affect

The City by withdrawing from the PPA does not mean to withdraw from the Establishment Agreement and the various commitments contained therein. The City would firstly become a member similar to the City of Kwinana; secondly still deliver all MSW tonnes to the SMRC as noted in the table above on a set contract with the SMRC. The City would continue to meet its loan obligations to the SMRC in addition to other financial obligations. There is no need for the other Members to seek to wind up the SMRC.

Reducing the Cost of the SMRC

As the major shareholder of the SMRC, the City seeks to restructure the SMRC so as to reduce costs back to member councils. The restructure would entail lowering the overhead cost structure that drives up the fees and charges back to member Councils. For

example, the Greenwaste service provided by the SMRC involves a fee of \$78 for each tonne of Greenwaste delivered to the SMRC. The members deliver 7,500 tonnes of Greenwaste to the SMRC including the City of Cockburn. The SMRC provides this Greenwaste to a commercial off-take company and earns \$20 per tonne. Overall this costs Member Councils \$735,000. This could be cost saving to Member Councils, which translates to \$8 for every residential property for the Member Councils.

The real issue is the Waste Compost Facility (WCF). Based on the current statistics, of the approximate 30,000 tonnes of MSW the City will deliver to the SMRC, 45% will go to landfill whilst the other 55% will form compost that is provided free to rural properties (inclusive of the freight cost).

As you will note from the table below, the City pays \$232 per tonne for every MSW tonne delivered to the SMRC. After processing, the SMRC will landfill 45% of the tonnes delivered to the City of Rockingham, Millar Road landfill at \$129.09 plus freight costs. The balance of 16,500 tonnes is processed into compost (with some residual glass contamination) and given away at nil cost.

	Tonnes	Process Costs per tonne	Total cost per process
Landfilled	14,580	\$129.09	\$1,882,145
Compost	15,420	\$329.30	\$5,077,855
Total	30,000	\$232.00	\$6,960,000

The amount of landfill is 48.4% which is from the latest statistics issued to Member Councils in May 2016.

The cost to process the compost is \$329 per tonne. This remains an expensive process to extract the contaminated compost product.

The impact of internally process Greenwaste for the City of Cockburn is even more substantial.

	Tonnes	Process Costs per tonne	Total cost per process
Greenwaste	9,000	\$30.00	\$270,000
Landfilled	10,500	\$129.09	\$1,355,455
Food waste	10,500	\$508.05	\$5,334,545
Total	30,000	\$232.00	\$6,960,000

As you will note the cost of processing the food waste is very expensive once you remove the Greenwaste component. The SMRC has recommended members introduce a weekly FOGO third bin. This will only increase the cost to Member Councils and ratepayers as the

need to collect the third bin each week as against the fortnightly collection of the garden organics bin each fortnight. Council formally rejected this alternative as part of its 12 May 2016 decision.

As demonstrated above, the SMRC offers (and always has) a very expensive processing option for waste disposal. In part this is due to the substantial overhead cost structure of running a small Council. With the sale of the MRF and the exit from the bulk Greenwaste processing (as per the SMRC's strategic plan), this would leave the SMRC operating a single business (ie waste composting) at its Canning Vale facility.

Without significant restructuring, the SMRC will be left with a substantial overhead structure running just one of the current facilities; although in revenue terms it will be about two thirds of the current \$28M budget.

The proposed re-structure would see the SMRC slimmed down to a smaller administration, relocated to Canning Vale. It would dispose of the Booragoon office by way of sale or lease. Any profits from a sale could be directed to the renovation of the Canning Vale office and reduction of the debt on the overall entity. All Council meetings/briefings could be held at member council offices similar to the operations of the South West Group.

The cost of governance could also be minimised by adopting the South West Group model with Mayors (or delegated member) and CEO's (or delegated officer) assuming the role of the governance body.

Back office functions such as payroll, accounting (billings/reporting), Human resource and IT support could be provided by member councils similar to the arrangements for the South West Group. All statutory functions such as Department of Environmental Regulation licencing/maintenance could be retained by the new SMRC. Executive functions could be provided by member councils on a rotating basis through the Regional Executive Group.

The proposed savings from these changes would be substantial and could all be passed back to ratepayers in lower waste management charges (for Kwinana) and lower rates for Melville, Fremantle, East Fremantle and Cockburn, where waste is built into the rates.

Sale of MRF

Following advice to the SMRC of the City's decision to pursue extension of the Garden Organics service, the City received advice that the SMRC would temporarily suspend the tender for the MRF.

A copy of the SMRC correspondence has been provided as a confidential attachment under separate cover. The tender evaluation panel decided to suspend the evaluation pending further advice from the City regarding the implementation above resolution, required before 30 June 2016. The SMRC believe, based on their advice, that to vary the existing Project Participants Agreement now would materially affect the sale by tender of the MRF. This matter is discussed further under Legal Implications.

The City's view is that this action is flawed for a number of reasons:

- The City has not proposed withdrawing from the SMRC, which is reiterated in the current recommendation to Council. There is no decision that would cause the SMRC to be wound up or in other ways impedes the sale of the MRF.
- The City has provided a guarantee of 10 years supply of recyclables for the MRF tender. Upon sale, that business would operate independently of the SMRC.
- Upon the sale, the SMRC will have to undertake some restructuring to accommodate reduction in revenue and expenditure. The tender has not impact on this.
- Even if the City were to withdraw from the SMRC and the entity was to be wound up, the asset disposal process would see the SMRC seek to dispose of the MRF. The option that delivers the best price to members is to continue with the current tender process.

Conclusion

The report outlines a path for the City to pursue expansion of a Green Waste service for the benefit of residents, without causing the current SMRC waste disposal service to collapse.

It also outlines a path to restructure the SMRC and reduce the cost of waste disposal to residents of all SMRC members. This would allow transition to alternate waste disposal options, such as waste to energy, in a way that minimises the costs of step change from one waste disposal system to another at the appropriate time.

Council's authorisation of the CEO to negotiate a new Waste Disposal Agreement with SMRC for MSW processing will ensure seamless transition of this service.

Strategic Plan/Policy Implications

Leading & Listening

- Manage our financial and infrastructure assets to provide a sustainable future.

Environment & Sustainability

- A community that uses resources in a sustainable manner.
- Community and businesses that are supported to reduce resource consumption recycle and manage waste.

Budget/Financial Implications

Provision has been made on the draft 2016/17 budget to commence the roll out of the third bin service for green waste, in accordance with part (2) of Council's resolution at the February 2016 OCM. A detailed cost estimate of the roll out of the service is included as Attachment 1, for Council's consideration in the future budgets. A summary of the estimated costs over the four year plan is presented in the Table below.

3 Bin Roll Out Costs Across the City	Year 0	2017	2018	2019	2020
	(2016)	1st Yr Rollout	2nd Yr Rollout	3rd Yr Rollout	4th Yr Rollout
Capital Cost Outlays	\$546,667	\$1,160,956	\$560,956	\$560,956	
Annual Operational Costs including WAFUNDING		\$264,427	\$823,941	\$1,176,254	\$1,538,951
Annual Savings		\$194,637	\$935,005	\$1,355,690	\$1,776,376
Net Annual Cash Flow		-\$1,230,746	-\$449,892	-\$381,520	\$237,424
Discounted Cash Flow		-\$1,172,139	-\$408,065	-\$329,571	\$195,330
Net Present Value (upto end 2020)		-\$1,714,446			
Annual Discount Rate	5.0%				
Inflation Rate for Rent fr 2016 onwards	1.5%				

Legal Implications

Withdrawal from the PPA for the RRRC would be based on the requirements of Project Participants Agreement Regional Resource Recovery Centre Project clause 2.8, which requires the Member to give notice of the intention to withdraw under clause 8.10 of the Establishment Agreement and also clause 8.11 of the Establishment Agreement, which states:

The withdrawal of a Project Participant shall take effect:

- From the end of the financial year in which notice under clause 8.10 has been given by the Project Participant to the Regional Local Government: or*
- On any earlier date agreed by the Project Participants*

Under part (a) of the above clause, if Council chooses not to issue to notice until after 30 June 2016, then the compulsory 12 month notice period would not begin until 30 June 2018. This would result in a higher value of any compensation payable to the SMRC during that time for

green waste not provided to the SMRC, which the City believes to be payable at the rate for green waste processing.

With reference to the correspondence from the SMRC dated 23 May 2016 (refer Confidential Attachment), the SMRC asserts that a decision by Council is need prior to 30 June 2016 due to the expiry date for the tender validity period of the submissions received for the sale of the MRF. The independent advice received by the SMRC on this matter defines this issue as being material information that the Procuring Entities must disclose to the bidders during the evaluation process to maintain the integrity of the evaluation.

As discussed at the waste forums, the intention is not to withdraw from the Establishment Agreement, which allows the City to retain membership of the SMRC. All recyclables collected would be sent to the MRF at the SMRC property based on the MOU signed by all the Members to supply recyclables to the MRF for a period of ten years after the sale of the MRF to a private sector operator.

The City would enter a service agreement to keep sending all MSW collected to the Resource Recovery Centre at the SMRC as currently happens until such time as an energy from waste option becomes viable. Essentially, the City's membership of the SMRC would become the same status as the City of Kwinana.

Community Consultation

Community consultation and education will be carried out in 2016/17 to raise awareness of the new service across the City, in particular the areas additional to the existing trial area in Hamilton Hill. Further consultation and education will follow in the following years to complete the introduction of the service.

Risk Management Implications

A risk analysis based on the City's Risk Management Framework has been carried out. The framework requires risks to be assessed under different categories which are strategic, operational, financial, hazard and project. The risks for this project feature all the categories except hazard and are presented and assessed below.

Risk Category	Risk	Description	Response
Strategic	Failure at Strategic Delivery	SCP/CBP outcomes not satisfied External environment changes	Manage project to the requirements of the action plans Manage external parties to all legal and legislative requirements

Operational	Failure of Implementation	Level of service Waste tonnes recovered Customer Service inadequate	Measure service delivery to KPI's Education and auditing Staff training and monitor KPI's
Financial	Cost escalations	Impact on future budgets – whole of service	Tracking to cost estimates within whole of BU
Project	Project Management	Timeframes missed Project cost increase Integration with existing service fails	Tracking implementation plan Milestone and spend tracking to budget Mange database in BU with rates database to ensure accuracy.

Attachment(s)

- 1 Implementation Plan - Third Bin (Green Waste)
- 2 SMRC correspondence dated 23 May 2016 (Confidential attachment supplied under separate cover.

Advice to Proponent(s)/Submissioners

The City has advised the SMRC members CEO's and the SMRC CEO that this item would come to the June Ordinary Council Meeting.

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

16.5 (OCM 9/6/2016) - TENDER NO. RFT 03/2016 - PRE-MIXED CONCRETE - SUPPLY AND DELIVERY (RFT 03/2016) (C MACMILLAN) (ATTACH)

RECOMMENDATION

That Council accepts the tender submitted by WA Premix, for Tender No. RFT 03/2016 – Pre-Mixed Concrete – Supply and Delivery for an estimated total lump sum of (\$850,000 GST exclusive) (\$935,000 GST Inclusive) for the three (3) year contract period, based on the schedule of rates submitted.

COUNCIL DECISION

Background

The current Pre-Mixed concrete supply contract has concluded and subsequently RFT 03/2016 Pre-Mixed Concrete – Supply and Delivery was advertised on Wednesday 17 February 2016 in the Local Government Tender Section of The West Australian newspaper.

The Tender was also displayed on the City of Cockburn's E-tendering website from 17 February 2016 to Thursday, 3 March 2016 inclusive.

Submission

Tenders closed at 2:00 p.m. (AWST) on Thursday, 3rd March 2016; tender submissions were received from the following Two (2) companies:

	Tenderer Name	Trading Name
1	WA PREMIX	WA PREMIX
2	TDC Concrete Pty Ltd	TDC Concrete Pty Ltd

Report

Compliance Criteria

The following criteria were used to determine whether the submissions received were compliant.

	Compliance Criteria
(a)	Compliance with the Conditions of Tendering – Part 1 of this Request.
(b)	Compliance with the Specification – Part 2 contained in the Request.
(c)	Completion and submission of Form of Tender – Clause 3.1.
(d)	Compliance with Insurance Requirements and completion of Clause 3.2.8.
(e)	Compliance with Qualitative Criteria Requirements and completion of Clause 3.3.2.
(f)	Compliance with Fixed Price and completion of Section 3.4.2.
(g)	Compliance with Sub-Contractor requirements and completion of Section 3.6.
(h)	Compliance with and completion of the Price Schedule – Part 4, in the format provided in this Request.

	Compliance Criteria
(i)	Compliance with ACCC Requirements and completion of Appendix B.
(j)	Acknowledgement of any Addenda issued.

Compliant Tenderers

All Tenderers were deemed compliant and evaluated

Evaluation Criteria

Tenders were assessed against the following criteria:

Evaluation Criteria	Weighting Percentage
Demonstrated Experience	20%
Demonstrated Safety management	15%
Delivery / Supply Services	20%
Sustainability	5%
Tendered Price	40%
TOTAL	100%

Tender Intent/Requirements

The City of Cockburn (The Principal) is seeking a suitably experienced and equipped Contractor(s) for the manufacture, supply and delivery of Pre-Mixed Concrete; in the main of N20-20mm stone with 80mm nominal slump and kerbing mix; to the Principal's Operations Centre in Bibra Lake, WA or to any other site throughout the City of Cockburn area.

The proposed Contract shall be in place for a period of three (3) years from the date of award; with Principal instigated options to extend the period for a subsequent one (1) year period and up to an additional twelve (12) months after that, to a maximum of five (5) years.

Evaluation Panel

Tender submissions were evaluated by the following City of Cockburn staff:

1. Colin MacMillan – Works Coordinator – Roads (Chairman)
2. Jadranka Kiurski – Manager, Engineering Services (SBMG Representative)
3. Terry Green – Infrastructure Asset Manager

Scoring Table - Combined Totals

Tenderer's Name	Percentage Scores		
	Cost Evaluation	Non - Cost Evaluation	Total
	40%	60%	100%
WA PREMIX**	40.00	44.00	88.00
TDC	35.29	12.50	47.79

****Recommended Submission**

Evaluation Criteria Assessment

1. Demonstrated Experience

WA Premix are the current successful tender and have demonstrated they have the capacity to meet road service's needs, referees were consulted and WA Premix received a combined rating of 9.5 out of ten (3 referees). Comments were "reliable delivery, always accommodating, and good relationship with all staff from batchers to truck drivers". Provided a Quality Management System certificate.

TDC Concrete failed to supply referee contact details, submission indicated they could supply council with pre-mixed concrete requirements. Provided a Quality Management System certificate.

2. Demonstrated Safety Management

WA Premix provided Safety management plan including Safety plan, internal policies OH&S Compliance Certificate and Safe work Method statements. Referees reported no safety concerns or incidents.

TDC Concrete provided Integrated Risk Management Policy and internal policies.

3. Delivery / Supply Services

WA Premix plant is located in Bibra Lake industrial area. Referees consulted scored them 10 out of 10 for delivery of concrete very reliable. WA premix showed deliver response times for all deliveries and if provided 24hrs notice they would be able to deliver on time.

TDC plant is located in Bibra Lake industrial area. TDC did not provide details of delivery response times.

4. Sustainability Experience

WA Premix provided Environmental Policy, Environmental Management Compliance Certificate (ISO) and three Sustainable initiatives implemented. Reuse water to limit use of potable water Eco Frog Trial planned to commence from May 2016.

TDC provided Environmental Management Compliance Certificate (ISO).

5. Summation

WA PREMIX provides the best overall score against the assessment criteria at a competitive price and has proven to be competent in supply of pre mixed concrete products.

The Evaluation Panel recommends to Council that the submission by WA Premix for RFT 03/2016 – Pre-mixed Concrete, be supported.

Strategic Plan/Policy Implications

Moving Around

- An integrated transport system which balances environmental impacts and community needs.
- Facilitate and promote healthy transport opportunities.
- A safe and efficient transport system.
- A defined freight transport network.
- Infrastructure that supports the uptake of public transport and pedestrian movement.

Budget/Financial Implications

Premixed concrete supply will be funded from operational footpath maintenance, crossover and capital works budgets. The estimated spend was calculated using historical data and available funding from future budgets.

Legal Implications

Section 3.57 of the Local Government Act 1995 and Part 4 of the Local Government (Functions and General) Regulations 1996 refers.

Community Consultation

N/A

Risk Management Implications

Negative risks if council do not support the recommendation; non-compliance with council purchasing policy, current tender has expired and cost of readvertising and time to retender.

Recommended tenderer has proven they can meet council demand, no adverse risk in supporting recommendation.

Attachments

The following Confidential Attachments are provided under a separate cover:

1. Compliance Criteria Assessment
2. Consolidated Evaluation Sheet
3. Tendered Prices

Advice to Proponent(s)/Applicants

Those who lodged a tender submission have been advised that this matter is to be considered at the 9 June 2016 Council Meeting.

Implications of Section 3.18(3) Local Government Act 1995

Nil.

17. COMMUNITY SERVICES DIVISION ISSUES

Nil

18. EXECUTIVE DIVISION ISSUES

Nil

19. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

20. **NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING**
21. **NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY COUNCILLORS OR OFFICERS**
22. **MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE**
23. **CONFIDENTIAL BUSINESS**
24. **(OCM 9/6/2016) - RESOLUTION OF COMPLIANCE (SECTION 3.18(3), LOCAL GOVERNMENT ACT 1995)**

RECOMMENDATION

That Council is satisfied that resolutions carried at this Meeting and applicable to items concerning Council provided services and facilities, are:-

- (1) integrated and co-ordinated, so far as practicable, with any provided by the Commonwealth, the State or any public body;
- (2) not duplicated, to an extent Council considers inappropriate, services or facilities as provided by the Commonwealth, the State or any other body or person, whether public or private; and
- (3) managed efficiently and effectively.

COUNCIL DECISION

25. **CLOSURE OF MEETING**

CITY OF COCKBURN

SUMMARY OF MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING HELD ON THURSDAY, 26 MAY 2016 AT 6:00 PM

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CITY OF COCKBURN

MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING HELD ON THURSDAY, 26 MAY 2016 AT 6:00 PM

PRESENT:

Mrs C Reeve-Fowkes	-	Deputy Mayor (Presiding Member)
Mr L. Howlett	-	Mayor
Mr B. Houwen	-	Councillor
Mr P. Eva	-	Councillor

IN ATTENDANCE:

Mr S. Cain	-	Chief Executive Officer
Mr D. Green	-	Director, Governance & Community Services
Mr S. Downing	-	Director, Finance & Corporate Services
Mr D. Arndt	-	Director, Planning & Development Services
Mr C. Sullivan	-	Director, Engineering & Works
Mr J Ngoroyemoto	-	Governance & Risk Co-ordinator
Mrs B. Pinto	-	PA to Directors - Finance. & Corporate Services/Governance & Community Services

1. DECLARATION OF MEETING

The Presiding Member declared the meeting open at 6.02 pm.

2. APPOINTMENT OF PRESIDING MEMBER (If required)

Nil.

3. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (BY PRESIDING MEMBER)

Nil



4 (DAPPS 26/5/2016) - APOLOGIES & LEAVE OF ABSENCE

Clr Steven Portelli	-	Apology
Clr Lyndsey Sweetman	-	Apology
Clr Stephen Pratt	-	Apology
Clr Kevin Allen	-	Apology

5. CONFIRMATION OF MINUTES

5.1 **(MINUTE NO 355)** (DAPPS 26/5/2016) - MINUTES OF THE DELEGATED AUTHORITIES, POLICIES & POSITION STATEMENTS COMMITTEE MEETING - 25/2/2016

RECOMMENDATION

That Council adopt the Minutes of the Delegated Authorities, Policies and Position Statements Committee Meeting held on Thursday, 25 February 2016, as a true and accurate record.

COMMITTEE RECOMMENDATION

MOVED Clr P Eva SECONDED Clr B Houwen that the recommendation be adopted.

CARRIED 4/0

6. DEPUTATIONS & PETITIONS

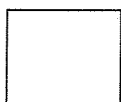
Nil

7. BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (IF ADJOURNED)

Nil

8. DECLARATION OF COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS IN THE BUSINESS PAPER

Nil



9. COUNCIL MATTERS

AT THIS POINT IN THE MEETING, THE TIME BEING 6.08 PM THE FOLLOWING ITEMS WERE CARRIED BY 'EN BLOC' RESOLUTION OF COUNCIL

9.1	10.1	11.1	12.1
9.3	10.3		
9.5			
9.6			

9.1 **(MINUTE NO 356)** (DAPPS 26/5/2016) - PROPOSED AMENDMENT TO POLICY SES1 'OBTAINING LEGAL OR OTHER EXPERT ADVICE' & ASSOCIATED DELEGATED AUTHORITY (086/003) (D GREEN) (ATTACH)

RECOMMENDATION

That Council:

- (1) notes the report on the management and administration of Policy SES1 'Obtaining Legal and Other Expert Advice', as shown in the attachment to the Agenda; and
- (2) adopts Policy SES1 'Obtaining Legal or Other Expert Advice' and associated Delegated Authority, as shown in the attachment to the agenda.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cllr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

At the February 2016 DAPPS Committee Meeting, this Policy and Delegated Authority was deferred to enable clarification on the methodology by which legal or other expert advice is provided to elected members to enable them to perform their civic function.

Submission

N/A

Report

The intent of the Policy and associated Delegated Authority is to ensure that all relevant legal and other expert advice upon which the City of Cockburn is reliant to address issues of concern inherent to the role and responsibilities of the City, is able to be expeditiously obtained for the purpose of assisting the City achieve its desired outcomes.

For this purpose, Policy SES1 "Obtaining Legal or Other Expert Advice" and associated Delegated Authority provides the basis on which the relevant advice can be sourced, as well as including conditions attached to the release of the advice to elected members.

There has been some concern raised by members that not all advice deemed to be of sufficient importance in consideration of their decision making role, is provided to them in accordance with the requirements of the Policy (see flowchart document attached).

At this point it is important to note that not all legal or other expert advice is, nor should be, provided to members in the normal course of the City's business. What needs to be clearly understood is that members should always be provided with the relevant advice when it is obtained as the result of either:

1. a Council decision to do so; or
2. advice obtained by an officer under delegated authority which is to be contained within a report to Council for its consideration.

Under either of these circumstances, the Policy (and Delegated Authority) clearly requires the timely provision of the advice to members, in order for them to fulfil their role as elected members.

It is acknowledged that this requirement has not been strictly adhered to on all occasions in the past. This is probably due to a lack of knowledge by some officers of the Policy requirement, particularly those more recent employees. In order to overcome this knowledge



void, a memorandum has been provided to all delegated staff reminding them of this requirement and to ensure future compliance.

There are many other occasions where basic legal or other advice is sought and obtained for operational reasons. These are to do with issues such as payment default (rates, fines) or other legislative compliance with planning or building provisions, but can cover many areas of primarily an administrative nature.

These are the matters which numerically make up the majority of the City's advice, but have no impact on the role of elected members, as the course of action and any outcomes are not dependent on a Council decision. Hence, these matters are specifically excluded from the Policy requirement to notify members, as illustrated in the flowchart.

For this reason, the "Legal Advice Register" provided annually to the Audit and Strategic Finance Committee will, in future, limit the notification to those issues which are related to the Policy requirement, unless the amount related to administrative advice is of such an amount to warrant Council's attention.

Strategic Plan/Policy Implications

Leading & Listening

- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

Councils Operational Budgets contain funds to enable legal and other expert advice to be sourced as necessary by delegated and operational staff.

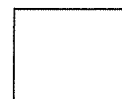
Legal Implications

Sections 5.42 – 5.46 of the Local Government Act 1995 refers to Delegated Authority

Part 9 of the Local Government Act 1995 refers to legal proceedings and enforcement.

Community Consultation

N/A



Risk Management Implications

A high level of risk to “Disruption” and “Performance” of the City’s transactional business would be likely should Council withdraw or substantially withdraw its delegated authority to Officers under the legislative heads of power for which it is responsible.

Attachment(s)

Policy SES1 ‘Obtaining Legal and Other Expert Advice’ and proposed amended associated Delegated Authority.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

9.2 (MINUTE NO 357) (DAPPS 26/5/2016) - ANNUAL REVIEW OF DELEGATED AUTHORITIES MADE UNDER THE LOCAL GOVERNMENT ACT 1995 (086/003) (J NGOROYEMOTO) (ATTACH)

RECOMMENDATION

That Council :

- (1) adopt proposed amendments to the Delegated Authorities made under the Local Government Act 1995, as shown in the attachments to the Agenda; and
- (2) update the Delegated Authorities Register accordingly.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Mayor L Howlett SECONDED Cllr P Eva that adopt the recommendation subject to amending LGAFCS1 ‘Local Government Act, 1995 – Advertising Proposed Differential Rates’, as shown in the attachments to the Minutes.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL



COUNCIL DECISION

Reason for Decision

Given the limited time for ratepayers to view the Objects and Reasons every effort should be made to ensure there is immediate advice that the Objects and Reasons have been advertised.

Background

Section 5.46 of the *Local Government Act 1995* requires local governments to keep and maintain a Register of Delegated Authority. In accordance with section 5.46(2), Governance Services have coordinated a full review of the Delegations made under the Local Government Act, as required.

The review of the Delegations made under the Local Government Act is now complete. The Delegated Authorities, Policies and Position Statements (DAPPS) Committee is now required to consider and recommend adoption of the proposed amendments to Council.

Submission

N/A

Report

In accordance with s5.46 of the *Local Government Act 1995* the City currently maintains a Register of Delegated Authority.

Section 5.46(2) of the Act requires a complete review of the Register of Delegated Authority to be conducted at least once every financial year. The review of the delegations made under the Local Government Act has now been undertaken and is now being presented for adoption.

In consultation with the relevant officers, a comprehensive review of these delegations was undertaken. Very few changes were made to delegations, indicating they are still in line with their objective.

Listed in the table below are the proposed amended delegations for consideration of Council.

Delegation	Proposed Amendment	Reason for Amendment
LGAES3 – Calling of Tenders or Expressions of	Under the sub heading Condition/Guidelines	Cosmetic change to reflect the correct title of



<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
Interest	condition (2) Delete the words 'Councillors' info', and replace with the words 'Elected Members.	the Newsletter
LGAES11 – Execution of Documents	Under sub heading sub-delegate/s , delete the words 'Human Services' after the word 'Manager', and insert the words 'Community Development'. Delete the words 'Human Services Operations Manager', and insert 'Child Care & Seniors Manager'. Inclusion of two sub-delegates, namely, Manager – Infrastructure Services and Marina & Coastal Engineering Manager.	Cosmetic change to reflect correct position titles as per the City of Cockburn organisational Structure Marina Pen Licences will need to be executed once the City takes over management of the Marina.
LGACS2 – Local Laws - Donations	Under sub heading functions delegated , insert a new clause after clause (8) as follows 'Bus Subsidy for Not for Profit Community groups based in the City of Cockburn, servicing a significant number of Cockburn residents for 50% of bus hire costs (excluding City of Cockburn bus hire) up to \$100 per claim (maximum 1 claim per month and for a maximum of \$500 per financial year)'. Under sub heading sub-delegate/s , delete the words 'Community Services' and insert 'Recreation and Community Safety'	This change specifies the donation provision for Bus Subsidies in accordance with current practices Cosmetic change to reflect the correct position title as per the City of Cockburn organisational Structure
LGACS5 – Local Laws – Use of Reserves	Under sub heading sub-delegate/s , delete the words 'Community Services' and insert 'Recreation and Community Safety'	Cosmetic change to reflect the correct position title as per the City of Cockburn organisational Structure
LGACS7 – Funding Assistance – Community Associations – Publication	Under sub heading sub-delegate/s , delete the words 'Community	Cosmetic change to reflect the correct position title as per the City of



<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
& Distribution of Newsletters	Services' and insert 'Community Development'	Cockburn organisational Structure
LGACS9 – Youth Sports Travel Assistance Grants	Under the sub heading sub – delegate/s , insert the words 'Community Services', and insert 'Recreation and Community Safety'	Cosmetic change to reflect the correct title as per the City of Cockburn organisational Structure
LGAEW2 – Temporary Road Closures	Under the sub heading sub – delegate/s Insert 'Director of Engineering and Works'	To make the Director of Engineering and Works, a sub-delegate, in order to provide cover in the absence of the other sub delegates, to temporarily close roads/ or paths for road work events.
LGAEW4 – Sand Drift	Under the sub heading sub – delegate/s Insert 'Director of Engineering and Works'	To make the Director of Engineering and Works, a sub-delegate, in order to provide cover in the absence of the other sub delegates, to issue notices and initiate proceedings to prevent sand drift.
LGAEW5 – Obstruction of Streets	Under the sub heading sub – delegate/s Insert 'Director of Engineering and Works'	To make the Director of Engineering and Works, a sub-delegate, in order to provide cover in the absence of the other sub delegates, to serve notices on owner of object, obstructing or encroaching on street or road reserve.
LGAFCS1 – Advertising Proposed Differential Rates	Under sub heading conditions/guidelines , condition (1), insert the words 'in the' in between the words 'advertised and following, Delete the words 'preparation of the First draft Budget', and insert the word 'the'. Insert the words ' of the Budget Concept Forum for Elected Members covering Rates Modelling' between the words 'presentation' and 'each'	Changes to reflect the change to Council's Budget Management policy requiring a rates modelling budget workshop with Elected Members



<u>Delegation</u>	<u>Proposed Amendment</u>	<u>Reason for Amendment</u>
LGAFCS8 'Corporate Credit Cards'.	Under sub heading conditions/guidelines , condition (3) insert the words 'system register for' in between the words 'the' and 'Credit'. After the word 'issued', insert the following statement 'and the recording of delegated decisions register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer'.	Changes to ensure the required recording of the use of the change to reflect recording of exercise of delegation is consistent with other delegations

The Instruments of delegation, as below have been reviewed by staff and are considered appropriate for Council to adopt in their presented form.

LGACS3 'City of Cockburn (local Government Act) Local Laws – Notices'.

LGACS10 –'Local Government Act, 1995 – Youth Art Scholarship Programme'.

LGACS11 – 'City of Cockburn (Local Government Act) Local Laws – Applications to keep more than two (2) dogs at a residential property'.

LGAES2 'Local Government Act, 1995 – Appointment of Authorised Persons'.

LGAES4 'Local Government Act, 1995 – Contract Variation'.

LGAES5 'Local Government Act, 1995 – Legal Proceedings'.

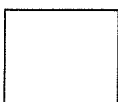
LGAES6 'Local Government Act, 1995 – Authority to Call Public Meetings'.

LGAEW1 'City of Cockburn (Local Government Act) Local Laws – Traffic and Vehicles'..

LGAEW3 'Local Government Act, 1995 – Dangerous Trees'.

LGAFCS4 'Local Government Act, 1995 – Payments from Municipal and Trust Funds'.

LGAFCS5 'Local Government Act, 1995 – Recovery of Rates and Services Charges – Leased Properties'.



LGAFCS9 'Acquisition and Disposal of Property (Land)'.

LGAFCS10 'Objections to the Rate Record and Rateable Status of Land'.

LGAPD1 'City of Cockburn (Local Government Act) Local Laws 2000(as amended) – Signs, Hoardings, Bill Postings'

LGAPD4 – Preparation of Business Plans for Disposal of Land

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

Sec.5.46(2) of the Local Government Act, 1995 refers.

Community Consultation

N/A

Risk Management Implications

Failure to adapt the recommendation may result in non - compliance with the local Government Act 1995 requirement to complete review of the Register of Delegated Authority at least once every financial year.

Attachment(s)

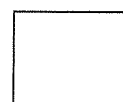
Various instruments of Delegated Authority – 11.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.



9.3 **(MINUTE NO 358) (DAPPS 26/5/2016) - ANNUAL REVIEW OF DELEGATED AUTHORITIES MADE UNDER ACTS EXTRANEIOUS TO THE LOCAL GOVERNMENT ACT 1995, (086/003) (J NGOROYEMOTO) (ATTACH)**

RECOMMENDATION

That Council :

- (1) adopt proposed amendments to the Delegated Authorities made under Acts Extraneous to the Local Government Act, 1995, as shown in the attachment to the Agenda; and
- (2) update the Delegated Authorities Register accordingly.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED C/r P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

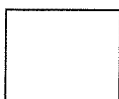
Background

Section 5.46 of the *Local Government Act 1995* requires local governments to keep and maintain a Register of Delegated Authority. In accordance with good practice measures, Governance Services has co-ordinated a full review of the Delegations made under other Acts extraneous to the Local Government Act 1995.

The review of the Delegations is now complete and the DAPPS Committee is now requested to consider and recommend adoption of the proposed documents to Council.

Submission

N/A



Report

In accordance with s5.46 of the *Local Government Act 1995* the City currently maintains a Register of Delegated Authority.

Section 5.46(2) of the Act requires a complete review of the Register of Delegated Authorities made pursuant to the Act to be conducted at least once every financial year. While the review does not extend to those Delegations made under Acts extraneous to the Local Government Act 1995, it has been done to conform to the principle of good governance.

In consultation with the relevant officers, a comprehensive review of the Delegations made under other Acts was undertaken. Very few changes were made to delegations, indicating they are still in line with their objective.

Listed in the table below are the proposed amended delegations for consideration of Council.

Delegation	Proposed Amendment	Reason for Amendment
OLCS3 – Bushfires Act 1954 - Legal Proceedings	Under the sub heading delegate, Delete ' Ranger Administration Coordinator', and insert 'Senior Ranger'	Cosmetic change to reflect the accurate position title as per City's organisational structure.
DA-OLCS15 – Dog Act 1976 – Administration and Enforcement	Under sub heading conditions/guidelines , condition 2. Dot points 3, delete the number '16' after Section, and insert '15'. Under sub heading sub/delegates delete the words 'Ranger' before 'Administration' and Coordinator after 'Administration' and insert the words 'Senior' before 'Administration', and 'Officer-Ranger Services' after 'administration'. Under sub heading sub/delegates insert Manager Environmental Health – to approve kennel establishments (section 27) only.	To accurately reflect the correct section of the Dog Act 1976 that specifies discounts and waiving of dog registration fees Cosmetic change to reflect the accurate position title as per City's organisational structure This change allows for Manager Environmental Health to deal with kennel establishment matters only under this delegation
OLPD21 – Building Act 2011 - Approve or Refuse a Demolition Permit	Under the sub heading of function delegated insert the words and number '& 22' in between the number '21' and 'of'.	This change is to correct the omission of s22 of the Building Act 2011 into the instrument of Delegation. In order to match the



Delegation	Proposed Amendment	Reason for Amendment
		delegated authority to the relevant section of grounds of refusal for application.
OLPD23 – Building Act 2011 - Issue an Occupancy Permit or Building Approval Certificate	Under the sub heading of functions delegated insert the words 'or modify' in between the words 'issue' and 'an'. 'Department of Parks and Wildlife'	To correctly match the functions intended for delegation to the legislative requirement under the Building Act 2011. This specifies the power to modify occupancy permits and building approval certificates

The Instruments of delegation below have been reviewed by staff and are considered appropriate for Council to adopt in their presented form.

The relevant Delegated Authority documents under consideration in this Report for which no changes are required are listed below:

OLCS1 'Bush Fires Act 1954 – Abatement of a Fire'

OLCS2 'Bush Fires Act 1954 – Prohibited and Restricted Burning Period'

OLCS5 'Bush Fires Act 1954 – Powers and Duties'

OLCS14 'Cat Act 2011- Administration and Enforcement'

OLPD17 'City of Cockburn – Town Planning Scheme No.3 – Development Contributions'

OLPD20 'Building Act 2011 – Approve or Refuse Building Permit'

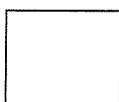
OLPD22 'Building Act 2011 – Approve or Refuse an Extension of Time for Building and Demolition Permits'

OLPD24 'Building Act 1952- Make an Order for Building or Demolition Work'

OLPD25 'Building Act 2011 – Revoke Order for Building or Demolition Work'

OLPD26 'Building Act 1954 – Approve of Refuse an Extension of Time for an Occupancy Permit and Building Approval Certificate'

OLPD27 'Building Act 2011 - Appoint Authorised Persons'



OLPD28 'Building Act 2011 – Legal Proceedings'

OLPD29 'Food Act 2008 – Prosecution'

OLPD30 'Food Act 2008 - Prohibition Orders'

OLPD31 'Food Act 2008 – Registration of Food Business'

OLPD32 'Food Act 2008 – Appointment of Authorised Persons and Designated Officers'.

OLPD33 'Town Planning Scheme No. 3 – Development Control'

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

Sec. 5.46 (2) of the Local Government Act, 1995 refers.

Community Consultation

N/A

Risk Management Implications

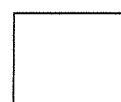
Failure to adapt the recommendation may result in inconsistent Instruments of Delegation that do not reflect current practices and positions, thus not adhering to principles of good governance.

Attachment(s)

Various instruments of Delegated Authority - 4

Advice to Proponent(s)/Submissioners

N/A



Implications of Section 3.18(3) Local Government Act, 1995

Nil.

9.4 (MINUTE NO 359) (DAPPS 26/5/2016) - PROPOSED AMENDMENT TO POLICY AES6 'ATTENDANCE AT CONFERENCES' (182/002; 086/003) (S DOWNING) (ATTACH)

RECOMMENDATION

That Council adopt proposed amendments to Policy AES6 'Attendance at Conferences and Seminars' as shown in the attachment to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Mayor L Howlett SECONDED Cllr P Eva that the recommendation be adopted, subject to:

- (1) the inclusion of a new Clause (4), as follows:
 - (4) all Elected Members are to be advised of interstate or overseas conferences authorised by the Chief Executive Officer for attendance by an Elected Member in accordance with this Policy immediately on the granting of such approval.
- (2) renumbering the remaining Clauses (5) to (16) accordingly.

CARRIED 3/1

COUNCIL DECISION

Reason for Decision

As a matter of courtesy, Elected Members should be informed of interstate and overseas conferences authorised for attendance by their colleagues.

Background

At the Delegated Authorities, Policies and Position Statements Committee meeting held on 25 February 2016, Committee requested



clarification whether delegates to conferences were covered by Council's travel insurance policy.

Submission

N/A

Report

Council's insurance company, LGIS has confirmed that all delegates attending a conference authorised by the Chief Executive Officer in accordance with Council Policy AES6 'Attendance at Conferences and Seminars', Clause (6) (Officers) and (8) (Elected Members) are covered under Council's travel insurance policy.

The travel insurance provides cover for conferences within Western Australia, interstate and international. The policy covers life, total and permanent disablement, loss of luggage, sickness and cancellation of travel, emergency overseas evacuation (ill-health), kidnap, theft of personal items.

A copy of the relevant section of the travel insurance policy is attached.

The Policy AES6 has been amended to reflect that delegates are covered by Council's travel insurance policy by the inclusion of a new Clause (15) "Delegates attending all conferences and seminars authorised by the Chief Executive Officer are insured under Council's relevant travel insurance for travel to and from the conference (from home or office)."

Strategic Plan/Policy Implications

Leading & Listening

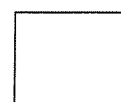
- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

The premium is paid by Council on an annual basis.

Legal Implications

N/A



Community Consultation

N/A

Risk Management Implications

The travel insurance policy assists in the mitigation of risks for all delegates to an authorised conference and seminar.

Attachment(s)

1. Proposed amended Policy AES6 'Attendance at Conference and Seminar'.
2. Copy of Council's travel insurance policy for delegates to conference and seminars.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

9.5 (MINUTE NO 360) (DAPPS 26/5/2016) - PROPOSED AMENDMENT TO POLICY SC51 'ENTERPRISE RISK MANAGEMENT'(182/001; 021/012) (J NGOROYEMOTO) (ATTACH)

RECOMMENDATION

That Council adopt the proposed amendments to Policy SC51 'Enterprise Risk Management', as shown in the attachment to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Cllr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

COUNCIL DECISION



Background

At the Ordinary Council Meeting of 13 June 2013, Council endorsed the City's risk management policy and associated roll-out program. City policy SC51 Enterprise Risk Management (the policy) is a commitment by the City to ensuring that sound risk management practices and procedures are fully integrated into its strategic, operational processes and day to day business practices, in order to promote a culture of risk management. A review of the policy has been conducted in line with guidelines and principles of the Australian risk standard, AS/NZ ISO 31000:2009, to ensure all aspects of risk management program are up to date and accurate.

Under the framework the Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996. However the Delegated Authorities, Policies and Position Statements Committee has the authority to amend policies. Therefore Policy SC51 is presented for review.

Submission

N/A

Report

The Policy states that the purpose of risk management is:

To provide a framework to manage the risks involved in all activities to maximise opportunities and minimise adversity. To this end, the City will implement and maintain procedures to provide the Council with a systematic view of the risks faced in the course of conducting its business.

The City currently has a strong formalised risk management policy and guidelines. The Policy indicates the standards the risk management program is based on, ISO31000 – Risk Management – Principles & Guidelines and AS/NZS 4360:2004 – Risk Management.

A review of this Policy highlights the following minor gaps which can be easily modified to ensure compliance with standards ISO31000 – Risk Management – Principles & Guidelines and AS/NZS 4360:2004 – Risk Management. These include:



Risk Appetite

A section has been included in the guidelines to clearly define the City's risk appetite, to outline the approach to assessing and eventually pursuing, retaining, taking or turning away from risk.

Definitions

The definitions section has been amended to provide further clarification of relevant Risk Management concepts. The following terms have been amended or added:

- Strategic Risk Management
- Project Risk Management
- Risk Appetite
- Risk Assessment

Responsibilities for Risk Management

This section has been amended to reflect the correct position titles consistent with the City's organisational structure, and appropriate responsibilities.

Risk Management Process

Inclusion of a new section on communication and consultation, as per principles of risk management standards.

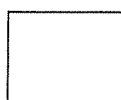
Step 3. Analyse Risk

Likelihood table: this section has been amended to provide further explanation on the descriptors, in order to provide descriptions that cater for strategic, operational and project risk assessments.

Consequences Impact table: this has been amended to reflect Local Government best practice and based on the Australian Standard AS/NZS ISO 31 000: Risk Management – Principles and Guidelines. The table now includes OSH, Environmental Health, & Compliance as Risk Impact Categories.

Step 4. Evaluate Risk

A measure of effectiveness table has been incorporated into this section, in order to allow evaluation of controls for their effectiveness. The measure represents the fit of the actual controls to the 'design intent' for risk treatment, particularly in terms of changing the causal aspect of the risk and the actual effectiveness in practice.



Key Outcomes

This section has been included to outline the benefits of Risk Management.

Risk Register Template

The risk register template has been amended to accommodate all changes described above, in order to provide up to date and accurate documentation.

The purpose of this review is to ensure that the risk management policy and guidelines reflect a mature approach in managing risks within the City of Cockburn. This document underpins the way that the City of Cockburn manages risk to both the community and within the council business

Strategic Plan/Policy Implications**Leading & Listening**

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Failure to adapt the recommendation may result in inconsistent Policy and guidelines that do not reflect our current and best practices in accordance with the Australian Standard AS/NZS ISO 31 000: Risk Management – Principles and Guidelines, thus not adhering to good governance principles.

Attachment(s)

Proposed amended Policy SC51 'Enterprise Risk Management'.



Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

9.6 (MINUTE NO 361) (DAPPS 26/5/2016) - RECORDING OF EXERCISE OF DELEGATED AUTHORITIES REVIEW (086/003) (B PINTO)

RECOMMENDATION

That Council :

- (1) adopt proposed amendments to various Delegated Authorities, as outlined in the report, and
- (2) update the Delegated Authorities Register accordingly.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Cllr P Eva SECONDED Mayor L Howlett that The recommendation be adopted.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

A review of all Delegated Authorities has been undertaken to ensure consistency of the methodology of recording such delegations when officers exercise relevant delegated authorities.



Submission

N/A

Report

In accordance with s5.46 of the *Local Government Act 1995* the City currently maintains a Register of Delegated Authorities, and a record of the exercise of the power or the discharge of the duty.

In order to ensure that the method used to record Delegated Authorities is carried out in a consistent manner when Officers exercise such delegations, correct terminology should be explained in such instruments of delegation to eliminate any confusion Officers may have as to how such delegations must be recorded. The current terminology on the instruments of delegation listed in this report states under 'Conditions/Guidelines':

All transactions utilising this delegation are to be recorded in the Delegated Authority Portal System by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

The wording to replace the above which will apply to the following Delegated Authorities is:

All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

LGAFCS10 'Objections to the Rate Record & Rateable Status of Land'
 AES1 'Annual General Meeting of Electors'
 AES2 'Council's Common Seal'
 AES4 'Annual Arts Competition'
 AES9 'Approval to Participate in Representative Delegations'
 ACS1 'Community Welfare Funding'
 ACS3 'Approval to Conduct Circuses'
 ACS4 'Rewards for Civic Deeds'
 ACS7 'Donations to Schools – Reimbursements'
 ACS8 'Hire of Council Community Centres & Halls'
 ACS10 'Agreements for Management of Council Club/Changerooms'
 ACS11 'Youth Academic Assistance'
 ACS12 'Sport & Recreation Clubs Grant – Sport & Recreation'
 ACS13 'Emergency Relief Fund'
 AC2 'Seating Arrangements for Council Meeting'
 AEW1 'Street Verge Improvements'
 AEW2 'Kerbside House Numbers'



AEW3 'Street Lighting'
AEW4 'Installation of Playground/Recreation Equipment on Reserves'
AEW5 'Landowner Biodiversity Conservation Grant Program'
AEW6 'Promotional Street Banners'
AEW9 'Internally Illuminated directional Signs'
AEW10 'Installation of Private Memorial Plaques in Public Open Space'
AFCS1 'Employee Development'
AFCS2 'Leasing of Council Controlled Land'
AFCS3 'Disposal of Assets'
AFCS4 'Defence Force Reserves – Staff Participation'
AFCS6 'Renewal of Leases & Licenses for Council Owned or Controlled Property'
AFCS8 'Change of Basis for Valuation of Land for Rating Purposes'
LPP 5.4 'Location of High Voltage Overhead Power Lines & Microwave Towers'
LPP 5.12 'Subdivision Retaining Walls'
APD21 'Pedestrian Access Way (PAW) Closure'
APD52 'Appointment of Real Estate Agent to Sell Council Owned Property'
APD55 'Structure Plans & Activity Centre Plans'
APD56 'Building Permits/Strata Plans'
SCS1 'Media Activity'
SC8 'Conduct of Elections by Postal Ballot'
SEW1 'Maintenance of Verges & Public Open Space (POS) Following Residential Subdivision'
SEW2 'Street & Public Area Lighting'
SFCS1 'Investments'
SPD7 'Prevention of Sand Drift from Subdivision & Development Sites'

Strategic Plan/Policy Implications

Leading & Listening

- A responsive, accountable and sustainable organisation.
- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

N/A

Legal Implications

Sec. 5.46(2) of the Local Government Act, 1995 refers.



Community Consultation

N/A

Risk Management Implications

Failure to adopt the recommendation may result in inconsistent processes for the recording of the exercise of delegations, and lead to non-conformance with the principles of good governance, and non-compliance with the Local Government Act 1995 for delegations made under this Act.

Attachment(s)

N/A

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

10. PLANNING & DEVELOPMENT DIVISION ISSUES

10.1 (MINUTE NO 362) (DAPPS 26/5/2016) - ADOPTION OF PROPOSED NEW DRAFT LOCAL PLANNING POLICY LPP 5.10 'DESIGN REVIEW PANEL - TERMS OF REFERENCE' (182/001) (A LEFORT) (ATTACH)

RECOMMENDATION

That Council adopt proposed new Draft Local Planning Policy LPP 5.10 'Design Review Panels – Terms of Reference' for the purposes of advertising in accordance with Clause 4(1) of the *Planning and Development (Local Planning Schemes) Regulations 2015* for a period of 21 days, as shown in the attachments to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Clr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0



COUNCIL DECISION

Background

Council at its meeting held on 14 April 2016 resolved to establish a Design Review Panel in accordance with the provisions of Town Planning Scheme No. 3 (TPS 3) for the purposes of providing independent expert design review advice for complex planning proposals. Council also resolved to draft a Local Planning Policy outlining type of development that will be referred to the Panel, a set of Design Principles that the panel will use for a basis for review and Terms of Reference for the panel.

In accordance with the previous Council report on the matter, it is envisaged that the panel will commence operating in the first half of 2017.

Submission

Nil

Report

The proposed draft policy provides clear terms of reference for the Design Review Panel to operate under and includes the following:

- Statutory Basis
- Panel Membership
- Role of the Panel
- Operation of the Panel
- Design Principles
- Format of the Meeting
- Role of the Chair
- Recording of the Meeting
- Frequency of Meetings
- Panel Member Fees

It is considered that the policy will provide sufficient guidance to panel members, staff and applicants to ensure that benefits from the Design Review Panel are maximised.

Strategic Plan/Policy Implications

Growing City

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.



- Development that is soundly balanced between new and existing areas.
- Diversity of housing to respond to changing needs and expectations.

Leading & Listening

- A culture of risk management and compliance with relevant legislation, policy and guidelines

Budget/Financial Implications

Costs incurred in the implementation of the Design Review Panel to be met through municipal funds.

Legal Implications

Nil

Community Consultation

To occur once policy is adopted by Council for the purposes of consultation.

Risk Management Implications

If appropriate terms of reference are not adopted by Council, there is a minor risk that the panel would not operate effectively, therefore not delivering maximum benefits to the City with regards to built form outcomes.

Attachment(s)

Proposed new Draft Local Planning Policy LPP 5.10 'Design Review Panel – Terms of Reference'.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.



10.2 **(MINUTE NO 363)** (DAPPS 26/5/2016) - ADOPTION OF PROPOSED NEW DRAFT LOCAL PLANNING POLICY LPP1.15 'TOURIST ACCOMMODATION' (182/001) (A LEFORT) (ATTACH)

RECOMMENDATION

That Council adopt proposed new Draft Local Planning Policy LPP1.15 'Tourist Accommodation' for the purposes of advertising in accordance with Clause 4(1) of the *Planning and Development (Local Planning Schemes) Regulations 2015* for a period of 21 days, as shown in the attachment to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Deputy Mayor C Reeve-Fowkes SECONDED Cllr P Eva that adopt the recommendation, subject to Clause (5) 3. of the Policy being amended to read:

- (5) 3. Parking shall be provided at the rate of 1 car parking bay per guest bedroom in addition to car bays required for the keeper/manager which shall be in accordance with the Residential Design Codes in residential areas or equivalent in rural zoned areas.

CARRIED BY CASTING VOTE OF PRESIDING MEMBER 2/2

COUNCIL DECISION

Reason for Decision

The parking rate contained in the Draft Policy for 'Bed and Breakfast' is proposed to be one car bay per two guest bedrooms, however this is not considered to be sufficient for these types of uses. One bay per guest bedroom is more suitable and will ensure that these type of uses do not negatively impact on the amenity of the surrounding area in relation to access and parking.

Background

The City of Cockburn is well placed to accommodate tourists with good access to Perth CBD and Fremantle, major transport networks, health and educational facilities, and access to world-class beaches. Tourist and other short-term accommodation proposals are therefore expected



to increase within the City and Town Planning Scheme No. 3 (TPS 3) provides limited development standards for such proposals. In addition, new forms of tourist/short-stay accommodation using disruptive technology are becoming more prevalent which are not necessarily addressed by the current planning framework.

This Local Planning Policy shall provide guidance for applicants, Council and the community in the assessment and determination of such applications.

Submission

N/A

Report

The proposed draft policy provides development standards for a number of tourist-based land uses in TPS 3 including:

- Tourist Accommodation (including cabins, chalets, short-stay self-contained accommodation and similar forms of tourist accommodation)
- Bed and Breakfast
- Hotel
- Motel
- Holiday Home (Standard); and
- Caravan Parks

The policy specifically does not provide development standards for long-term park home parks, lifestyle villages or for Hotels that do not contain accommodation. With regards to Caravan Parks, the policy references the Western Australian Planning Commission Planning Bulletin 49/2014 which provides development standards for the caravan park use.

Tourist Accommodation uses that are well located and managed generally cause minimal amenity impacts to neighbours. The draft policy includes the requirement for provision of a management plan for these uses and includes information about what matters need to be addressed.

The policy also includes guidance about the following matters:

- Car parking (where not provided for in TPS 3)
- When a keeper shall be present
- Mixed use developments
- Proposals that involve the use of a room(s) within a dwelling where the owner/occupier is present for tourist accommodation purposes.



Strategic Plan/Policy Implications

Growing City

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.
- Development that is soundly balanced between new and existing areas.

Leading & Listening

- A culture of risk management and compliance with relevant legislation, policy and guidelines.

A Prosperous City

- Creation and promotion of opportunities for destination based leisure and tourism facilities.

Budget/Financial Implications

Nil

Legal Implications

Nil

Community Consultation

To occur once the policy is adopted by Council for the purposes of consultation.

Risk Management Implications

If the subject draft policy is not adopted for advertising and therefore progressed, it could result in an inconsistent approach to decision making with regards to Tourist Accommodation purposes which is undesirable and could damage the brand and/or reputation of the City.

Attachment(s)

Proposed new Draft Local Planning Policy LPP1.15 'Tourist Accommodation'.

Advice to Proponent(s)/Submissioners

N/A



Implications of Section 3.18(3) Local Government Act, 1995

Nil.

10.3 (MINUTE NO 364) (DAPPS 26/5/2016) - ADOPTION OF MINOR MODIFICATIONS TO VARIOUS LOCAL PLANNING POLICIES (182/001) (C DA COSTA) (ATTACH)

RECOMMENDATION

That Council adopts minor changes to the following Local Planning Policies, as shown in the attachment to the Agenda, in accordance with Clause 5(2) of the Planning and Development (Local Planning Schemes) Regulations 2015:

- (1) LPP 1.1 'Residential Design Codes Alternative Deemed to Comply Provisions'
- (2) LPP 1.2 'Residential Design Guidelines'
- (3) LPP 1.3 'Ancillary Dwellings'
- (4) LPP 1.5 'Single Bedroom Dwellings'
- (5) LPP 1.7 'Coogee Residential Height Requirements'
- (6) LPP 3.9 'Industrial Development'
- (7) LPP 4.3 'Newmarket Precinct Design Guidelines'

COMMITTEE RECOMMENDATION

MOVED Cllr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

COUNCIL DECISION



Background

The local planning policies the subject of this report require minor wording modifications to provide clarity and bring the policies into conformity with the Town Planning Scheme No. 3 (TPS 3) and Residential Design Codes (R-Codes).

Submission

N/A

Report

The following local planning policies are all proposed to have minor administrative changes which do not introduce new provisions or alter the intent of existing policy provisions:

Ref No.	Local Planning Policy	Change Summary
LPP 1.1	Residential Design Codes Alternative Deemed to Comply Provisions	<ul style="list-style-type: none"> Minor Formatting; and Clarifying wall height of 3m for patios.
LPP 1.2	Residential Design Guidelines	<ul style="list-style-type: none"> Clarifying vehicle access and parking requirements in line with the R-Codes.
LPP 1.3	Ancillary Dwellings	<ul style="list-style-type: none"> Clarifying plot ratio areas for ancillary dwellings.
LPP 1.5	Single Bedroom Dwellings	<ul style="list-style-type: none"> Minor Formatting; and Clarifying floor area requirements and dwelling size in line with the R-Codes.
LPP 1.7	Coogee Residential Height Requirements	<ul style="list-style-type: none"> Re-wording of wall and total heights in line with the R-Codes wording.
LPP 3.9	Industrial Development	<ul style="list-style-type: none"> Updating the Australian Standard for bicycle parking.
LPP 4.3	Newmarket Precinct Design Guidelines	<ul style="list-style-type: none"> Clarification on car parking and access provisions for cash-in-lieu payments.

Strategic Plan/Policy Implications

Growing City

- To grow our City in a sustainable way by: using land efficiently, protecting the natural environment and conserving biodiversity.
- Development that is soundly balanced between new and existing areas.



Leading & Listening

- A culture of risk management and compliance with relevant legislation, policy and guidelines.

Budget/Financial Implications

N/A

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

If the subject changes to the policies are not adopted for advertising and therefore not progressed, some inconsistencies would occur in relation to other planning documents which would be administratively inconsistent.

Attachment(s)

Local Planning Policies (7) various amendments.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

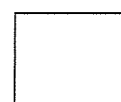
11. FINANCE & CORPORATE SERVICES DIVISION ISSUES

11.1 (MINUTE NO 365) (DAPPS 26/5/2016) - PROPOSED AMENDMENT TO POLICY AFCS9 'DEBTORS MANAGEMENT' AND ASSOCIATED DELEGATED AUTHORITY (N MAURICIO) (182/001; 086/003) (ATTACH)

RECOMMENDATION

That Council :

- (1) adopt proposed amendments to Policy AFCS9 'Debtors Management', and associated Delegated Authority as shown in the attachment to the Agenda; and



(2) update the Delegated Authority Register accordingly.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COMMITTEE RECOMMENDATION

MOVED Clr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Background

To amend the Policy AFCS9 'Debtors Management' and associated delegation by increasing the delegation to write off debts from \$200 to \$300.

Submission

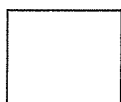
N/A

Report

Through Policy AFCS9 'Debtors Management', Council has granted delegation to write off small debtor balances currently at \$200. This is for any debt due to Council other than for rates. (Rates are never written off as they are a charged against the land).

An increase is sought in the delegation from \$200 to \$300 to allow for the increase in the value of debts and associated legal costs incurred in attempting recovering the debts.

All debts written off using the delegation are reported to the Elected Members in the Elected Member Newsletter. All debts above \$300 will be brought to Council for their consideration.



In the 2014/2015 financial year, the City has written off \$4,501 via the delegation. Since the last financial year, the City has written off nil via the delegation.

Strategic Plan/Policy Implications

Leading & Listening

- Manage our financial and infrastructure assets to provide a sustainable future.

Budget/Financial Implications

Any debt written off is taken as an expense as no doubt full debt provision exists.

Legal Implications

N/A

Community Consultation

N/A

Risk Management Implications

Collecting outstanding debts is actively pursued by the Council's Administration via the Rates and Revenue Department. Writing off small debts is a normal course of commerce, although done reluctantly and only after an external collection agency has advised accordingly. Writing off uncollected debts is a prudent financial management strategy to prevent the build-up of large debtor's balances.

Attachment(s)

Proposed amended Policy AFCS9 'Debtors Management' and associated Delegated Authority.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.



12. ENGINEERING & WORKS DIVISION ISSUES

12.1 **(MINUTE NO 366)** (DAPPS 26/5/2016) - MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE - PROPOSED AMENDMENT TO POSITION STATEMENT PSEW15 'STREET TREE' (182/001; 148/003) (A LEES) (ATTACH)

RECOMMENDATION

That Council continue to implement Position Statement PSEW15 'Removal and Pruning of Trees' in accordance with the requirements contained therein, as shown in the attachment to the Agenda.

COMMITTEE RECOMMENDATION

MOVED Clr P Eva SECONDED Mayor L Howlett that the recommendation be adopted.

CARRIED 4/0

COUNCIL DECISION

Background

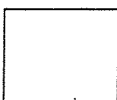
At the February 2015 DAPPS, Mayor Logan Howlett requested a review of the Position Statement in regards to street verge trees. The report is to include their removal under certain circumstances, costing implications which are applied when there is a request for their removal.

Submission

N/A

Report

Trees are an integral component of the urbanised landscape that benefits all residents within the community. Trees have an inherent amenity value, reduce urban temperatures and can increase the biodiversity of the urban environment and property prices. Trees provide environments more pleasant for the community to live in, work and enjoy.



To enable the management of these critical assets, City Officer's following the objectives outlined in PSEW15 Removal and Pruning of Trees, PSEW15 was first adopted in May 2003 and last reviewed 10 December 2015. The Position Statement provides a structured process for officers to follow when requests for the removal of trees are received from individual adjacent lot owners or as part of a development proposal. In all incidences of requests for removal, Officers will endeavour to determine an alternative retention mechanism prior to considering removal

Removal Position

Trees are highly desirable and integral to the urban landscape and will only be removed in accordance with the following criteria as outlined in the Position Statement:

1. *Dead;*
2. *In a state of decline to the point that survival is unlikely;*
3. *Structurally unsound, to the point of constituting imminent danger to persons or property;*
4. *Damaging or likely to damage property, where alternatives to prevent damage are not possible;*
5. *Part of a tree replacement program; or*
6. *Obstructing a Council approved works program, such as road and drainage works.*
7. *Adversely impacting on home owners by way of tree root invasion that is damaging their homes, driveways, letter boxes, fences or other assets on their property.*

These points are tangible in the fact that there is clear evidence that supports the officer's decision either for or against removal. Where officers or an Arboriculture report have identified the above criteria as being applicable, the costs for removal will be borne by the City and wherever practicable a new tree shall be planted.

At varying frequencies during the year, Officer's receive requests for a tree to be removed which fail to meet the removal criteria outlined above. These appeals are typically following an Officers assessment which has denied their request and in some circumstances been ratified through an Arboriculture report. In these instances the Position Statement sets out a series of steps that enable the resident concerns to be presented to Council for consideration. An extract of the conditions within the Position Statement is provided below:

1. *A request in writing for removal of the tree has been received from the adjacent property owner by the City's Officers, clearly stating the reasons for requesting removal.*



2. *An Officer's report detailing the request and associated issues has been presented to the Council for its consideration, including any consultation undertaken.*
3. *The Council has formally resolved to authorise removal of the tree.*

Where the Council has resolved to authorise removal of a tree at the request of an adjacent property owner:

1. *Removal shall be at full cost to the property owner who made the request for removal.*
2. *The tree shall be dismantled to the ground, removed from the site and the stump shall be ground out.*
3. *The tree shall be removed by a suitable contractor engaged by the City for the purpose.*
4. *The tree shall not be removed until the City has received payment for the full cost of removal.*
5. *The City at the Council's cost shall plant a replacement tree suitable for the location, within six months of removing the original tree.*

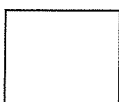
This section of the Position Statement removes the power from the Officer to make the removal decision and places the decision with the Elected Members. The transference of this decision-making process is typically highly emotive as the complainant has not seen an outcome that suits their request. The key decision for the Elected Members is to consider a judgement that impacts the entire community in its loss of amenity and to possibly create a precedent for any future requests.

In addition to residential requests, there are situations where planning and building applications require the removal of a tree to facilitate development. Should approval be granted following a review of options to avoid removal, the removal process must be adhered to as outlined above in the extract from the Position Statement.

Removal Costs

In determining the total cost for removal of a tree and stump grinding, Officer's refer to the schedule of rates listed in RFT 02/2011 Tree Pruning Services (LV,HV and General). The schedule framework designates a set price for removal based on the height of the tree and the diameter of the stump. These schedules of rates are reviewed annually in accordance with the tender conditions and will be subject to revised figures when a new tender is released later in the year.

This robust framework provides clarity for the officers completing the cost evaluation and mitigates any negotiations with the tenderer.



Arboriculture Reports

The incorporation of a consulting arborist in the management process achieves a degree of independence in the decision making process. Officers will commission an Arboriculturalist to produce a report on a tree that fails to meet the criteria for removal, located in a sensitive environment, has the potential to become controversial or to support the officer's original assessment. The reports framework provides a consistent approach to enable ease of comprehension and analysis to previous or future reports. The following details are produced in each report:

- Location of the tree, i.e. property number and land ownership
- Terms of the assessment
- A detailed description of the tree, i.e. height, trunk diameter, specific measurements from structural elements, canopy form, structural form, foundations, etc.
- Identification and location of all diseases and pests on tree
- Method of assessment
- Recommendation
- Signed by the Arboriculturalist and their qualifications
- References including liability

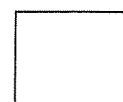
Following commissioning of the consultant, a report can be generated within a two to three week period. Should the recommendation confirm removal or selective pruning to reduce potential hazards, these works are issued to the City's Tree Pruning contractor for action.

Replacement Trees

So as to ensure the City's street tree network is maintained, a replacement tree will be relocated in proximity to the tree removed. The selection of the tree species will incorporate an understanding of the current environmental conditions and constraints of the proposed planting location. The species selected aims to ensure a positive contribution to the environment, amenity and aesthetic values of the area whilst minimising any future impacts to the built environment. Replacement trees are procured through nursery wholesalers with planting through the provisions of RFT 13/2011 Landscape Construction Services (Minor Landscaping Projects). Street trees are watered throughout the establishment period (two years) to ensure a well-defined tree canopy is achieved.

Comparisons with Other Local Governments

Officers undertake regular reviews of other local government street tree removal and pruning policies to identify any changes or emergence of trends. In addition, officers consult with colleagues from other Local



Authorities at conferences, workshops and parks forums to analyse prevailing tree issues and harvest ideas on improving management techniques.

During the last revision (August 2015) of PSEW15 Removal and Pruning of Trees, officers conducted an analysis of similar policies being implemented at a number of Local Authorities ie. Stirling, Subiaco, Gosnells, among others. The review established the City's Policy on tree removals was similar in content and position.

Conclusion

PSEW15 Removal and Pruning of Trees is robust with its content pertaining to the criteria and process for the removal of trees. The Position Statement is clear and workable for Council officers to implement and for Elected Members to enforce should a matter be presented for deliberation. It is recommended that no changes to PSEW15 are required.

Strategic Plan/Policy Implications

Environment & Sustainability

- To protect, manage and enhance our natural environment, open spaces and coastal landscapes.

Budget/Financial Implications

N/A

Legal Implications

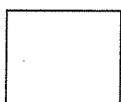
N/A

Community Consultation

N/A

Risk Management Implications

The management of street trees through PSEW15 provides a defined framework for Council officers when requests for removals are received and any alterations may expose the Council to a potential loss of tree canopy thereby devaluing the urban environment, exacerbating the impacts of climate change and be an undesirable legacy future generations.



Attachment(s)

Position Statement PSEW15 'Removal & Pruning of Trees'

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

13. COMMUNITY SERVICES DIVISION ISSUES

Nil

14. EXECUTIVE DIVISION ISSUES

- 14.1 **(MINUTE NO 367)** (DAPPS 26/5/2016) - PROPOSED DELETION OF POLICY AES4 'ANNUAL ARTS COMPETITION' & ASSOCIATED DELEGATED AUTHORITY AND PROPOSED NEW POLICY ACS14 'CITY OF COCKBURN ART COLLECTION' AND ASSOCIATED DELEGATED AUTHORITY (182/001; 086/003) (D. GREEN) (ATTACH)

RECOMMENDATION

That Council :

- (1) adopt proposed new Policy ACS14 'City of Cockburn Art Collection' and associated Delegated Authority, as shown in the attachment to the Agenda;
- (2) delete Policy AES4 'Annual Arts Competition' and associated Delegated Authority, as shown in the attachment to the Agenda; and
- (3) update the Delegated Authority Register accordingly.

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL



COMMITTEE RECOMMENDATION

MOVED Mayor L Howlett SECONDED Cllr P Eva that the recommendation be adopted subject to the amendments as shown in the attachments to the Minutes.

CARRIED 4/0

TO BE CARRIED BY AN ABSOLUTE MAJORITY OF COUNCIL

COUNCIL DECISION

Reason for Decision

Committee felt that there it was not necessary to include a figure in relation to the value of the artwork to be purchased. It should be open to Council to determine each year how much money is to be allocated for such purchases.

Background

For many years, the City of Cockburn has supported the annual Cockburn Community and Cultural Council's Art and Craft Exhibition, by purchasing one or more works provided in a category domiciled as "Aspects of Cockburn". Typically, this exhibition featured works depicting a well - known physical location or structure within the District. It has been customary for the City of Cockburn to acquire at least one painting each year for its collection from this exhibition and display the acquisition/s with the City's Administration Building or in other civic buildings, where appropriate.

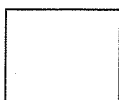
More recently, the City of Cockburn has sponsored a more contemporary display of artworks, the annual "Show Off" exhibition, which features art of many different styles and genres, produced by a wide range of artists. Works from this exhibition have also been purchased, where considered suitable.

Submission

N/A

Report

The City's involvement in art as a community benefit has matured in recent years through the development of a Public Arts Strategy and a



Policy on Public Art contributions as a condition of development where a public benefit can be identified. Additionally, there is a much broader artistic “community” established in the City of Cockburn complemented by an increased interest in artistic exhibitions and displays.

Council also employs a full time Cultural Development Coordinator whose primary role is the promotion and development of arts as a community aspiration.

Accordingly, it is considered appropriate to formalise Council’s support of its arts community, beyond the limited value of supporting the purchase of artwork from a single exhibition for which the City of Cockburn has had association with over the years.

With the formation of a strong arts community within Cockburn, it is appropriate for Council to more broadly support an acquisition program which more reflects the increasing artistic talent which is apparent within the district.

This will then ensure a more rigorous administrative process is in place to oversee an holistic acquisition and maintenance program of arts as a function of the City and provide a documented repository for the future. In addition, the Policy and program will ensure appropriate funds are provided for budget purposes each year to enable the ongoing acquisition and display of suitable relevant art works of the City’s collection.

Strategic Plan/Policy Implications

Community & Lifestyle

- Conservation of our heritage and areas of cultural significance

Leading & Listening

- A responsive, accountable and sustainable organisation.

Budget/Financial Implications

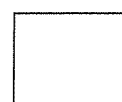
Funds are made available in the Municipal Budget each year to allow for purchases of suitable art works from locally supported exhibitions.

Legal Implications

N/A

Community Consultation

N/A



Risk Management Implications

A low level reputational risk may result if Council was to withdraw its support for these functions.

Attachment(s)

1. Proposed new Policy ACS14 'City of Cockburn Art Collection' and associated Delegated Authority.
2. Proposed deleted Policy AES4 'Annual Arts Competition' and associated Delegated Authority.

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

Nil.

15. MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

16. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING

Nil

17. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING BY COUNCILLORS OR OFFICERS

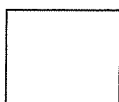
Nil

18. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

Nil

19. CONFIDENTIAL BUSINESS

Nil



20 (DAPPS 26/5/2016) - CLOSURE OF MEETING

6.30 pm.

CONFIRMATION OF MINUTES

I, (Presiding Member) declare that these minutes have been confirmed as a true and accurate record of the meeting.

Signed: Date:/...../.....



DA	LOCAL GOVERNMENT ACT, 1995 – ADVERTISING PROPOSED DIFFERENTIAL RATES	LGAFCS1
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DELEGATED AUTHORITY CODE:	LGAFCS1
DIRECTORATE:	Finance & Corporate Services
BUSINESS UNIT:	Financial Services
SERVICE UNIT:	Rates & Revenue Services
RESPONSIBLE OFFICER:	Director, Finance & Corporate Services
FILE NO.:	086/003
DATE FIRST ADOPTED:	1997
DATE LAST REVIEWED:	11 June 2015
ATTACHMENTS:	N/A
VERSION NO.	5

Dates of Amendments / Reviews:		
DAPPS Meeting:	24 May 2012 26 July 2012 23 May 2013	22 May 2014 2 June 2015
OCM:	9 June 2011 14 June 2012 9 August 2012	13 June 2013 12 June 2014

FUNCTION DELEGATED:

To act as Council in advertising proposed Differential Rates.

CONDITIONS/GUIDELINES:

- (1) Proposed Differential Rates to be advertised immediately in the following media after the presentation of the Budget Concept Forum for Elected Members covering Rates Modelling each year:
1. Display advert in the West Australian newspaper – Local Government Notices.
 2. Display advert in the Community newspaper – Cockburn Gazette.
 3. Display advert in the Cockburn Herald newspaper.
 4. City's Public Notice Board.
 5. City's Libraries – Spearwood, Coolbellup and Success.
 6. Front page of the City's web site.
 7. City's Social Media outlets.
 8. Copy sent to community and ratepayer groups.
 9. Copy sent to groups and organisations who have registered to receive the City's email newsletters.
- (2) Either delegate has the authority to deal with such matters as relevant to this declaration.
- (3) All transactions utilising this delegation are to be recorded in the Recording of Delegated Decisions Register by the officer responsible for initiating the action taken, or by another officer under the direction of the initiating officer.

DA	LOCAL GOVERNMENT ACT, 1995 – ADVERTISING PROPOSED DIFFERENTIAL RATES	LGAFCS1
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AUTONOMY OF DISCRETION:

As provided under Legislative requirements and above conditions.

LEGISLATIVE REQUIREMENTS/COUNCIL POLICY:

Local Government Act 1995, Section 6.36

DELEGATE:

Chief Executive Officer

Note: The Chief Executive Officer will sub-delegate this authority to:-

SUB-DELEGATE/S:

Director, Finance & Corporate Services
Manager, Financial Services

POL	ATTENDANCE AT CONFERENCES AND SEMINARS	AES6
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POLICY CODE:	AES6
DIRECTORATE:	Executive Support Department
BUSINESS UNIT:	Executive Support Department
SERVICE UNIT:	Executive Support Services
RESPONSIBLE OFFICER:	Chief Executive Officer
FILE NO.:	182/001
DATE FIRST ADOPTED:	15 April 1997
DATE LAST REVIEWED:	10 March 2016
ATTACHMENTS:	N/A
DELEGATED AUTHORITY REF.:	AES6
VERSION NO.	56

Dates of Amendments / Reviews:		
DAPPS Meeting:	31 January 2013 22 August 2013	27 February 2014 25 February 2016
OCM:	10 May 2007 14 February 2013	12 September 2013 13 March 2014

BACKGROUND:

Council has traditionally supported the attendance of Councillors and nominated staff to attend Conferences and seminars on topics of interest and applicable to the City of Cockburn.

PURPOSE:

To ensure a procedure is in place for the expeditious nomination of Council delegates to Conferences and seminars, and to ensure the prescription of allowable expenses as required under the provisions of the Local Government Act, 1995 (Sec. 5.98(2)).

POLICY:

- (1) Elected Members will receive an Annual Conference allocation for the purpose of attending Conferences and Seminars relevant to their role as an Elected Member. This will be administratively equally allocated to each Elected Member as part of the overall budget allocation except for the Mayor's allocation which will allow for attendance at two interstate conferences and will operate from November to October, in line with local government elections. Residual funds for individual Elected Members from year one will carry over each year to a maximum of two years allowance, after which all unspent funds will be returned to the Municipal Fund at the completion of their four year term when a fresh allocation will be made to Elected Members following the elections. Should an Elected Member be returned to his or her position as a

result of the elections, they will be eligible to carry forward unspent monies to a maximum of 2 years allocations.

(2) Elected Members may attend several conferences or seminars per expense period (November to October), within the parameters established by this Policy.

(3) Multiple Elected Members may attend a particular conference or seminar at the same time, provided that such attendance does not unduly interfere with the business of Council (i.e. conflicts with a Council or Committee Meeting which would potentially be affected by the lack of a quorum).

(4) All Elected Members are to be advised of interstate or overseas conferences authorised by the Chief Executive Officer for attendance by an Elected Member in accordance with this Policy immediately on the granting of such approval.

(45) The cost of training that is specifically arranged for attendance by all Elected Members, (eg teambuilding) shall be paid from a separate allocation for the purpose and not considered as part of and debited to the individual Elected Members allocation referred to in this policy.

(56) 1. An Elected Member may agree to meet the costs and forfeit same from their own annual conference allocation, of sending another Elected Member to a conference, where that member has insufficient funds remaining in their allocation.

2. In such cases, the Elected Member agreeing to meet those costs, shall provide the CEO with a written statement to that effect, signed by both Elected Members and authorising the CEO to initiate necessary arrangements and debit the authorising members allocation.

3. Initiation of the necessary arrangements to allow the Elected Member to attend a conference under the above circumstances, will only proceed if there is sufficient funds remaining in the overall Council Budget for Elected Members conferences.

(67) The Chief Executive Officer may endorse the recommendation of Directors in respect of staff attendance at Conferences, subject to associated expenditure being contained within the relevant year's Budget allowance.

(78) A list of Conferences will be available on the Elected Members' Portal and in the Elected Members Newsletter for attendance by Elected Members, relevant to their role. Should any Elected Member wish to attend a Conference not listed but is relevant to their role, the Elected Member is to advise the Chief Executive Officer, in writing.

(89) The Chief Executive Officer is authorised to register the Elected Members at the relevant Conference, subject to associated expenditure being contained within the relevant Member's Budget allowance.

POL	ATTENDANCE AT CONFERENCES AND SEMINARS	AES6
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| (910) An appropriate officer will be responsible for ensuring all delegates registered by that officer are supplied with a prescribed form for the purpose of claiming reimbursement of permissible expenses under this Policy. The form is to be completed and forwarded, together with the accompanying tax receipts, to the Chief Executive Officer for authorisation. Once the necessary documentation is received, the Chief Executive Officer will arrange for the approved reimbursement amount to be credited, by electronic means, to the delegate's nominated bank account at the earliest opportunity, or otherwise by cash or cheque, as appropriate.

| (110) Expenses to be met by Council for Elected Members and staff are:-

1. Interstate and Overseas Conference

- Economy return air fare (allowing flexibility for delegates preferred travel arrangements)
- Business Class travel for flights longer than six hours duration leaving Australia.
- Registration Fees (including conference dinner and official delegate tours)
- Accommodation costs
- All reasonable expenses for example, meals and refreshments, laundry and dry cleaning and all cab fares relative to the business of the Conference. Payment of all reasonable permissible expenses as stipulated in this Policy can be made by cash personal debit or credit card and will be reimbursed to the delegate by Council, except where a corporate credit card has been issued, upon the presentation of relevant tax receipts.

2. State Conference

- Registration Fees (including conference dinner and official delegate tours)
- Accommodation costs
- All reasonable expenses for example meals and refreshments, laundry and dry cleaning and all cab fares relative to the business of the Conference. Payment of all reasonable permissible expenses as stipulated in this Policy can be made by cash personal debit or credit card and will be reimbursed to the delegate by Council, except where a corporate credit card has been issued, upon the presentation of relevant tax receipts.
- Economy return airfare (allowing flexibility for delegates preferred travel arrangements).

3. Conference expenses for accompanying Partner

- Conference or main function meal .

POL	ATTENDANCE AT CONFERENCES AND SEMINARS	AES6
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- No other associated expenses, unless by specific resolution of Council.

- | (124) Once approval is given for an Elected / staff member to attend a conference in accordance with this Policy, an appointed Officer will co-ordinate all registration travel and/or accommodation arrangements, with these expenses being prepaid by a corporate credit card where possible. Elected Members may choose to make their own arrangements for accommodation paying for such expenses and making a claim for reimbursement on presentation of tax receipts.
- | (132) The Officer will contact the Elected / staff member concerned to determine what arrangements need to be made regarding registration, travel and accommodation and make the necessary bookings and deliver tickets to the person travelling.
- | (134) On any occasion when a Council delegate is unable to attend a Conference, the Chief Executive Officer be delegated the authority to substitute another Elected Member delegate, following consultation with the Mayor, and;
- | (145) All airline tickets purchased to transport delegates to and from Conferences are insured through the related Council held insurance policy to enable the ticket purchase price to be refunded in the event of a delegated being unable to use the ticket.
- | (165) Delegates attending all conferences and seminars authorised by the Chief Executive Officer are insured under Council's relevant travel insurance for travel to and from the conference (from home or office).

POL	TOURIST ACCOMMODATION	LPP 1.15
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POLICY CODE:	LPP 1.15
DIRECTORATE:	Planning and Development
BUSINESS UNIT:	Statutory Planning
SERVICE UNIT:	Statutory Planning
RESPONSIBLE OFFICER:	Manager Statutory Planning
FILE NO.:	182/001
DATE FIRST ADOPTED:	
DATE LAST REVIEWED:	
ATTACHMENTS:	N/A
DELEGATED AUTHORITY REF.:	N/A
VERSION NO.	1

Dates of Amendments / Reviews:	
DAPPS Meeting:	
OCM:	

BACKGROUND:

The City of Cockburn is well placed to accommodate tourists with good access to Perth CBD and Fremantle, major transport networks, health and educational facilities, and access to world-class beaches. Tourist and other short-term accommodation proposals are therefore expected to increase within the City and Town Planning Scheme No. 3 (TPS 3) provides limited development standards for such proposals.

PURPOSE:

The purpose of this policy is to provide development standards for the following land use types as defined in Town Planning Scheme No. 3:

- Tourist Accommodation (including cabins, chalets, short-stay self-contained accommodation and similar forms of tourist accommodation);
- Bed and Breakfast;
- Hotel;
- Motel;
- Holiday Home (Standard); and
- Caravan Parks.

The policy does not provide development standards long-stay Park Home Parks, Residential Parks, Lifestyle Villages or Hotels that do not contain accommodation.

POL	TOURIST ACCOMMODATION	LPP 1.15
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POLICY:

(1) Definitions

Short-term accommodation – accommodation for a maximum of 6 persons, inclusive of a keeper if they reside at the dwelling, for a period of up to 6 months within any 12 month period.

Keeper/Manager – a person who permanently resides at a premises providing short-term accommodation and is responsible for the upkeep and management of the accommodation.

Guest – a person who is accommodated within the short-term accommodation on a temporary basis for a fee, but is not subject to a Residential Tenancy Agreement.

Visitor – A person who is visiting a guest accommodated within short-term accommodation but who is not a guest themselves.

(2) Management Plans

All proposals for tourist accommodation and other uses outlined in the purpose section of this policy shall include the lodgement of a management plan which shall address:

1. Control of Noise and other disturbances;
2. Complaints management procedures;
3. Security of guests, visitors and neighbours;
4. Control of anti-social behaviour and potential conflict between tourists/guests/visitors and permanent residents of the area;
5. Car parking for guests and visitors;
6. Number of bedrooms and beds; and
7. Contact details of Owner and Keeper/Manager.

(3) Tourist Accommodation

1. A keeper/manager is not required to reside at the premises whilst it is being used for tourist accommodation purposes;
2. The use of one or more existing multiple or grouped dwellings within a complex for the purposes of tourist accommodation shall generally not be supported.
3. Proposals including a mix of uses including permanent residential and tourist accommodation within the same development should provide sufficient separation of the uses to ensure the amenity of permanent residents is adequately protected.
4. Proposals for tourist accommodation in the form of apartments on residential zoned land shall be designed so that the building height generally accords with the maximum, building height permitted for multiple dwelling development.
5. Proposals for tourist accommodation in the form of apartments shall include an entrance/foyer with a reception desk attended by staff during check-in and check-out times.
6. Car parking for tourist accommodation shall be located on-site and in accordance with the TPS 3 provision.

POL	TOURIST ACCOMMODATION	LPP 1.15
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(4) Hotels and Motels

1. Proposals for hotels providing accommodation and motels shall include an entrance/foyer with a reception desk attended by staff during check-in and check-out times.
2. Car parking for hotels and motels shall be in accordance with the TPS 3 provision.
3. Proposals for motels on residential zoned land shall be designed so that the building height generally accords with the maximum, building height permitted for multiple dwelling development.
4. Proposals including a mix of uses including permanent residential and hotel/motel uses within the same development should provide sufficient separation of the uses to ensure the amenity of permanent residents is adequately protected.

(5) Bed and Breakfast

1. The keeper/manager of the Bed and Breakfast must reside permanently on-site whilst the Bed and Breakfast is operating.
2. Access to a dining area and laundry facilities shall be provided for Bed and Breakfast guests.
3. Parking shall be provided at the rate of 1 car parking bay per 2-guest bedrooms in addition to car bays required for the keeper/manager which shall be in accordance with the Residential Design Codes in residential areas or equivalent in rural zoned areas.

(6) Holiday Home (Standard)

1. Holiday Homes (Standard) shall be generally located in areas designated as suitable for tourism-type uses. In other areas, it shall be demonstrated that Holiday Homes will not cause conflict with surrounding ordinary dwellings.
2. A keeper/manager is not required to reside at the premises whilst it is being used for holiday home purposes.
3. Car Parking for Holiday Homes shall be provided in accordance with the Single House requirements of the Residential Design Codes

(7) Residential Dwellings

1. Proposals for the use of a portion of a residential dwelling where the owner/occupier is present and where the provision of breakfast is not provided are not considered to be defined as Tourist Accommodation and planning approval is not required.
2. Proposals for the use of a single house where the owner/occupier is not present whilst it is being used for tourist accommodation or short-stay purposes shall be defined as a Holiday Home (Standard) and requires planning approval.
3. Proposals for the use of a grouped or multiple dwelling where the owner/occupier is not present whilst it is being used for tourist

POL	TOURIST ACCOMMODATION	LPP 1.15
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accommodation or short-stay purposes shall be defined as Tourist Accommodation and requires planning approval. As per the Tourist Accommodation section above, these types of proposals shall generally not be supported.

(8) Caravan Parks

Development standards for caravan parks are contained in the Western Australian Planning Commission Planning Bulletin 49/2014 'Caravan Parks' and shall be used by the City in the assessment of these proposals.

(9) Other Legislative Requirements

Proposals for some forms of tourist accommodation may be defined as Class 3 buildings under the Building Code of Australia and may require a portion of units to be designed for persons with disabilities, may be required to comply with *Australian Standard 1670.1:2015 Fire detection, warning, control and intercom systems - System design, installation and commissioning – Fire*. Some proposals may also be required to comply with the City of Cockburn's Health Local Laws relation to Lodging Houses.

POL	CITY OF COCKBURN ART COLLECTION	ACS14
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POLICY CODE:	ACS14
DIRECTORATE:	Governance & Community Services
BUSINESS UNIT:	Corporate Communications
SERVICE UNIT:	Events & Culture
RESPONSIBLE OFFICER:	Cultural Development Co-ordinator
FILE NO.:	182/001
DATE FIRST ADOPTED:	
DATE LAST REVIEWED:	
ATTACHMENTS:	N/A
DELEGATED AUTHORITY REF.:	ACS14
VERSION NO.	1

Dates of Amendments / Reviews:	
DAPPS Meeting:	
OCM:	

BACKGROUND:

Councils have long been involved in the collection of works of art and items that reflect local heritage.

The City of Cockburn has traditionally purchased works from the annual Cockburn Community and Cultural Council art and craft exhibition specifically from the 'Aspects of Cockburn' category and the City's own 'Show Off' art exhibition. There are also many opportunities for quality works to be purchased via exhibitions, artist studio visits within Cockburn and broader afield such as Sculptures by the Sea.

PURPOSE:

The purpose of the City's art collection is to build a collection that reflects the history, people, place and diverse cultural identity of Cockburn. This will be achieved by purchasing works of the highest affordable quality.

POLICY:

In order for the City of Cockburn art collection to grow and develop the City will

- Collect innovative contemporary art that reflects the City's diverse community. This will include purchasing of local Aboriginal art works.
- Collect two and three dimensional works in all media with reference to the existing strengths of the collection.
- Collect works by significant artists who have lived in or worked in or have a strong connection with the City of Cockburn.

POL	CITY OF COCKBURN ART COLLECTION	ACS14
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- Primarily purchase from Cockburn Community and Cultural Council Art and Craft exhibition and the City of Cockburn's Show Off Art exhibition with the ability to purchase works from other exhibitions which may include Cockburn artists.
- Allocate an annual budget to acquire, install, insure, conserve, value and document works as necessary.

(1) Scope

The policy applies to all movable art works accessioned by the City of Cockburn which does not include objects listed in the register of Public Art Works or holdings of the Azelia Ley Museum or entrance signs and memorials.

(2) Acquisition Criteria:

Acquisitions into the collection are made through:

- Purchase, commission, donation or bequest;
- Items obtained or acquired by the City of Cockburn.
- ~~Purchase of artwork up to \$7,500 value~~ may be made within the available adopted budget funds.
- ~~Purchases of artwork for the City's collection over \$7,500 will need to be or~~ as agreed by the CEO based on advice from the City's Cultural Development Coordinator or professional external advice if deemed necessary.
- There may also be opportunity from time to time to commission an art work to celebrate a milestone or special event for the City,
- The City of Cockburn is neither bound to acquire work nor accept donations

Artwork acquisition will be based on the following criteria;

- Excellence – in the quality and execution of artwork and or artist
- Originality – artwork is not a copy
- Local – supporting local artists residing in Cockburn
- Interpretation – The artwork reflects the City's history, sense of place or culture.
- Feasibility – affordability, long term cultural benefit or investment potential.

(3) Management:

The City of Cockburn will determine the long term management, acquisition, display, maintenance, valuation and deaccessioning process of the collection.

The collection is to be handled and relocated as decided by the City.

All works will be documented and maintained appropriately through an asset listing.

Budgets allocated to the care and maintenance of the collection will be in line with asset management strategies and developed in accordance with them.

The collection will be valued to its replacement value in accordance with Local Government Accounting Regulation AAS27.

Regular collection valuations shall be undertaken by a suitably qualified art valuer and recorded on the City of Cockburn asset register.

Collection insurance will be maintained at the current valuation through standard City Of Cockburn procedure.

(4) Display & Access

Artworks are to be displayed in the most appropriate location, taking into account preservation factors, historical significance, value, environmental conditions and security. No artwork shall be placed on display if the condition of that object could be seriously impaired.

Artworks may be displayed in public spaces in the City of Cockburn Administration building, Operations Centre, Libraries, seniors centre or other areas where they can be securely displayed.

Information about artworks will be made available to the public via the website and signage/plaque accompanying the artwork to acknowledge the artist and artwork title.

(5) Conservation

The City will ensure that the artworks in the collection are correctly documented with respect to ownership, condition and need for conservation treatment. Any conservation treatment will be carried out by qualified personnel and will be documented for future reference.

The location of every artwork will be recorded with periodic checks on artwork condition carried out and documented.

The collection should be stored securely and, wherever possible, to museum industry standards of preservation such as:

- A clean and organised space.
- Sufficient space to allow safe movement of larger artworks.
- Security from un-authorized-staff handling/relocating of artworks.
- Protected from pollutants and pests.
- Protected from damp, mould or water ingress and excessive dust.
- Lighting conditions that limit deterioration of susceptible artworks.
- A satisfactory compromise between long-term preservation and accessibility of artworks.

(6) Decommissioning & Disposal

1. Council retains the right to dispose of artwork if it
 - (a) Does not comply with the collection areas specified in this Policy;
 - (b) Is not deemed to be complimentary to existing holdings;
 - (c) Is of insignificant historical, artistic or archival value;
 - (d) Is damaged beyond repair; or
 - (e) Is stolen, either in whole or in part, and cannot be recovered
2. Disposal of the artwork should see the work returned to the donor, family or artist. If after a thorough search this is impossible, the artwork should be;
 - (a) Transferred to another appropriate institution;
 - (b) Sold by public auction, where appropriate;
 - (c) Used as an educative/interpretive tool; or
 - (d) Destroyed or recycled, if appropriate

(7) Loans

The City of Cockburn has the right to accept or refuse any loans of artwork from outside organisations. Any loan will need to be agreed to by both parties and a formal letter of agreement will be signed by both parties clearly stating what the responsibilities of each party are in relation to the loaned works.

The City will only make outward loans, of for a specified period of time, to parties that can offer secure and appropriate physical environments that meet recognised industry standards for display and storage. All requests for outward loans must be made in writing to the Chief Executive Officer.

All loans will be recorded in the Art Collection Database and an artwork condition report undertaken upon dispatch and return.

(8) Donations & Bequests

Gifts of artwork that will enhance the City's collection and are consistent with this policy should be encouraged and will be managed via a memorandum of understanding between the City of Cockburn and the donor.

Conditional donations will be discouraged and other than in exceptional circumstances donors of the work will relinquish all rights except copyright to the artwork if the donor is the copyright holder.

(9) Definitions

1. *Artwork*: refers to a physical two or three dimensional object that fulfils a primary independent aesthetic function this and may be permanent or ephemeral in nature.

POL	CITY OF COCKBURN ART COLLECTION	ACS14
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2. *Artist:* A person who has specialist training within their field and is involved in the creation of art demonstrated through participation in exhibitions, performances and commissions.
3. *Memorabilia:* Memento or keepsake refers referring to an object treasured and esteemed for its memory connected to a specific event or place.

CITY OF COCKBURN

SUMMARY OF MINUTES OF THE COCKBURN COMMUNITY EVENTS COMMITTEE MEETING HELD ON MONDAY, 30 MAY 2016 AT 6:00 PM

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CITY OF COCKBURN

MINUTES OF THE COCKBURN COMMUNITY EVENTS COMMITTEE MEETING HELD ON MONDAY, 30 MAY 2016 AT 6:00 PM

PRESENT

Mrs C. Reeve-Fowkes	-	Deputy Mayor
Mr K. Allen	-	Councillor
Mrs L. Sweetman	-	Councillor

IN ATTENDANCE

Mr D. Green	-	Director – Gov. & Comm. Services
Mrs S. Seymour–Eyles	-	Manager, Corp. Communications
Ms M. Le Frenais	-	Events Co-ordinator
Ms Sandy Edgar	-	Events Assistant

1. DECLARATION OF MEETING

Mr Don Green, Director - Governance and Community Services declared the meeting open at 6.04 pm.

2. APPOINTMENT OF PRESIDING MEMBER (If required)

Mr Green, under the delegated authority of the Chief Executive Officer, advised that one nomination for the position of Presiding Member of the Committee had been received from Deputy Mayor Reeve-Fowkes. As no other nominations were forthcoming, Deputy Mayor Reeve-Fowkes was declared as the Presiding Member of the Committee for a period expiring 21 October 2017.

3. ACKNOWLEDGEMENT OF RECEIPT OF WRITTEN DECLARATIONS OF FINANCIAL INTERESTS AND CONFLICT OF INTEREST (by Presiding Member)

Nil

5. APOLOGIES AND LEAVE OF ABSENCE

Clr Stephen Pratt - Apology

6. CONFIRMATION OF MINUTES

RECOMMENDATION

That Council confirm the Minutes of the Cockburn Community Events Committee Meeting held on Thursday, 18 June 2015 as a true and accurate record.

COMMITTEE RECOMMENDATION

MOVED Clr K Allen SECONDED Clr L Sweetman that Council adopt the recommendation.

CARRIED 3/0

7 BUSINESS LEFT OVER FROM THE PREVIOUS MEETING (If adjourned)

Nil

8. DECLARATION OF COUNCILLORS WHO HAVE NOT GIVEN DUE CONSIDERATION TO MATTERS IN THE BUSINESS PAPER

Nil

9. COUNCIL MATTERS

9.1 (CCEC 30/5/2016) – PROPOSED CALENDAR OF EVENTS 2016/17 (152/010) (S SEYMOUR-EYLES) (ATTACH)

RECOMMENDATION

That Council adopt the proposed 2016/17 Season of Events Calendar, as identified in the report.

COMMITTEE RECOMMENDATION

MOVED Clr K Allen SECONDED L Sweetman that Council adopt the recommendation subject to the following amendments:

- (1) the Christmas Event in December be retained as a 'traditional' Christmas theme, with a 'turning on of the lights' to be

incorporated, if practicable;

- (2) a Moodjar Indigenous Festival be investigated as a separate event; and
- (3) the following artists be prioritized for the two Community Concerts:

Concert 1 – Success Sporting Facility

- 1. Birds of Tokyo
- 2. Dami Im
- 3. Temper Trap
- 4. San Cisco
- 5. Sneaky Sound System

Concert 2 – Manning Park

- 1. Human Nature
- 2. Leo Sayer
- 3. Ice House
- 4. Joe Camilleri
- 5. Midnight Oil
- 6. The Waifs
- 7. David Campbell

CARRIED 3/0

COUNCIL DECISION

Reason for Decision

The Committee recommends the retention of the traditional Christmas themed event and that a separate indigenous festival be investigated. It is a function of the Committee to recommend preferred artists for the two community Concerts.

Background

Council is required to determine the Calendar for the 2016/17 events season, as per Budget Policy SC34, which states a “Provisional allocation for Community Events is to be a maximum of 1.0% of Rates Revenue. Council to approve the calendar of events.”

The Community Events and related expenses below are funded from this budget. Any other City run events are funded from separate budgets.

The Events team has developed the following proposal for the 2016/17 program of events, based on:

- A review of the 2015/16 season.
- Feedback from Elected Members event survey 17/23 March 2016
- Staff de-brief of the events
- Feedback from people at events/on social media

It is necessary to consider the calendar early in the financial year (July), because:

- It is preferable that marketing for the season commences in September (Fur Run), therefore adequate time is required for marketing material to be produced in advance.
- October-November Events are included in Cockburn Soundings October-November edition, which is prepared in August.
- Corporate Communications will apply to Healthway for funding for the 2016/17 season. Council needs to have determined the season of events before applications are submitted.

These applications require around four months lead- in time and then adequate time to feature these organisations on promotional material should a sponsorship agreement dictate.

Submission

Proposed 2016 – 2017 Events

Below is the proposed calendar of events. This includes events for the coming financial year and their related budget.

Event Name Location	Date	Budget ex. GST	Comments
<i>Fur Run</i>	18 September 2016	OP8992 \$12,000	Encourage microchipping of dogs and provide information for dog owners.
<i>Seniors Social Evening 3</i>	September 2016	OP 9492 \$12,000	Different theme; entertainment, buffet meal, raffles & prizes. 5.30pm – 11pm. Dalmatinac Club Tickets \$10.00.
<i>Festival of Laughs</i>	20-23 October 2016	\$25,000	Comedy festival to be held at Memorial hall. Includes a 16+ free

Event Name Location	Date	Budget ex. GST	Comments
<i>Teddy Bears Picnic</i>	26 October 2016	OP 9307 \$35,000	comedy workshop. 10am - 1pm Entertainment and rides free for pre- school kids, activities, amusements, arts, parenting information.
<i>Moodjar Festival Indigenous Christmas</i>	10 December 2016	OP 9460 \$20,000	Indigenous Christmas at MacFaul Park.
<i>Australia Day at Coogee Beach</i>	26 January 2017	OP 9107 \$67,000	8am – 12am. Free sausage sizzle, free rides, entertainment, family activities. Coogee Beach Reserve.
<i>Community Concert East</i>	February 2017	OP 9476 \$150,000	Success Regional Sporting Facility on the oval, 7pm – 10pm.
<i>Community Concert West</i>	March 2017	OP 9470 \$150,000	Manning Park, 7pm – 10pm.
<i>Harvest Hoo Haa (potential rename)</i>	Early April 2017	OP 9108 \$69,500	Harmony Oval Harvest Lakes, East Ward. Flavours of Cockburn theme. Have stalls selling a mixture of cuisines. Gourmet food and cooking demonstrations as well as arts and crafts. Final of Cockburn's Got Talent.
<i>Seniors Social Evening 1</i>	May 2017	OP 9492 \$12,000	Different theme; entertainment, buffet meal, raffles & prizes. 5.30pm – 11pm. Dalmatinac Club Tickets \$10.00.
<i>Seniors Social Evening 2</i>	July 2017	OP 9492 \$12,000	Different theme; entertainment, buffet meal, raffles & prizes. 5.30pm – 11pm. Dalmatinac Club. Tickets cost \$10.00 to purchase.
<i>Marketing, research, detailed concept and Insurance for the major events plus miscellaneous</i>		OP9021 \$125,000	Marketing for all events, insurance and miscellaneous expenses which may include research.

Event Name Location	Date	Budget ex. GST	Comments
Pop up events x 3 Various locations	TBA to fit in with reserve availability and other events	\$10,500	Simple pop up art and music with coffee and stall food offering.
Total		\$700,000	

All acts are subject to availability, as staff can only confirm and book them post a Council decision. The dates for the concerts are subject to change as the availability of acts dictates this to some extent. These are finalised before the annual printed calendar is distributed.

The number of events in this program is designed according to budget and to enable the two Event Staff to manage them, in addition to the other events that they organise or assist with during the year. These include Celebrate Ability, Bibra Lake Fun Run, Hiroshima Day, Cockburn's Got Talent heats x2, Show Off, Spring Fair, ANZAC Services and official openings. Funding of these events is not taken from the allocated budget for those captured by Policy SC34.

Report

In 2016-17, it is proposed that the events calendar program follows a new format in terms of minor changes to some events, the merging of others and the timing in the year being more conducive for potential new events in the future.

Dates have been considered in light of key events around Perth that are currently known, such as sporting events and community events, as well as other City of Cockburn events, which the City supports.

The recommendation is that the City continues with two bigger concerts of equal attraction, one in the west of Cockburn (Manning Park) and one in the East (Hammond Road Sporting and Community Facility). Two years ago, the City trialed holding two larger concerts based on research which reported that residents in the eastern suburbs wanted events in their area. Since the construction of Hammond Road Sporting and Community Facility on Hammond Road, this has been possible.

The proposal for both concerts can be found as an attachment to this document. The potential considerations and nomination of top three for each concert is to be decided in this meeting for presentation to council in July.

The support act choice would be determined by the cost of the main act. It would be a local Perth band or complementary tribute or cover band.

The Cockburn Christmas Event moves from Council Administration Building to MacFaul Park, due to concerns around traffic and capacity. This year it is proposed to create Moodjar Indigenous Christmas in response to the request from the Aboriginal Reference Group. In addition to a visit from Santa, a free sausage sizzle and other traditional activities.

The City retains three Seniors' Evening events. The tickets currently cost the City \$45 per person and each person pays a subsidised cost per ticket, which goes towards prizes and giveaways on the night. Last year the cost was \$10.00 per ticket. It is proposed to keep the price to \$10.00 per person for 2016-17. This is based on the capacity of the Dalmatinac Club and the sale of 270 tickets. A small allocation is for Elected Members and volunteers from the Seniors Centre. This means each ticket will cost the City \$34.00 per person. As the tickets are highly sought after, the process is refined each year to ensure, as far as possible, that only Cockburn residents attend and that there is a waiting list for those who miss out on the previous event.

The following events are retained in current format due to their popularity and good attendance:

- Teddy Bear's Picnic;
- Harvest Hoo Haa;
- Fur Run;
- Community Concerts;
- Aussie Day

New events 2016/2017

Festival of Laughs

- Showcase local, national and international talent at Memorial Hall.
- Plus intimate one hour solo comedy shows in the adjoining round room
- Promote City of Cockburn as a presenter of contemporary arts/entertainment.
- Expose City of Cockburn residents to quality Comedy entertainment.
- Attract a total of 850-1000 attendees across all shows.
- Provide FREE youth Comedy workshops, 30-50 16+ years.
- Reach the 18-35 year age group.
- Subsidy of \$25k in first year provides low cost tickets at around \$30 per person.

Moodjar Festival

- Captures the desire for an indigenous festival
- Celebrates West Australian Christmas Tree
- Will still have traditional Christmas overtones such as Santa
- Will be unique
- Can be end November/early December
- Mac Faull Park – better venue
- Won't compete with the many community Christmas events and PMH lights.

Pop up events x 3

- Local bands
- Local Artists
- Local Spaces
- Community Group participation
- Coffee van
- Potential locations: Port Coogee, Cockburn Central Town Square, Bibra Lake or Bakers Square
- Potential to grow
- Timing subject to reserve availability and other event timings

Marketing / Insurance/ Research/ Concept Development

The marketing plan will include traditional advertising, use of Facebook, the annual calendar, mini billboards in parks, posters and promoted at other events. New event detailed concept design (for 17-18) and event surveying as well as insurance is covered in this component of the budget (\$125K).

Healthway Funding

The City was successful in securing \$8,000 in sponsorship funding for Harvest Hoo Haa and will continue to seek this partnership in 2017.

Strategic Plan/Policy Implications

Community & Lifestyle

- Community environments that are socially cohesive and embrace diversity.
- Communities that are connected, inclusive and promote intergenerational opportunities.

- Communities that take pride and aspire to a greater sense of community.
- People of all ages and abilities to have equal access to our facilities and services in our communities.
- Promotion of active and healthy communities.
- The significance and richness of our local Indigenous people and diverse multicultural community will be recognised and celebrated.

Budget/Financial Implications

\$700,000 including marketing and insurance.

Legal Implications

N/A

Community Consultation

In 2015 the Community Perceptions Survey (Catalyse) showed 89% of those surveyed were familiar with festivals, events and cultural opportunities in the City of Cockburn. 83% were satisfied (scored 6-10/10) and 50% of residents were delighted (scored 8-10/10).

Risk Management Implications

The risk in not making a decision on the program, enabling the program to be adopted at July council meeting is a delay in booking acts, information being left out of the annual City of Cockburn calendar, and preventing the events team from starting to plan the event.

The risk of not considering new events is that Council is not seen to be listening to community or market trends

Attachment(s)

List of Performers

Advice to Proponent(s)/Submissioners

N/A

Implications of Section 3.18(3) Local Government Act, 1995

It is appropriate for Council to provide entertainment activities for its community on a free or subsidised cost basis.

10 MOTIONS OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN

Nil

11. NOTICES OF MOTION GIVEN AT THE MEETING FOR CONSIDERATION AT NEXT MEETING

Nil

12. NEW BUSINESS OF AN URGENT NATURE INTRODUCED BY DECISION OF MEETING BY COUNCILLORS OR OFFICERS

Nil

13. MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE

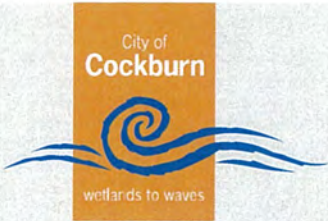
Nil

14. CONFIDENTIAL BUSINESS

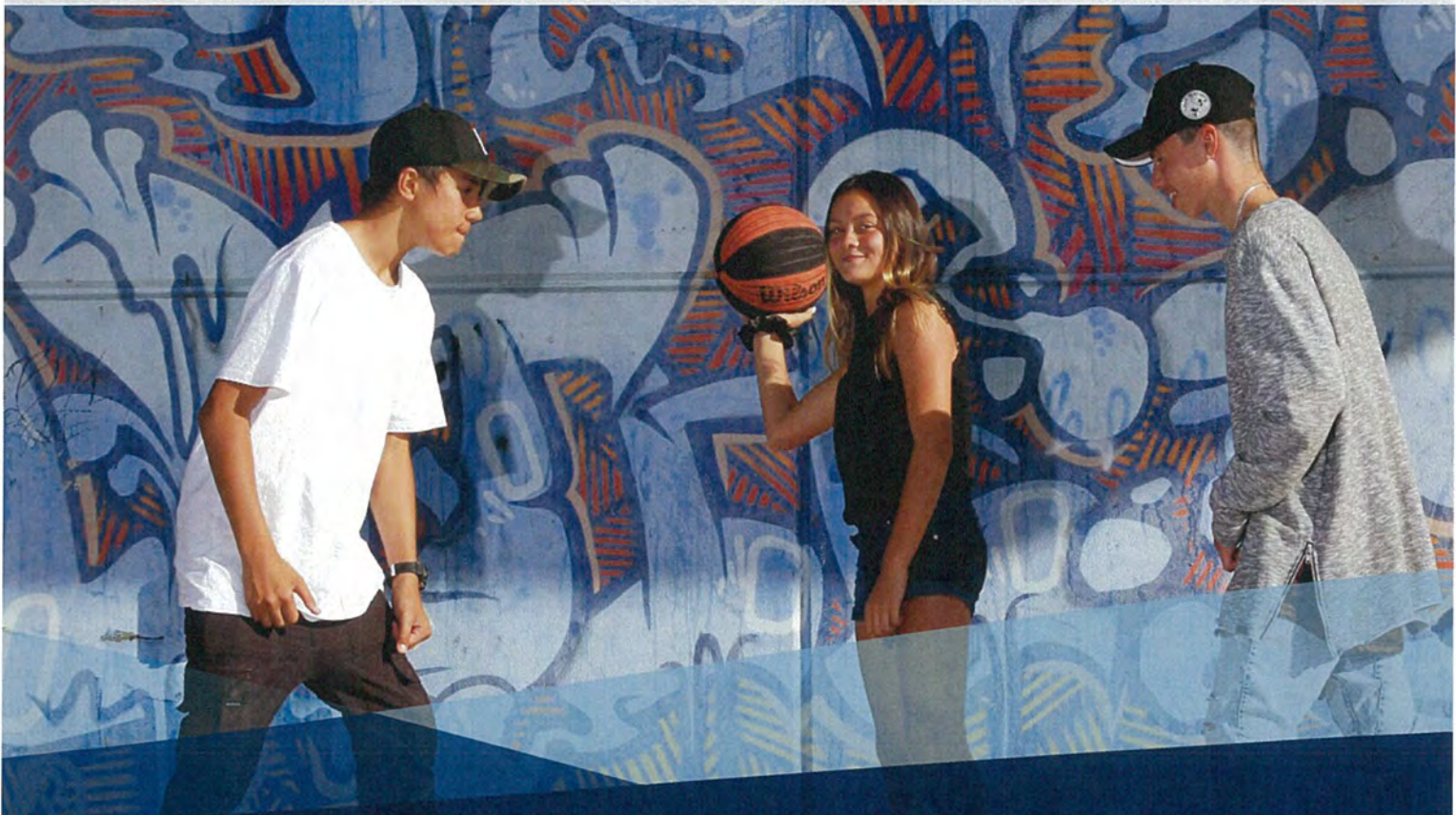
Nil

15. CLOSURE OF MEETING

7.29 pm.



City of Cockburn
STRATEGIC COMMUNITY PLAN
2016–2026



cockburn.wa.gov.au

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EXECUTIVE SUMMARY

The Strategic Community Plan encompasses the period 2016 to 2026. The plan is reviewed every two years with a formal review, including community consultation, every four years. This plan includes feedback from consultation that occurred in 2015/2016.

The Plan has been prepared in accordance with the Integrated Planning and Reporting Framework and Guidelines issued by the Department of Local Government.

Population forecasts indicate that the City continues to grow at 2.5% to 3.5% per annum and remains a “growth” council. This will result in approximately 40,000 more people calling Cockburn “home” over the life of this plan.

Community aspirations have been listed under the Reference Information section of the document and recognised in the strategic objectives. They are grouped around five key themes:

City Growth	planning for the population growth of our City and maintaining our strong financial position
Moving Around	facilitating safe, efficient, connected and sustainable movement around the City
Community, Lifestyle & Security	providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
Economic, Social & Environmental Responsibility	enabling a sustainable future economically, socially and environmentally; including business activity, job opportunities and sustainable use of resources
Leading & Listening	being accountable to our community and engaging through multiple effective communication channels

These are further elaborated and priorities reflected in the Corporate Business Plan.

INTRODUCTION



The Strategic Community Plan 2016 – 2026 sets the City's direction and lists our strategic aspirations. It reflects the priorities of our community and builds on our history and the previous plans we have to shape our community. This document contains our major achievements and awards since the last Strategic Community Plan was published four years ago, as well as the challenges we face over the next ten years.

This plan states our strategic vision and the values which enable this vision. It lists our high level objectives under five key themes. We've included the framework and model under which we plan and the key outcomes of our community consultation. Other information such as a snapshot of what the City looks like now, how it will change over the next ten years, relevant demographic data and a statement about how we deal with risk are also included.

The City looks forward to working with our community over the next ten years. Thank you to everyone who participated in our community consultation.

A handwritten signature in black ink that reads "Logan K Howlett". The signature is written in a cursive, flowing style.

Logan K Howlett JP
Mayor

SUCCESS

Key Achievements 2012 – 2016

Over the past four years we achieved a lot of what we set out to achieve despite resources having to be allocated to the local government reform program which was cancelled in February 2015. Some of our key achievements during this period were:

Working with the community on the “Hands Off Cockburn” campaign, which sent the state government a clear message on amalgamations

Lobbying and marketing campaigns that resulted in \$145 million commitment of funding for the duplication of Armadale Road; funding for a train station at Aubin Grove (\$75 million) and funding for the duplication of the Russell Road Bridge (\$38 million)

Supporting the “Rethink the Link” community campaign to oppose the Perth Freight Link

Undertaking significant community infrastructure projects totalling more than \$55 million; including the Cockburn Health & Community Facility (including Success Library); Coogee Beach Surf Life Saving Club, and Western Suburbs Skate Park (Market Garden Swamp, Spearwood)

Realising land sales of \$50 million, including former drainage sumps which were reinvested to community infrastructure

Funding for the \$109 million Regional Aquatic & Recreation Facility, with the City attracting \$22.4 million in grant funding from the Federal and State Governments

Major roads upgraded including Spearwood Avenue, Beeliam Drive, Berrigan Drive and North Lake Road

Development of the Phoenix Business Park, Port Coogee Marina Village; and Beeliam Village Town Centre was facilitated and all areas are now home to thriving local businesses

Underground power installed in areas of Hamilton Hill (East) and Coolbellup (East) after successful bids for part funding under the State Underground Power Program

Demonstrated leadership in the area of sustainability through continued investment in renewable energy, including installation of photovoltaic cells on many City buildings; two Electric Vehicle charging stations; and approval for geothermal at Cockburn ARC.

The City leads the Cockburn Sound Coastal Alliance (CSCA) to work on an integrated and collaborative approach to coastal impacts of climate change

Supported innovative projects with the installation of an Eco-Shark Barrier at Coogee Beach

Ongoing installation of CCTV cameras to increase security as part of our crime prevention strategy





Awards and Recognition

The City was formally recognised in the last four years at state and national level for many of its achievements:

Keep Australia Beautiful 2012 Australian Sustainable Cities Awards, National Award - Overall Winner (National); National Winner (Energy Innovation) and National Winner (Community Action and Partnerships)

Urban Development Institute of Australia (UDIA) National Awards for Excellence - 2012 Australand - National Regional Development Award Port Coogee Winner National Environmental Excellence Award

Public Sector Commission 2012 Western Australia Premier's Awards Finalist, Cockburn Community Fund (Strengthening Families and Communities)

Heritage Council, 2013 Western Australian Heritage Awards Finalist, Outstanding Heritage Practices by a Local Government

Public Health Advocacy Institute WA 2013 Children's Environment and Health, Local Government Awards; Overall Winner - Best in WA and Category Winner - Child care centre design/placement and Category Winner - Smoke free environments and Category Winner - Prevention of disease and Category Winner - Child Health and development

Planning Institute of Australia (WA Division) 2012 and 2013 Awards for Planning Excellence Category Winner - Hard Won Victory.



CHALLENGES AHEAD

The City faces some significant external challenges including State Government planning and the funding of infrastructure and services. Internally, the most significant issue is the management of municipal and commercial waste (and the income stream generated by commercial waste). The pace of innovation, cost of new technology and improving the perception of value for money from Council rates is also a challenge for the City. A more detailed discussion of these is included in the Corporate Business Plan 2016/17 – 2019/20.

OUR VALUES ENABLE OUR VISION

We seek to have all employees think and act according to five values. These values influence our workforce culture and assist our staff to deliver quality customer service.



OUR VISION

Council's vision is to build on the solid foundations that our history has provided to ensure that Cockburn of the future will be the most attractive place to live, work, visit and invest in, within the Perth Metropolitan area.

OUR STRATEGIC OBJECTIVES

City Growth

Moving Around

Economic, Social and Environmental Responsibility

Community, Lifestyle and Security

Leading and Listening



City Growth

planning for the City's population growth whilst maintaining our strong financial position

- 1 Ensure planning facilitates a desirable living environment and meets growth targets
- 2 Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types
- 3 Ensure growing high density living is balanced with the provision of open space and social spaces
- 4 Ensure a variation in housing density and housing type is available to residents
- 5 Maintain service levels across all programs and areas

Moving Around

facilitating safe, efficient, connected and sustainable movement around the City

- 1 Reduce traffic congestion, particularly around Cockburn Central and other activity centres
- 2 Identify gaps and take action to extend the coverage of the cycle way, footpath and trail networks
- 3 Improve connectivity of transport infrastructure
- 4 Continue advocacy for a better solution to regional freight movement
- 5 Improve parking facilities, especially close to public transport links and the city centre
- 6 Advocate for improvements to public transport, especially bus transport



Economic, Social and Environmental Responsibility

enabling a sustainable future – economically, socially and environmentally, including business activity, job opportunities and sustainable use of resources

- 1 Create opportunities for community, business and industry to establish and thrive
- 2 Increase local employment and career opportunities across a range of different employment areas
- 3 Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health
- 4 Improve the appearance of streetscapes, especially with trees suitable for shade
- 5 Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community

- 6 Further develop adaptation actions including planning; infrastructure and ecological management to reduce adverse outcomes arising from climate change
- 7 Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups



Community, Lifestyle and Security

providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people

- 1 Provide residents with a range of high quality accessible programs and services
- 2 Provide for community facilities and infrastructure in a planned and sustainable manner
- 3 Provide safe places and activities for residents and visitors to relax and socialise
- 4 Create and maintain recreational, social and sports facilities and regional open space
- 5 Advocate for improvements to information technology infrastructure such as the NBN rollout
- 6 Foster a greater sense of community identity by developing Cockburn Central as our regional centre whilst ensuring that there are sufficient local facilities throughout our community
- 7 Apply for areas to be included in funding to replace aging infrastructure under the State Underground Power Program - Major Residential Projects

Leading & Listening

being accountable to our community and engaging through multiple communication channels

- 1 Deliver sustainable governance through transparent and robust policy and processes
- 2 Ensure sound long term financial management and deliver value for money
- 3 Listen to and engage with our residents, business community and ratepayers with greater use of social media
- 4 Strengthen our regional collaboration to achieve sustainable economic outcomes. Ensure advocacy for funding and promote a unified position on regional strategic projects
- 5 Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management
- 6 Attract, engage, develop and retain our employees in accordance with the Workforce and Long Term Financial Plan

MEASUREMENT


Taking a 'Pulse' – Perception Surveys

To monitor the community and business priorities, the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. It measures performance and when analysed and graphed, clearly shows where the City must focus its efforts.

In 2015, the survey questions covered 52 subject areas linked to all areas of the Strategic Community Plan, with multiple questions being asked in some subject areas.

Examples of some of the measures from the previous Strategic Community Plan (2012 – 2022) are:

Strategic Theme	Specific Subject Area	Measure	Satisfaction Rating
Moving Around	Traffic	How satisfied are you with the management and control of traffic on local roads?	67% (moderate) are satisfied, trending up
	Comment This is the highest priority for residents and thus for the City. There were also several other survey questions around this theme. Following further community consultation, six specific objectives have been identified		
Community & Lifestyles	Safety & Security	How satisfied are you with safety and security?	82% (high) are satisfied
	Comment This continues to rate as a priority for residents and the survey asks several different questions around this subject. The new plan contains specific mention of safe places, safe movement and safe programs to ensure a focus on maintaining a safe community		
Community & Lifestyles	Streetscapes	How satisfied are you with streetscapes?	83% (high) are satisfied, trending up
	Comment This was noted by residents as being a priority. From 2016 it is included in the Strategic Theme of Economic, Social and Environmental Responsibility. Following further community consultation, a new, specific objective has been identified to "Improve the appearance of streetscapes, especially with trees suitable for shade"		



Feedback from our community regarding the draft Strategic Community Plan 2016 – 2026 has also identified residents' desire for acknowledgement that the City will deliver value for money from Council rates. The measure of this is the survey question "How satisfied are you with Value for money from Council rates?" In the 2015 survey, 75% of residents reported they were satisfied. This is rated as "relatively high" by the research firm. However, the City notes that there was room for improvement in the perceptions of residents in our East Ward as the results were markedly different to those from the West and Central Wards. To ensure there is a continued focus on delivering value for money across all areas of the City, an objective listed under the theme Leading and Listening has been amended to state that the City will "Ensure sound long term financial management and deliver value for money".

The City intends to continue the perception survey method of measurement and will add new survey questions or topic areas each year as needed.

The full survey results are published to the community on the City's website and links to them are below. An excerpt of these results is also included in the City's Annual Report.

Community Perceptions Survey 2015

» <http://bit.ly/22hQCGJ>

Business Perception Survey 2015

» <http://bit.ly/1XDYK48>

Other Measures

External and Internal Customer Satisfaction Surveys

Each year, the City also measures customer service with a sample size for this survey of well over one thousand people. This identifies which services are doing very well and which need to improve. Areas which need to improve their customer service are then set targets to reach and given support to improve their service delivery.

Key Performance Indicators

The City has internal key performance indicators based on a balanced scorecard approach and has determined that a significant review is warranted. The Corporate Business Plan 2016/17 – 2019/20 identifies a key activity to develop and implement a new Key Performance Indicator Reporting Framework to improve internal measurement of our business performance.

Benchmarking

The City has also committed to be a Foundation Council in WA for the implementation of the Local Government Operational and Management Effectiveness Program. This is essentially a benchmarking program so that the City can measure itself with other Councils and continuously improve its performance.



State of Sustainability Report

The City has been a leader in sustainability and publishes an annual State of Sustainability Report. This measures progress through key areas of focus for the City: Governance, Environment, Society and Economy. This report is imbedded within the City's network of corporate planning documents to form an integrated reporting platform. Whilst a snapshot of this report is reproduced in the City's annual report, the link to the full report is below:

» <http://bit.ly/1WJUTCV>

Annual Report

At the end of each financial year, a comprehensive Annual Report is published and this describes our progress from the Annual Business Plan. A progress report is made each six months. The link to the Annual Report for the financial year 2014/15 is:

» <http://bit.ly/1XDYK48>

Corporate Business Plan

The Corporate Business Plan contains more detailed objectives arising from the strategic initiatives; key projects; our business as usual activities; and major resource requirements. From this an Annual Business Plan is derived which details by Service Unit, what is to be achieved each financial year. A mid-year and end of year report is made on activities listed in the Annual Business Plan.

Future Progress Reports

From January 2017, it is intended to publish a biannual summary of progress on the Strategic Community Plan. This will enable community to easily see what projects and activities Council has undertaken that specifically arise from its strategic direction.

The reports listed above are placed on the City's website and made available in alternative formats upon request. For future editions of these reports please refer to our website at:

» www.cockburn.wa.gov.au

REFERENCE INFORMATION

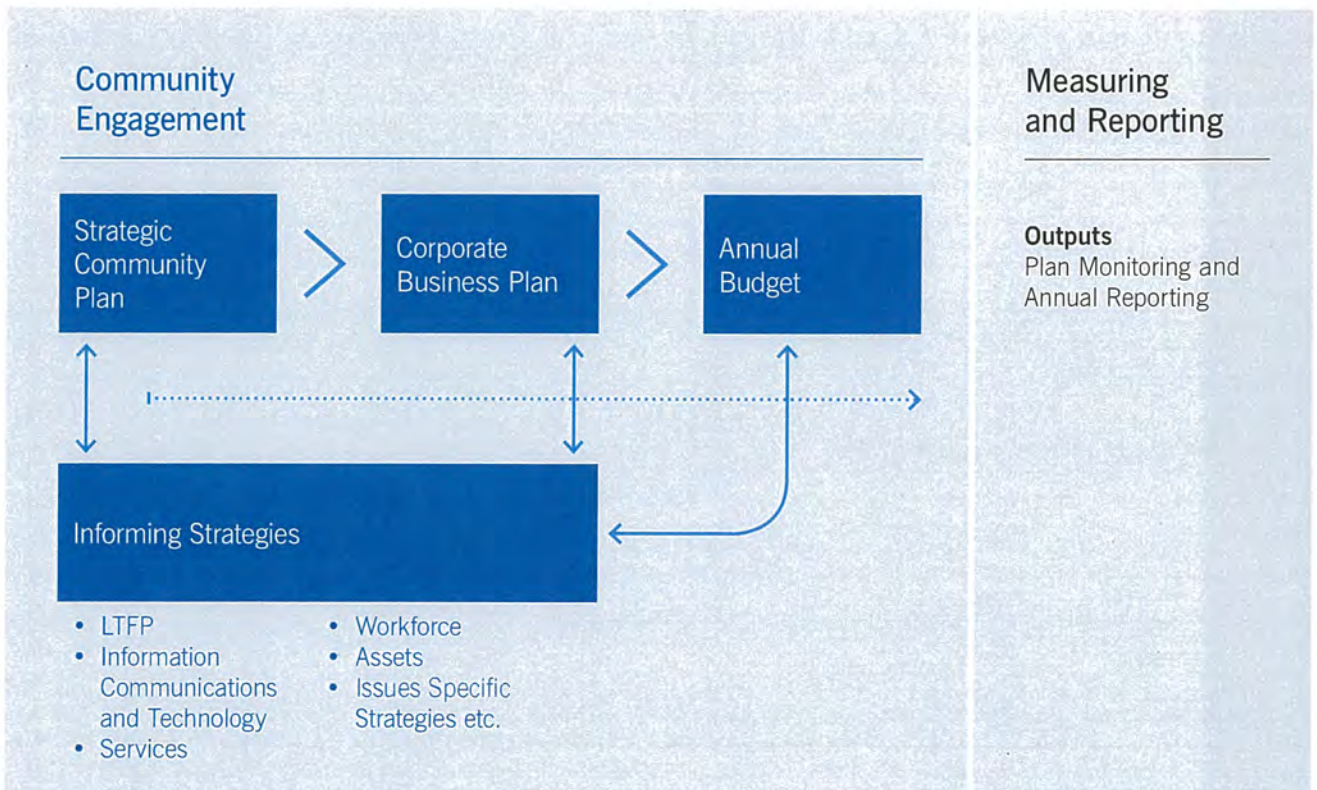
Corporate Planning Framework

The City is required to use an Integrated Planning Framework developed by the Department of Local Government. The diagram below illustrates the model.

A **Long Term Financial Plan (LTFP)** is a ten year plan developed alongside the Strategic Community Plan that identifies the resources required to deliver long term objectives. It includes long term financial projections based on our Asset Management Plans; Workforce Plan; Major Project Plans; our Revenue Strategy; and specific, subsidiary strategies.

The **Corporate Business Plan** is developed on a four yearly cycle and reviewed annually to prioritise projects and services. It links annual operations to the Strategic Community Plan and informs the annual budget process. The annual budget details the revenue and expenditure estimates for activities scheduled for the relevant financial year. The annual perspective is summarised in an Annual Business Plan which provides a broad operational plan on which the City's Business Units base their detailed operational plans.

Elements of Integrated Planning and Reporting Framework





COMMUNITY CONSULTATION OUTCOMES

We strive to engage with our community through:

Informing

Consulting

Actively Participating

Comment on Cockburn

We have gathered a lot of community ideas and comments through our “Comment on Cockburn” online portal and via Facebook. Digital mediums allow us to reach significantly more people than what can be achieved using traditional mediums. During the consultation period there were over 1000 site visits to Comment on Cockburn with people expressing the following aspirations:

Adequate facilities to accommodate growing high-density living including provision of open space, play grounds with adjoining cafés and a cinema

Ensure areas are not overdeveloped especially existing large blocks, natural bush areas, wetlands and the coastline/beach areas

Reduced traffic congestion

Improved traffic management

Improved road design and development and making them more cyclist friendly

Improved cycle ways and footpaths – including connectivity with public transport and support infrastructure. A pedestrian overpass at Cockburn Central was mentioned many times

Improved public transport, especially buses and to a lesser degree, light rail



Improved parking at Cockburn Central train station

Safety and security

Building a greater sense of community identity

More trees and green streetscapes

Environmental conservation

Increased local employment – job opportunities and support to local business

More underground power

Continued consultation

Continued communication with Council, especially using social media

Community Workshops

We also held face to face “Comment on Cockburn” consultation workshops involving Elected Members, community members, our reference group members and associates, young indigenous people and some of our employees (most of whom live locally). Their aspirations included:

Balancing growth in the City with preservation of some rural areas

Better traffic management

Better connections, especially roads, cycle paths, pedestrian overpasses and footpaths

Adequate parking

Reduced road congestion

Public transport – better connections with trains and buses, possibly CAT, and planning for light rail

Mapping of existing connections and making this easily accessible, especially cycle ways

Partnering with Main Roads more effectively for integrated planning

Recreation and entertainment facilities for youth and children

Building safety into infrastructure creation



Improve the general cleanliness of the City, particularly around shopping centres and fast food outlets

Having Council take the lead in developing the heart of Cockburn and more of a City identity

Mapping and promoting community, recreational and cultural facilities and services

Essential communications infrastructure

Equitable access and inclusion

Developing an Arts Hub

Diverse indoor and outdoor cultural spaces

Quality parks and playgrounds as destination spaces – safe, with good lighting and cafés

Creating an entertainment precinct

Promote local business including ‘Buy Local’

Diversify economic opportunities to support employment opportunities and reduce traffic

Promote Eco-Tourism, Cultural Tourism and Recreational Tourism through development of infrastructure, services and events. Coogee Beach, nature trails and wetlands were noted

Promote and preserve the natural beauty

Advocate to address or ameliorate social needs

such as homelessness, vandalism and anti-social behaviour, and the need for affordable housing and services for special needs or marginalised groups

Continue to support crime prevention, youth services, health, well-being and safety strategies

Continue to support bushfire mitigation strategies and education about bushfire risk and prevention

Support social inclusion strategies and provide and promote affordable and accessible community and cultural facilities, services and events that encourage community spirit and community engagement and reduce isolation

Effective and transparent communication and real community engagement through a range of mediums

A simple means of understanding the Strategic Community Plan and clear measures to assess progress were raised in several groups

Continue listening and learning through community consultation, especially true consultation with Reference Groups and listening (and hearing) that respects the values and input of Aboriginal people

Involving specific interest groups at the planning stages of facilities, especially Cultural, Indigenous and Disability and Access groups

Fostering direct communication and connections at the grass roots level between organisations and community networks

Perception Surveys

Before undertaking consultation with the community for this plan, we reviewed feedback for our annual Community Perception Survey, the annual Business Perception Survey, recent Customer Satisfaction results and the community engagement carried out across a range of areas.

The results of the last Community Perceptions Survey and Business Perception Survey (both June 2015) are shown below. Our community want us to prioritise:

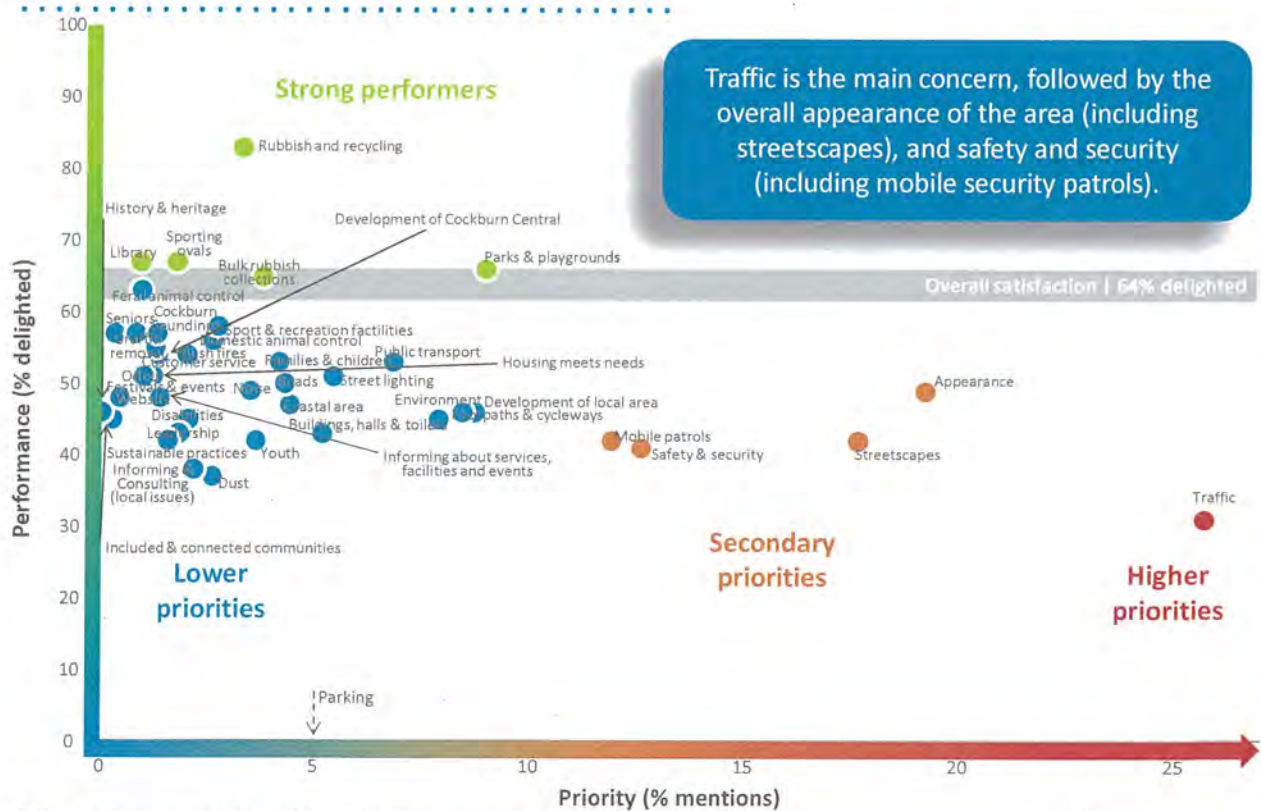
Traffic – congestion hotspots, public transport, speeding, parking

Overall appearance of the area including streetscapes – vegetation, rubbish, jazz it up

Security including mobile security patrols, anti-social behaviour, hooning, vandalism

Promoting the area as a desirable place to do business which includes the appearance of shopping centres as well as understanding and supporting local businesses

Community Priorities™



Q. How satisfied are you with: Base: All respondents who provided a valid response (Residents 2015 n = varies)

Q. Which areas would you most like the City of Cockburn to focus on improving? Base: All respondents (Residents 2015 n = 402)

↓ Areas where satisfaction was not measured but were spontaneously mentioned by respondents as areas to focus on improving

Customer Satisfaction Surveys

Community Satisfaction with customer service remained strong in 2015, with all business units receiving KPI scores above 80% (rating 6+ out of 10) and with 14 (of 16) units achieving 90% or higher. There were even four perfect KPI scores (100% rating 6 or more out of 10): Strategic Planning Services, Customer Services, Youth Centre and Seniors Services. There were no decreases in customer satisfaction in any business unit.

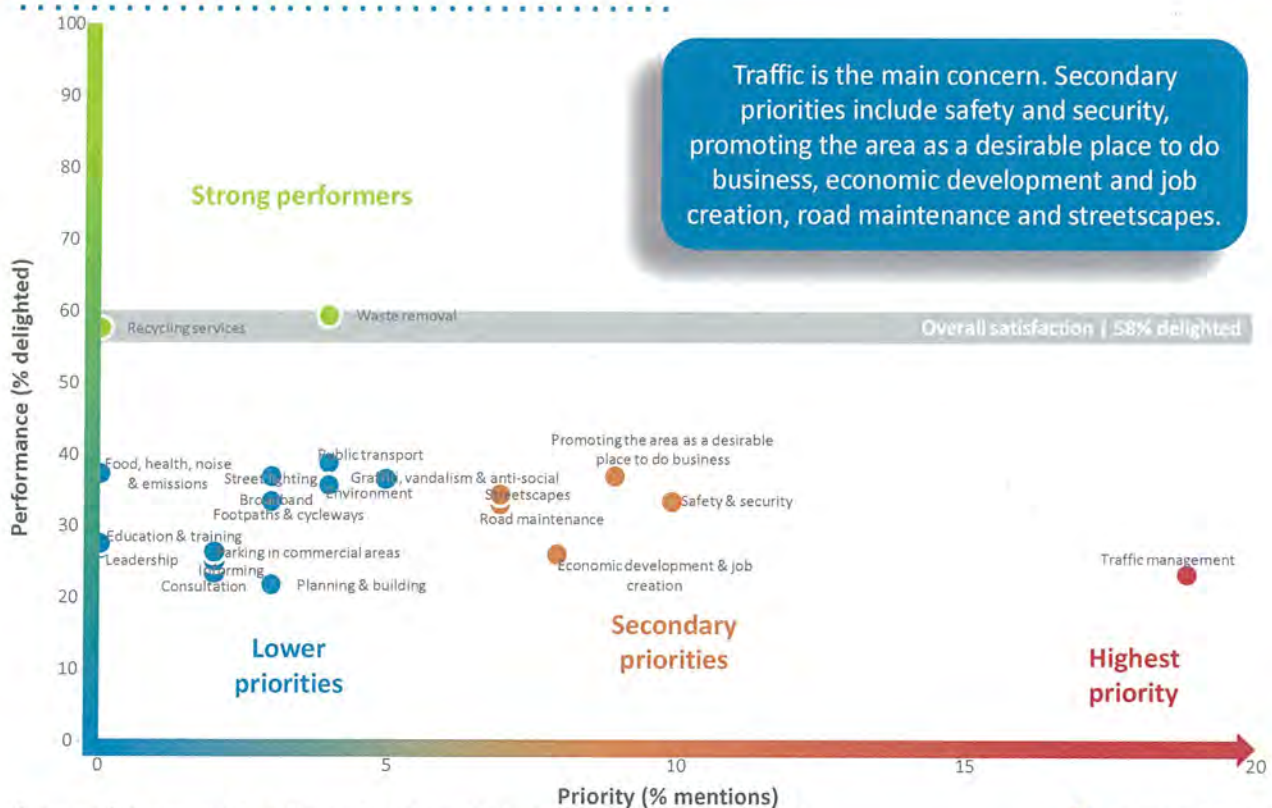
Community Conversation

In workshops we held in 2015 community participants said they wanted a connected, viable, interactive, safe, sustainable, inclusive, vibrant, flourishing, family friendly, accessible, diverse, cohesive community with a homely feel!

The outcomes of our consultation are what we have considered in developing our strategic objectives.

The City has taken into consideration all community feedback in the development of its strategic objectives.

Business Priorities™



Q. How satisfied are you with: Base: All respondents who provided a valid response (Business 2015 n = varies)
 Q. Which areas would you most like the City of Cockburn to focus on improving? Base: All respondents (Business 2015 n = 101)
 √ Areas where satisfaction was not measured but were spontaneously mentioned by respondents as areas to focus on improving



KEY DOCUMENTS

The following documents were reviewed to inform this plan:

1. Asset Management Plans

Road Infrastructure

Drainage

Buildings

Fleet and Plant

Parks and Environment

Footpaths

2. Revitalisation Strategies

Coolbellup

Phoenix Central

Hamilton Hill

The Lakes (at draft stage).

3. Structure Plans

Cockburn Central Activity Centre Structure Plan 2015

Cockburn Coast District Structure Plan Part 1 2009 and Part 2 2012

Port Coogee Marina

4. Community, Sport and Recreation Facilities Strategic Plan (at draft stage)

5. Libraries Strategic Plan 2014–2019

6. Age Friendly Strategic Plan 2009

7. Child and Family Strategic Plan 2016–2021

8. Civic Infrastructure Plans

Council Administration Building – current and future

Operations Centre

Port Coogee Marina

Waste Recovery Centre

Information Services – Public WiFi

9. Other

Other key strategies such as the Public Open Space Strategy; Waste Management and Education Strategic Plan; and Land Management Strategy.

Key documents can be found on the City's website:

» www.cockburn.wa.gov.au

OUR CITY IN A SNAPSHOT

Based on 2014-15 financial year



VALUE OF CURRENT ASSETS
\$1.103B



VALUE OF DEVELOPMENT APPLICATIONS
\$591M



POPULATION
106,540



AVERAGE WAIST REDUCTION FOR PARTICIPANTS IN THE HEAL PROGRAM
38MM



NUMBER OF VISITS TO THE CITY'S WEBSITE
572,678



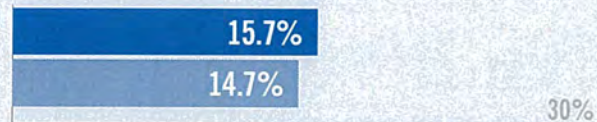
NUMBER OF JOBS IN COCKBURN
46,585

CITY OF COCKBURN compared to **GREATER PERTH** Based on 2011 Census data

PARENTS AND HOMEBUILDERS



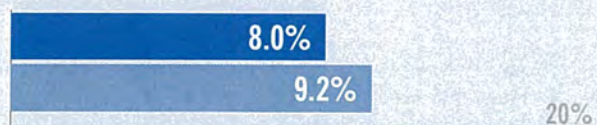
YOUNG PEOPLE IN THE WORKFORCE



SENIORS



EMPTY NESTERS AND RETIREES





NUMBER OF CUSTOMER REQUESTS RECEIVED ON AVERAGE PER BUSINESS DAY

133



NUMBER OF REGISTERED POOLS & SPAS

6,692



NUMBER OF CALLS TO CONTACT CENTRE

106,609



DISCOUNTED PLANTS SOLD UNDER THE ANNUAL NATIVE PLANT SUBSIDY SCHEME

3,666



NUMBER OF STREET TREES

36,173



TONNES OF WASTE RECOVERED AT HENDERSON WASTE RECOVERY PARK

10,515

PEOPLE WITH CROATIAN ANCESTRY



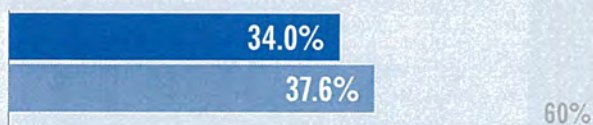
PEOPLE WITH ITALIAN ANCESTRY



PEOPLE WITH PORTUGUESE ANCESTRY



PEOPLE WITH ENGLISH ANCESTRY





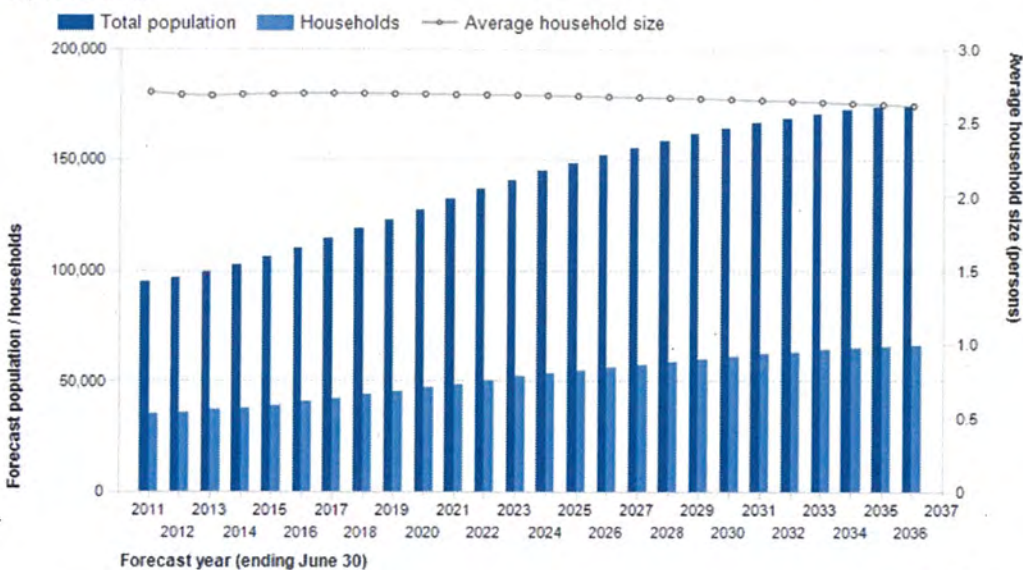
WHAT WE WILL LOOK LIKE BY 2026

The City's population is forecast to grow from 110,314 in 2016 to 148,477 in 2025; an increase of 35%. The number of dwellings is expected to change from 41,832 to 54,841. The average number of people in a household is expected to remain fairly constant.

Much of this population growth will result from greenfield residential development. This decade is likely to be the last one in which this is the case. From 2026, population growth is more likely to come from the revitalisation of existing suburbs and the rate of growth is forecast to decline.

Forecast population, households and average household size

City of Cockburn



Population and household forecasts, 2011 to 2036, prepared by .id the population experts, April 2016.

.id the population experts



RISK

Risk Management identifies and assesses threats and opportunities confronting the City's attempts to achieve its business objectives and defines effective response strategies. The City is progressing in the implementation of its Risk Program, ensuring that sound risk management practices and procedures are fully integrated into its strategic, projects and operational processes and day to day business practices.

The City has developed a Risk Management Framework to assist Council in achieving its goals and objectives, and continues to roll out the Risk Program in line with the Risk Management Strategy. Under the Framework the Council's Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996.

Risk management aims to maximise the City's chance of delivering its strategies as well as ensuring that associated risks are managed and monitored. The ability of Council to influence, advocate and partner with others will be important to deliver on Council's strategic directions. The strategic risk review will be conducted in conjunction with the review of this plan to align the strategic outcomes to the strategic risks.

The City's Risk Management documents including the Local Emergency Management Plans can be found on the City's website at:

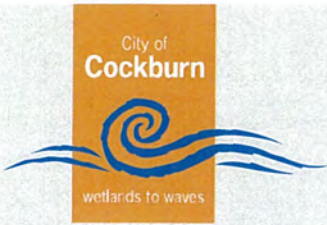
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City of Cockburn
CORPORATE BUSINESS PLAN
2016/17 – 2019/20



cockburn.wa.gov.au

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EXECUTIVE SUMMARY

The Corporate Business Plan 2016/17 – 2019/20 maps the City's key priorities, projects, services and actions over the next four years. It provides the detail for the first years of the Strategic Community Plan 2016 – 2026 as well as detailing business as usual service delivery. It is developed on a four yearly cycle and reviewed annually to prioritise or re-prioritise projects and services. It links annual operations to the Strategic Community Plan and informs the annual budget process.

This plan identifies several significant emerging issues around State Government Planning policy including planning control and the balancing of urban infill with the expansion of the urban zone. Ensuring urban infill is supported by high quality public spaces, civic spaces and street environments is a theme throughout the updated Strategic Community Plan. Capacity issues are emerging mainly through our ability to fund infrastructure and deliver services with changes to funding. Waste management was identified in our last Corporate Business Plan and continues to be a challenge for both municipal and commercial waste. Technology, particularly the current NBN rollout has emerged as an issue in our community.

Most importantly, this plan outlines our key priorities and what we need to achieve in each of five themes:

City Growth	planning for the population growth of our City and maintaining our strong financial position
Moving Around	facilitating safe, efficient, connected and sustainable movement around the City
Community, Lifestyle & Security	providing safe, attractive, healthy programs and infrastructure for a diverse range of activity and people
Economic, Social & Environmental Responsibility	enabling a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources
Leading & Listening	continuing to be accountable to our community and engaging through multiple effective communication channels

The plan concludes with lists of the relevant documents and factors taken into account in drafting the plan. It also describes the reporting mechanisms for this plan.

INTRODUCTION



The purpose of the Corporate Business Plan 2016/17 – 2019/20 is to map out the City's key priorities, projects and actions over the next four years. It provides the detail for the first years of the Strategic Community Plan 2016 – 2026. A major review of the Corporate Business Plan is held each four years and follows the revision of the Strategic Community Plan once the community consultation stage is completed. Progress on the Corporate Business Plan is reported in the Annual Report with regular updates to the community via our website, Cockburn Soundings and social media.

In this plan, we see two significant areas of business change for the City. Firstly, the City assumes responsibility for management of the Port Coogee Marina on 24 July 2016. This includes the mooring pens, jetties, boardwalks, fuel facilities, marina services building, breakwaters, sea walls and the general waterway. Marina management is a completely new business for the City but is supported with a comprehensive business plan and new revenue streams which will support the ongoing development of this important community facility.

Secondly, early 2017 the City will see the opening of Cockburn ARC, its regional leisure facility. Whilst the City has operated the South Lake Leisure Centre for many years, the new centre will be much larger offering an eight

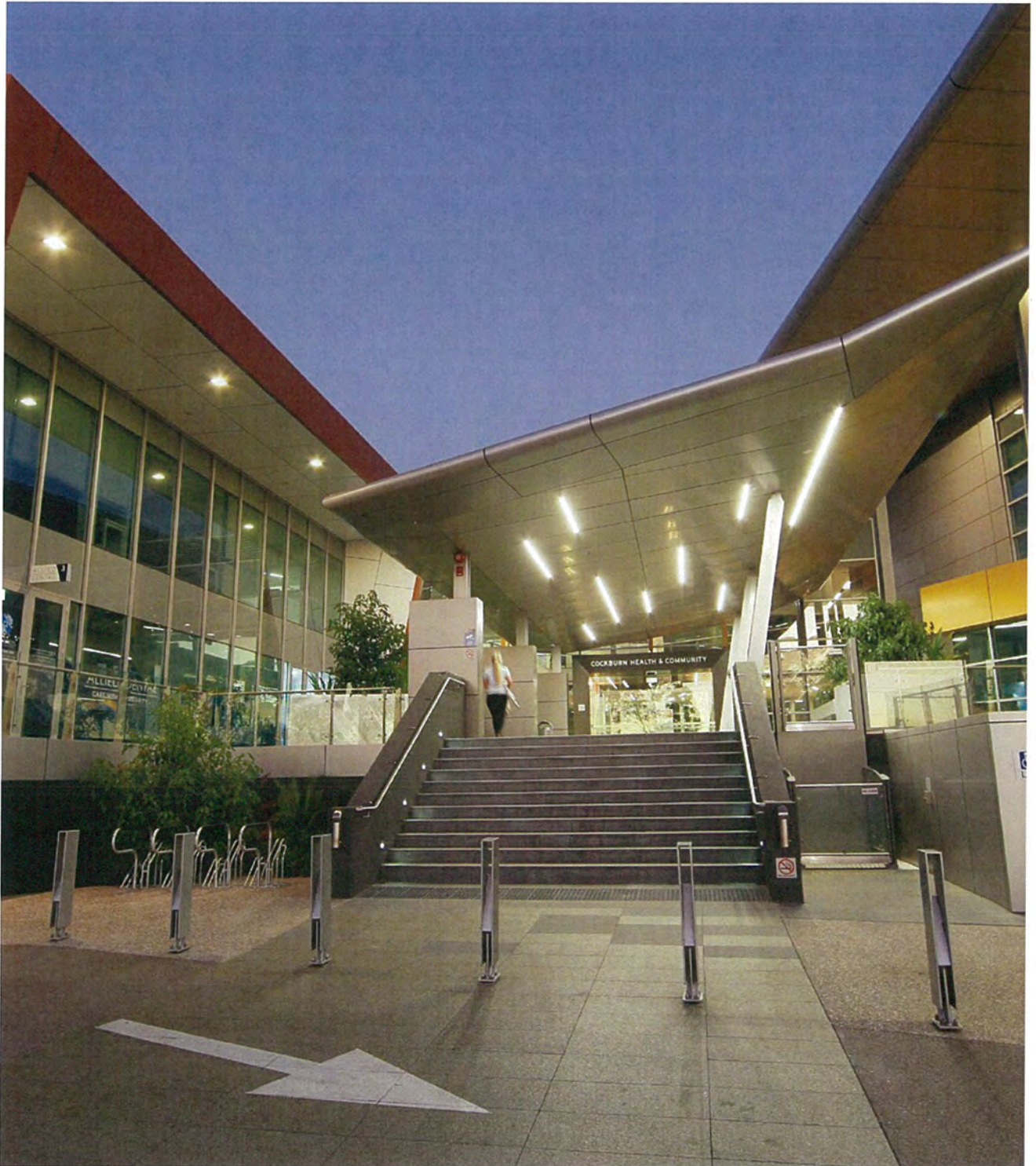
lane 25 metre indoor heated pool, a 52 metre outdoor heated pool, specialties pools – hot water, learn to swim and interactive water facilities including three world class water slides, hot and cold spas, sauna and steam room. Multiple change facilities will cater to families; schools/groups and people with a disability. We've planned a six court multi-sport indoor sports stadium, fully equipped gym and separate studios for fitness, mind and body; and cycling. There will be a retail outlet, child care, dedicated birthday party room, indoor play centre, meeting / function rooms and a café.

As the City grows, road infrastructure continues to be a major cost. The current Asset Management Plan for Road Infrastructure has calculations for road maintenance based on a conservative road life. The road maintenance modelling is currently under review and a condition audit of the City's roads is also to be conducted during the life of this plan.

I hope you find this plan informative as we look forward to working with the community over the next four years and beyond.

A handwritten signature in black ink, appearing to read 'Stephen Cain'. The signature is stylized and written in a cursive-like font.

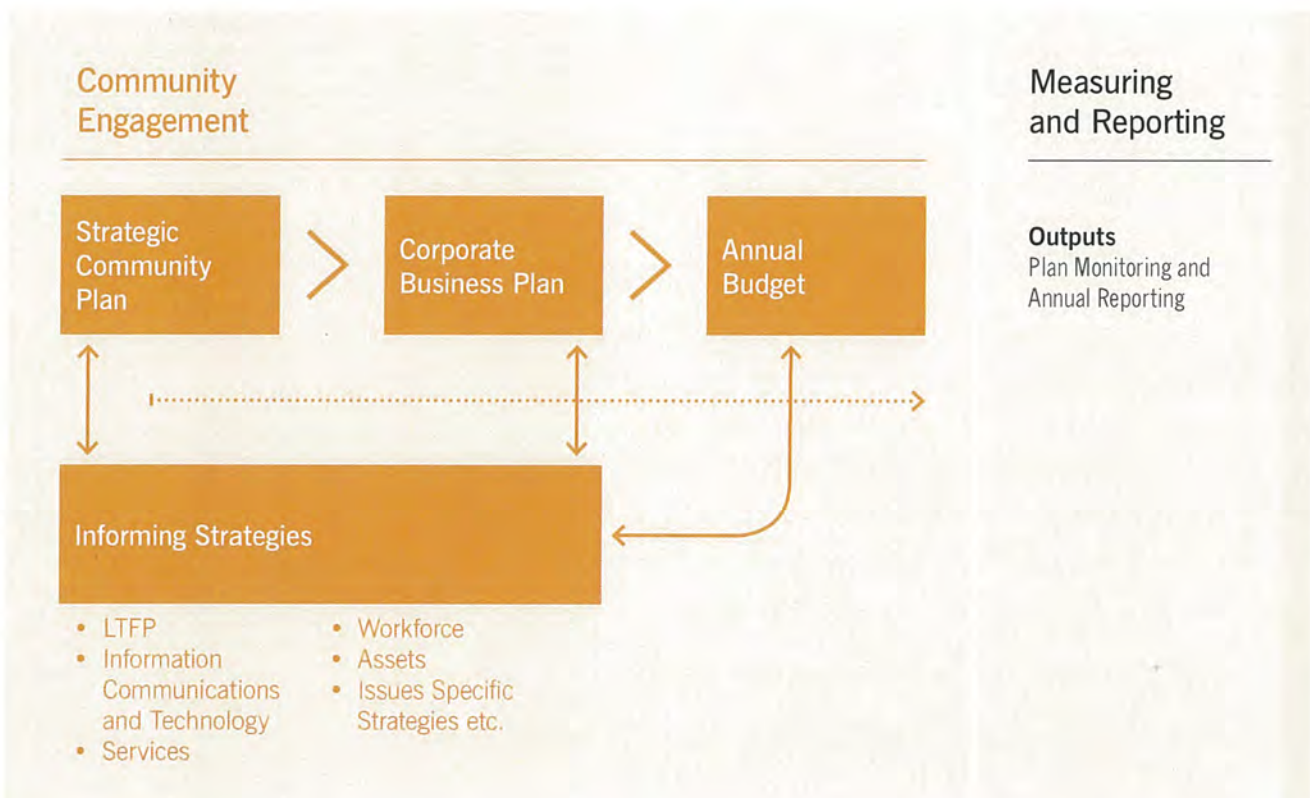
Stephen Cain
Chief Executive Officer



PLANNING FRAMEWORK

The City uses an Integrated Planning Framework developed by the Department of Local Government. The following diagram illustrates the model.

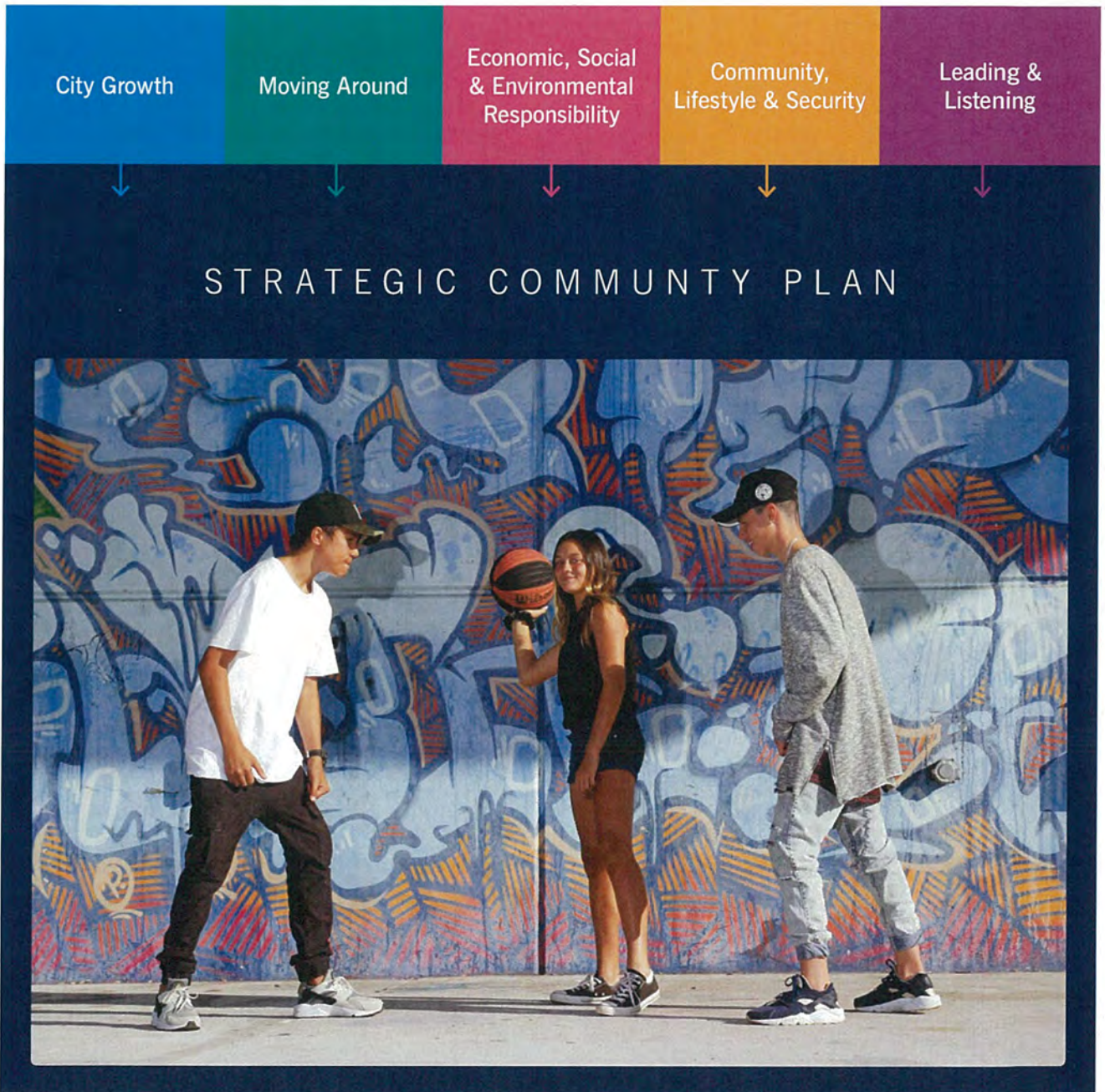
Elements of Integrated Planning and Reporting Framework



A **Long Term Financial Plan** is a ten year plan developed alongside the Strategic Community Plan that identifies the resources required to deliver long term objectives. It includes long term financial projections based on our Asset Management Plans; Workforce Plan; Major Project Plans; our Revenue Strategy; and specific, subsidiary strategies.

The **Corporate Business Plan** is developed on a four yearly cycle and reviewed annually to prioritise or re-prioritise projects and services. It links annual operations to the Strategic Community Plan and informs the annual budget process. The annual budget details the revenue and expenditure estimates for activity scheduled for the relevant financial year. The annual perspective is summarised in an Annual Business Plan which provides a broad operational plan on which the City's Business Units base their detailed operational plans.

Informing Strategies linked to the five themes of the Strategic Community Plan





EMERGING ISSUES

State Government – Planning

The State Government's planning document "Directions 2031 and Beyond" continues to act as a guiding framework for local government to plan for a more consolidated Perth metropolitan area. Its aim is to drive the use of land and infrastructure in an efficient way by balancing expansion of the urban zone with urban infill projects to accommodate a city of 3.5 million by 2056. Land supply is controlled by state government and this document introduces activity centres, transit oriented development and key targets for the number of dwellings to be provided. The implementation of this document and its associated legislation and strategies can be a challenge for the City as significant control over planning has been removed from local government over the past few years and existing residents do not always embrace the urban expansion management objectives of Directions 2031, particularly in regard to urban infill.

Issues for the City are the protection of greenspace; need for an urban density strategy that balances liveability; importance of transport corridors for freight and industry; and changing urban form – more density.

Capacity - Infrastructure Funding and Delivery of Services

The City must balance the growing demand for an increased range of services with the requirement to maintain its long term financial sustainability. This includes maintaining cash reserves for significant infrastructure projects so that loan borrowing is minimised. To maintain current service levels and increase the scope of services to the community, the City must optimise its funding sources including rates, fees and charges levied for specific services; funding grants from State and Federal sources; and

interest on investments. Over the last two years, the City, like other local governments, has lost some control over its income as the Federal and State Government have frozen some grants (such as the Financial Assistance Grants) and redirected 50% of all building permit application fees away from the City, remitted to the Building Commission. Rate Capping is being considered by both major political parties which would reduce the capacity of the City to deliver capital projects and municipal services.

With the shifting of costs from state to local government, loss of control over income and rising community expectations, capacity to deliver will continue to be a challenge that all local governments face.

The City needs to look for greater income for self-sufficiency; financial partnership opportunities to develop projects; benchmarking of services for performance and cost; and use of technology to provide value for money.

Waste Management

Municipal Waste

Whilst the City operates the Henderson Resource Recovery Park and is a member of the South Metropolitan Regional Council (SMRC) which operates the Regional Resource Recovery Facility; longer term options for waste management need to be sought and assessed. Depending on the technology used, options to produce energy from waste require an input stream which might come from a City owned Materials Recovery Facility (MRF). Steel, organics, timber, paper, plastic and inert materials such as bricks, sand and rubble, could be extracted to provide saleable raw materials for other processes. Other energy technology solutions require a non-sorted waste stream for thermal energy recovery.



Commercial Waste

On current tonnage rates the City's landfill site (within the overall recovery park) has an operating life to 2038. This would be extended if less volume goes into the landfill which happens if resources can be recovered and sold. This site also offers a service to other local governments, private and public organisations and individuals, thus providing a significant revenue stream to fund municipal activity. This makes the Henderson facility important from both a waste management and income management perspective.

Waste recovery technologies are capital intensive and require partners to minimise risk. Processing costs are reduced through source separation so more emphasis is required on this.

Technology

The rate of innovation and cost of new technology is a challenge for local governments. Sometimes it is the means to providing current or increased levels of service but often brings with it a significant increase in the resources required, including hardware and workforce numbers with high skill requirements. The demand for public WiFi is an example of the

growing aspiration for access to technology. The lack of access to broadband in some areas of the City causes significant issues for some parts of our community and will require significant advocacy in regard to the NBN rollout.

The main issue for the City is improved advocacy to overcome areas with technology shortfalls. More innovation from the ERP (Enterprise Resource Planning) provider is also required to hasten technology improvement.

Changing Climate

A drying climate; increasing temperatures; and projected sea level rise present challenges in managing bushland and coastal reserves. Water restrictions, bushfires and coastal erosion and inundation arising from sea level rise and storms, will inevitably lead to a loss of reserve land, ecosystem diversity and infrastructure. The City also has a role in mitigation by reducing its reliance on fossil fuels to play its part in global emission reduction.

The City needs to maintain its action toward sustainability and plan to reduce the impact of a changing climate.



KEY PRIORITIES – ACHIEVING SUCCESS IN OUR FIVE THEMES

The outcomes of the community engagement that have informed the Strategic Plan 2016 – 2026 and thus this plan, clearly show that we need to prioritise our efforts in the following areas:

Moving Around the City

We will work on managing traffic congestion and supporting alternative means of transport. A more robust transport network could include the development of cycle ways, better promotion of alternative transport paths and lobbying for improved public transport.

Environmental Responsibility

The community has clearly stated that they want more tree coverage in the City. This includes our streetscape, public open space and private property. There is also much support for preserving as much of our natural environment as possible and carefully managing our beautiful natural assets such as the coastal area and the wetlands.

Security

We will maintain our work on providing a safe and secure environment. Specifically this may include focussing on the safety of built infrastructure and maintaining a security patrol service, while ensuring effective coordination with the State Government services that are responsible for law and order.

Business as Usual

Much of the activity stemming from the Strategic Community Plan is business as usual. The City's normal business operations are conducted through an organisational structure of Service Units, Business Units and Divisions. Key services and activities are included and listed in the tables following. The information includes the Business or Service

Unit which has lead responsibility for an activity or function. However, sometimes the activities are delivered across multiple teams. If such activities require an increase in staffing resources, such as volume driven services (bin pick ups), this is noted in the Staffing Forecast section of the Workforce Plan. Funds for the delivery of services and for any new minor projects are detailed during annual budget preparation. Major projects and overall costs are included in the Long Term Financial Plan.

Key Projects

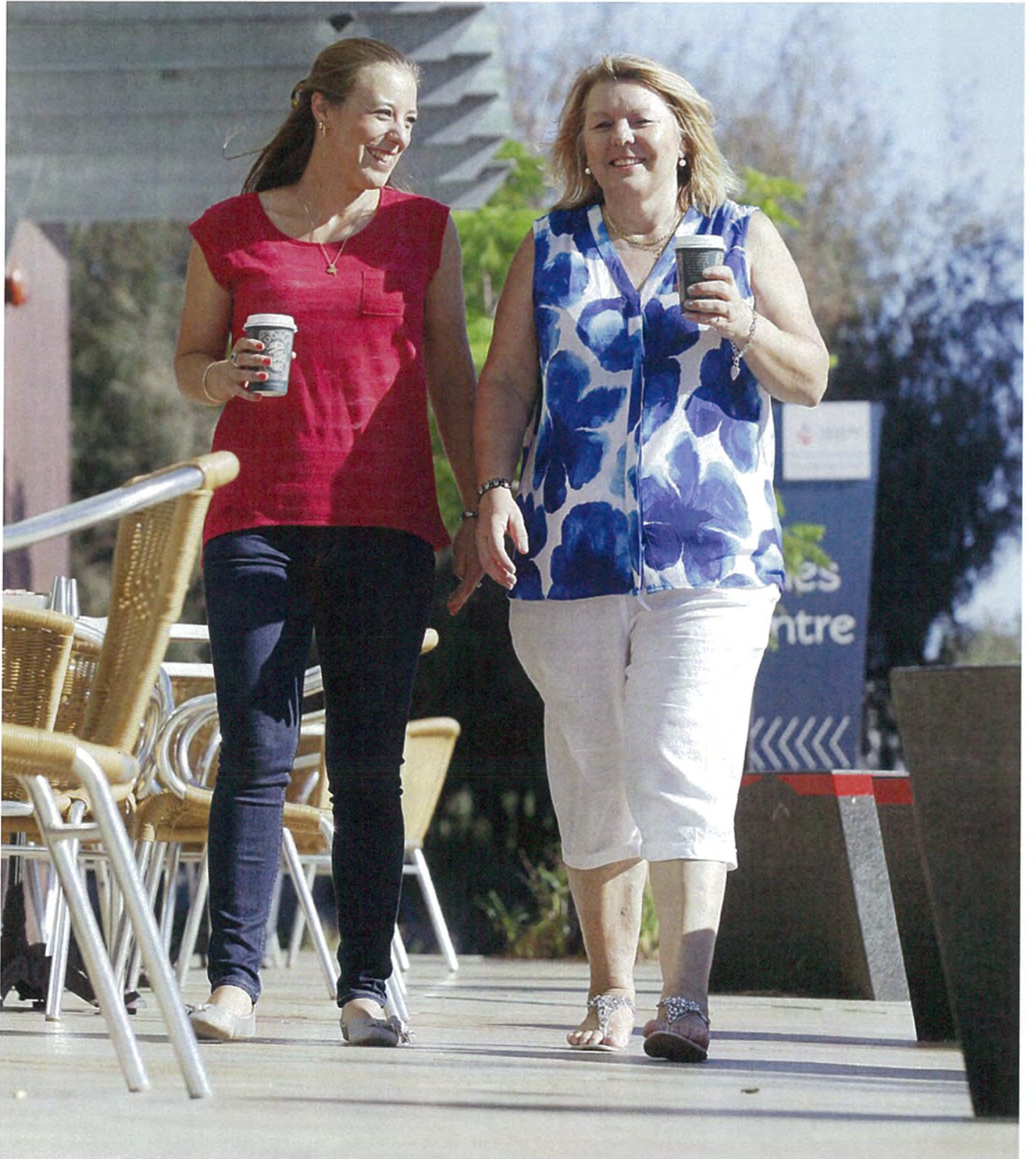
In contrast to normal functional operations, key projects are often delivered by cross functional project teams so individual Business and Service Units are not specified in the Key Projects tables. The lead Business or Service unit will be the one that lists the project in our Annual Business Plans and has responsibility for requesting the resources required. Indicative estimates are included in this document whilst more accurate estimates are provided in each annual budget.

There are also tables to summarise the main new projects we are planning to achieve. Sometimes this is to take on a new function such as marina management in FY 16/17 and others are significant projects we plan to improve our service.

Two maps which are updated annually are included to graphically present the planned:

1. Community & Civic Infrastructure 2016 – 2026
2. Regional & Major Roadworks 2016 – 2030

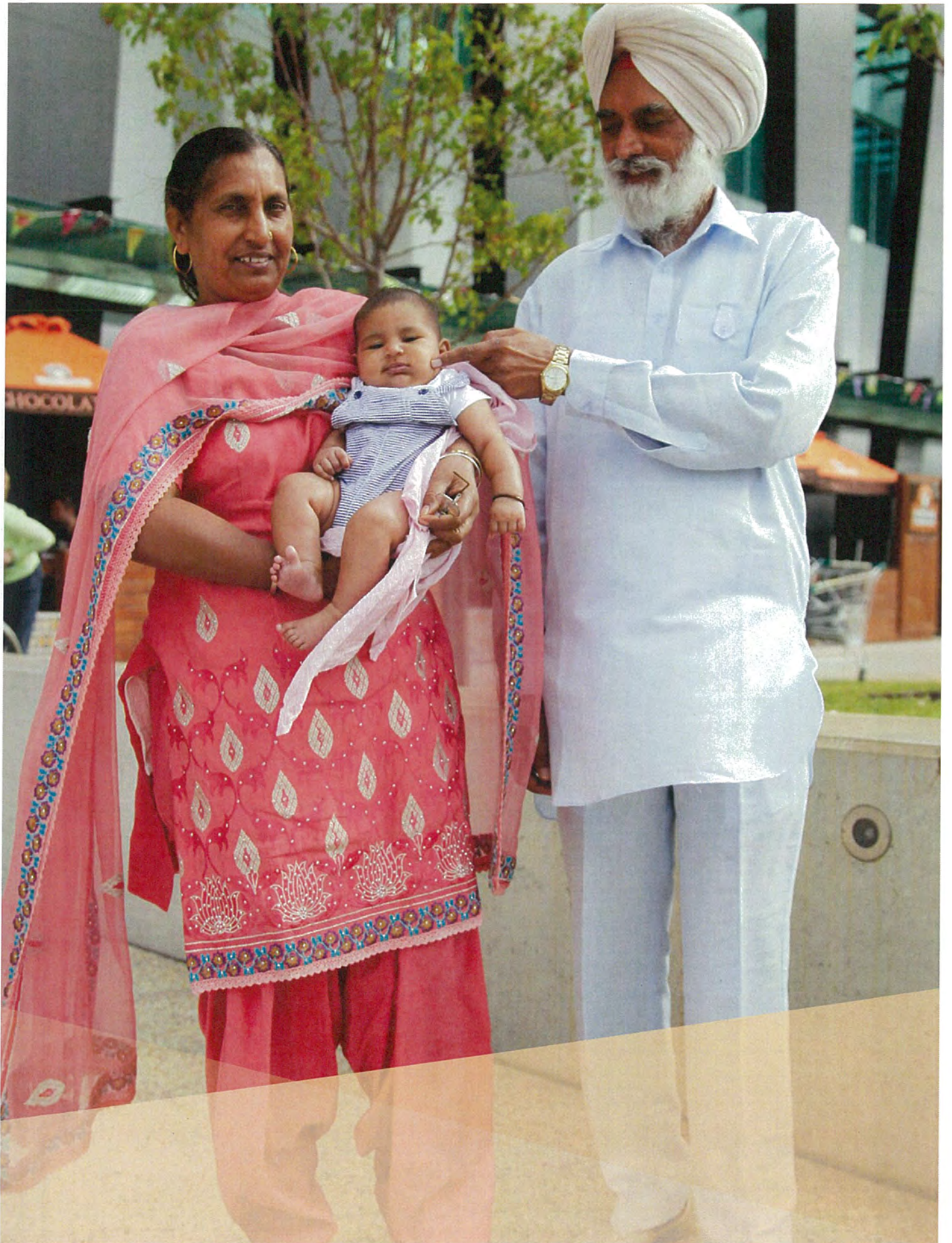
Figures and dates in these maps are estimates for planned work.



KEY OBJECTIVE 1: CITY GROWTH

Plan for population growth of our City and maintaining our strong financial position.

-
- | | |
|-----|---|
| 1.1 | Ensure planning facilitates a desirable living environment and meets growth targets |
|-----|---|
-
- | | |
|-----|---|
| 1.2 | Continue revitalisation of older urban areas to cater for population growth and take account of social changes such as changing household types |
|-----|---|
-
- | | |
|-----|---|
| 1.3 | Ensure growing high density living is balanced with the provision of open space and social spaces |
|-----|---|
-
- | | |
|-----|--|
| 1.4 | Ensure a variation in housing density and housing type is available to residents |
|-----|--|
-
- | | |
|-----|---|
| 1.5 | Maintain service levels across all programs and areas |
|-----|---|
-



KEY OBJECTIVE 1: CITY GROWTH

Key Business as Usual Services and Activities

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Strategic Planning	Prepare structure plans, amendments to the Local Planning Scheme, formulate strategies and adopt policies which provide guidance and direction for the growth of the City	1.1 1.2 1.3 1.4 1.5
Building Services	Ensure that buildings and structures within the City provide acceptable levels of public safety and comply with all relevant building legislation, codes, standards and regulations	1.1 1.5
Statutory Planning	Regulate development and subdivision within the City to ensure the protection of appropriate levels of amenity and to protect the public interest	1.1 1.2 1.3 1.4 1.5
Parks Development	Cash In-Lieu Strategy – provides a co-ordinated approach to the expenditure of funds for public open space (Planning and Development Act 2005)	1.3
Infrastructure Services	In liaison with Community, Recreation and Community Services, plan and deliver new and refurbished buildings and facilities	1.5
Engineering Services	Ensure the drainage structure throughout the City caters for new development and revitalisation	1.2 1.3 1.5

Key Projects and Resource estimates

Project/Activity	2016/17	2017/18	2018/19	2019/20	Related Objectives
Revitalisation Strategies: Phoenix Central Hamilton Hill Coolbellup The Lakes	\$8.2 mill	\$4 mill	\$4 mill	\$4 mill	1.2 1.3 1.4 4.4
Drainage and Sumps Work	\$1.18 mill	\$1.3 mill	\$1.34 mill	\$1.38 mill	1.1

Key New Services and Proposed Activities

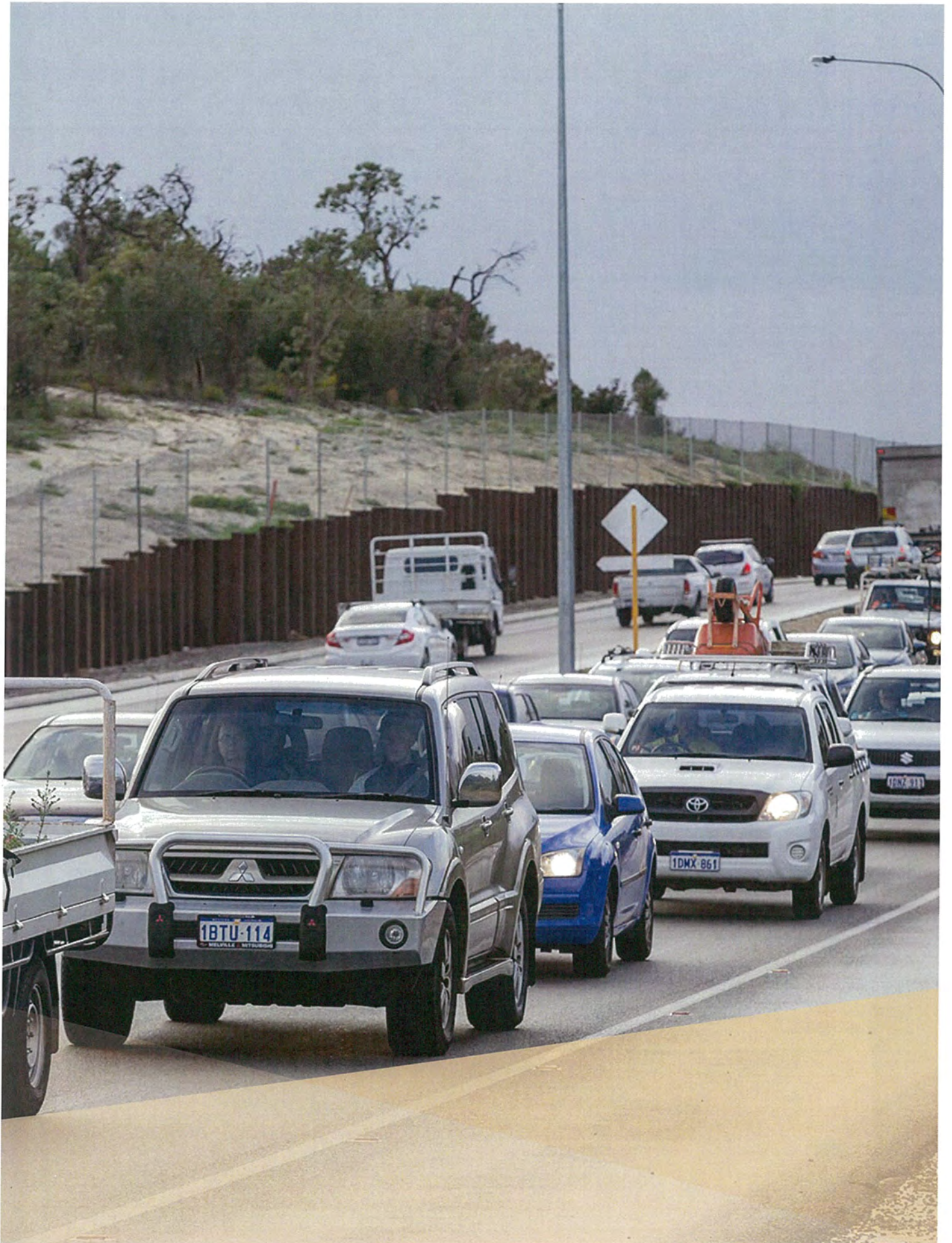
Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Strategic Planning	Finalise a model to report on achievements within each Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation	✓	✓	✓	✓	1.2
Strategic Planning	Finalise the Lakes Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation	✓				1.2

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Strategic Planning	Review and update the Land Management Strategy inclusive of the Naval Base Reserve Management Plan 2014	✓				1.1 1.3 1.4
Strategic Planning	Review and update the Local Commercial and Activity Centres Strategy 2011		✓			1.1 1.3
Strategic Planning	Review and update the Housing Affordability and Diversity Strategy 2013			✓		1.1 1.2 1.3 1.4
Strategic Planning	Prepare the new Local Planning Strategy and Scheme for the District	✓	✓	✓	✓	1.1 1.3 1.3
Strategic Planning	Finalise the Yangebup Revitalisation Strategy and ensure clear transition to the operational Business Units of the City to achieve implementation			✓		1.2
Strategic Planning	Finalise and implement the Phoenix Activity Centre Plan in conjunction with relevant Business Units	✓	✓	✓	✓	1.1 4.1 4.2
Strategic Planning	Implement the Cockburn Central Activity Centre Plan in conjunction with relevant Business Units	✓	✓	✓	✓	1.1 4.1 4.2
Statutory Planning and Building Services	Upgrade or replace the Planning and Building online application lodgement, tracking and approval delivery system to provide an efficient, integrated, paperless solution	✓	✓			1.1 1.5
Parks Management	Review and implement a Cash in Lieu Plan 2017-2019 for Public Open Space	✓	✓	✓	✓	1.2 1.3 3.2 3.3 3.4 4.3 4.5
Infrastructure Services	Review and update the Asset Management Strategy 2008 in conjunction with Finance to ensure asset management principles are agreed across the organisation	✓				1.1
Engineering Services	Review and update the Drainage Management and Maintenance Strategy 2008 - 2013 in conjunction with Finance to ensure drainage management principles are agreed across the organisation		✓			1.1 1.2 1.3

KEY OBJECTIVE 2: MOVING AROUND

Facilitate safe, efficient, connected and sustainable movement around the City

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| 2.1 | Reduce traffic congestion, particularly around Cockburn Central and other activity centres |
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| 2.2 | Identify gaps and take action toward extending the coverage of the cycle way, footpath and trails network |
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| 2.3 | Improve connectivity of transport infrastructure |
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| 2.4 | Continue advocacy for a better solution to regional freight movement |
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| 2.5 | Improve parking facilities, especially close to public transport links and the city centre |
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| 2.6 | Advocate for improvements to public transport, especially bus transport |
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KEY OBJECTIVE 2: MOVING AROUND

Key Business as Usual Services and Activities

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Road Design	Design roads, drains, paths, cycle ways and associated infrastructure	2.1 2.3
Road Construction	Construct and maintain roads, drains, paths, cycle ways and associated infrastructure	2.1 2.3
Road Planning and Development	Ensure development occurs in accordance with relevant Australian standards and Council conditions and specifications	2.1 2.3
Transport and Traffic Services	Ensure planning and development of the transport network within the City meets community and industry needs while minimising environmental impact.	2.1 2.2 2.3 2.4 2.5 2.6

Key Projects and Resource estimates

Project/Activity	2016/17	2017/18	2018/19	2019/20	Related Objectives
Road Projects 2017 – 2026 (includes new, resurfacing and traffic management) *will be advised once road maintenance modelling revised and Asset Management Plan updated)	\$10.8 mill	*	*	*	2.1 2.3
New and refurbished Footpaths	\$1 mill	\$0.72 mill	\$0.74 mill	\$0.75 mill	2.1 2.2 2.3
Bicycle Network 2017 – 2026 \$7.66 mill	\$0.19 mill	\$0.75 mill	\$0.75 mill	\$0.75 mill	2.1 2.2 2.3

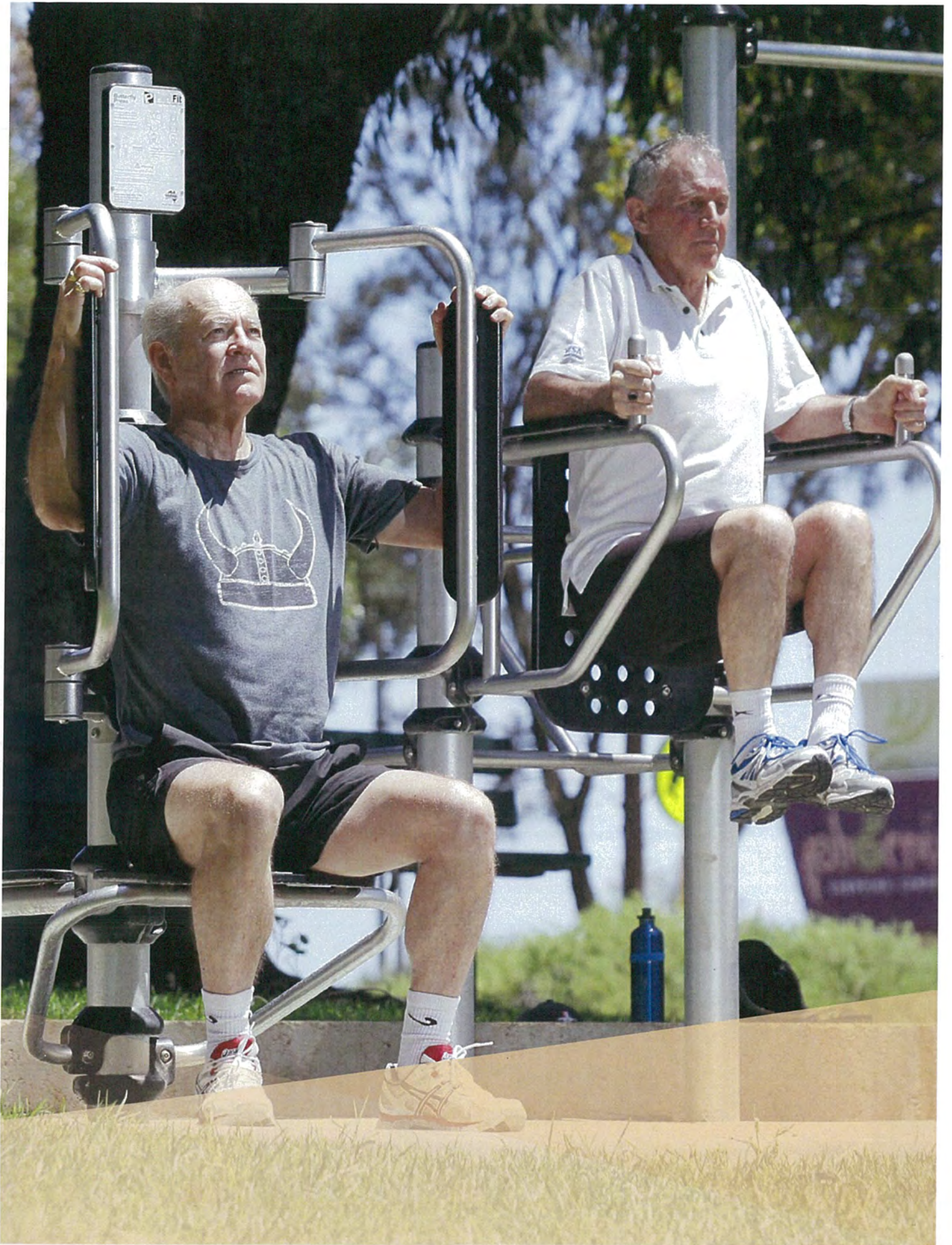
Key New Services and Proposed Activities

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Executive	Advocate for a better solution to regional freight movement	✓	✓	✓	✓	2.4
Executive	Advocate for improvements to public transport	✓	✓	✓	✓	2.5 2.6
Engineering Services	Review and update the Integrated Transport Plan, incorporating the Road Safety Strategy and Travel Smart Plan			✓		2.1 2.2 2.3 2.4 2.5 2.6
Engineering Services	In conjunction with Environmental Management, review and integrate the Footpath Plan and Trails Master Plan	✓				2.1 2.2 2.3 3.3
Engineering Services	Review current parking approaches and create the City wide Parking Strategy.	✓	✓			2.1 2.2 2.3 2.4 2.5 2.6
Engineering Services	Review and update the City's District Traffic Study 2013		✓			2.1 2.2 2.3 2.4 2.5 2.6

KEY OBJECTIVE 3: COMMUNITY, LIFESTYLE AND SECURITY

Provide safe, attractive, healthy programs and infrastructure for a diverse range of activity and people

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| 3.1 | Provide residents with a range of high quality, accessible programs and services |
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| 3.2 | Provide for community facilities and infrastructure in a planned and sustainable manner |
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| 3.3 | Provide safe places and activities for residents and visitors to relax and socialise |
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| 3.4 | Create and maintain recreational, social and sports facilities and regional open space |
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| 3.5 | Advocate for improvements to information technology infrastructure such as the NBN rollout |
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| 3.6 | Foster a greater sense of community identity by developing Cockburn Central as our regional centre whilst ensuring that there are sufficient local facilities across our community |
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| 3.7 | Apply for areas to be included in funding to replace aging infrastructure under the State Underground Power Program - Major Residential Projects |
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KEY OBJECTIVE 3: COMMUNITY, LIFESTYLE AND SECURITY

Key Business as Usual Services and Activities

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Health Promotion	Provide services and programs to encourage people to adopt healthy lifestyles	3.1
Engineering Services	Manage and maintain all the City's road network, footpaths and relevant work in new residential and industrial development	3.2
Infrastructure Services	In liaison with Community, Recreation and Community Services, plan and deliver new and refurbished buildings and facilities.	3.2
Assets Services	Management of City assets through Asset Management Plans including condition assessment and review of service levels for Road Infrastructure; Drainage; Buildings; Fleet and Plant; Parks and Environment; and Footpaths	3.2 3.3 3.4
Facilities and Plant	Manage and maintain all Council owned buildings and structures, fleet and plant	3.2 3.3 3.4
Events, Arts, Culture and Heritage Services	Provide community events and work to preserve and promote the City's heritage particularly the Azelia Ley Museum	3.1 3.2 3.3 3.4 4.7
Library Services	Provide a Public Library and Information Service across three sites – Spearwood, Success and Coolbellup as well as mobile services for housebound customers	3.1 3.2 3.3
Ranger Services	Work to increase understanding and compliance to relevant state and local government local laws to improve safety and amenity to the City's residents, businesses and visitors. A range of education; prevention and mitigation; and enforcement strategies are used	3.3
Community Safety & Security Service	Continue to provide and review best practice mobile security patrolling methods and CCTV, to further improve security and response to the City's residents, businesses and visitors	3.3
Community Safety Service - Emergency Services	Provide support and response to emergencies as requested by the relevant authority and work closely with all key stakeholders in ensuring that Emergency Awareness, Preparedness and education is being provided to the City's residents, businesses and visitors	3.3
Recreation Services	Provide a range of sport, recreation and leisure opportunities. They offer a bookings service and work on facility development	3.2
Club Development	Support to clubs through hosting events and creating new initiatives	3.1
Leisure Centre – South Lake Leisure Centre	Offer a variety of leisure services including indoor and outdoor pools, a gym, other fitness facilities and a crèche. It will close around the same time the new leisure centre is opened.	3.1 3.2 3.3
Leisure Centre – Cockburn ARC	The planned opening of the new leisure centre is early 2017. This will be a much larger centre offering a greater range of leisure services including indoor and outdoor pools, water slides, a gym, other fitness facilities and a crèche.	3.1 3.2 3.3

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Community Development	Provides capacity building and community engagement to strengthen and support community groups within the City including residents associations	3.1 3.6 4.1
Volunteer Resource Centre	Provides capacity building and support to volunteer groups within the City	3.1 3.6 4.1
Childcare Services	Family Day Care and In-Home Care Services are supported by the training and development of educators in early education and quality childcare.	3.1 3.2 3.3 3.6
Family Services including Children's Development	Support services and programs aimed at providing and developing increased support, activity and wellbeing of individuals and families. Some programs are funded by external grants.	3.1 3.2 3.3 3.6
Financial Counselling	A counselling and information service. The service delivery model is currently under review by the State Government so ongoing provision of this service is not able to be confirmed beyond 30 June 2017	3.1
Children's Development	Provides information, community development, programs and events which respond to the needs of families with children up to the age of 12	3.1 3.2 3.6 4.1
Aboriginal Community Development	Provides information, events, community development, liaison, and activities which respond to the needs of Aboriginal community groups and families	3.1 3.2 3.6 4.1 4.7
Disability Access and Inclusion	Provides information, raises awareness around access and inclusion and supports projects, activities and events that enhance participation for people with a disability	3.1 3.2 3.6 4.1
Cockburn Community Care	Provides Home Services (HACC), Group Social Support, Centre Based Day-care, a Carer Support Service, Home Care Packages, Kwobarup Aboriginal Program and MyWay/NDIS disability support programs	3.1 3.2 3.3 3.6
Seniors Service	Operate the Cockburn Seniors Centre which provides facilities, meals, activities and events for those over 50 years. The interim Community Men's Shed is also supported through this Service.	3.1 3.2 3.3 3.4 3.6
Youth Services	Operate a dedicated Youth Centre, Youth activities, community development, programs, training and support for young people aged 10 to 24 years	3.1 3.2 3.3 3.4 3.6 4.1

KEY OBJECTIVE 3: COMMUNITY, LIFESTYLE AND SECURITY



Key Projects and Resource estimates

Key projects are detailed separately in the Community, Sport & Recreation Facilities Strategic Plan 2016 – 2019. It is currently at draft stage and does contain details of the planned facilities.

Key Projects and Resource estimates

Project/Activity	2016/17	2017/18	2018/19	2019/20	Related Objectives
Community, Sport & Recreation Facilities Strategic Plan 2016 – 2019 - currently at draft stage – will contain details	✓	✓	✓	✓	3.2 3.3 3.4 3.6
CCTV installation at Cockburn ARC, Coogee Beach and Regional Playground and other areas to be determined	\$0.21 mill	✓	✓	✓	3.3

Key New Services and Proposed Activities

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Executive	Advocate for improvements to communications infrastructure (NBN)	✓	✓	✓	✓	3.5
Engineering Services	Apply for areas to be included in funding for underground power	✓				3.7
Infrastructure Services	Marina Management. Management of the Port Coogee Marina will be taken on by the City from July 2016	✓	✓	✓	✓	3.2 3.3 3.4
Assets Services	Create an Asset Management Plan for Marine and coastal assets	✓				3.2 3.3
Assets Services	Create an Asset Management Plan for the new Cockburn Central recreation & aquatic centre			✓		3.2 3.3
Recreation Services	Finalise and implement the Community, Sport and Recreation Facilities Plan	✓	✓	✓	✓	3.2 3.3 3.4 3.6
Recreation Services	Develop and implement the Coastal Activities Guide	✓	✓			3.1 3.2 3.3 3.4
Recreation Services	Complete Master planning and design process for Frankland Reserve		✓			3.2 3.3 3.4
Recreation Services	Develop Western Ward Suburbs Sports and Recreation Needs and Feasibility Study	✓				3.2 3.3 3.4
Ranger and Community Safety Services	Review and develop the City's Community Crime Prevention and CCTV Strategy Plan for 2016-2021. The plan incorporates set crime prevention and community safety strategies and initiatives including CCTV	✓				3.2 3.3
Ranger and Community Safety Services	Continue to implement CCTV infrastructure to key identified sites. Maintain and refurbish existing CCTV sites. Seek external funding where possible	✓	✓	✓	✓	3.2 3.3
Community Development	Finalise and implement the Community Development Strategic Plan	✓	✓	✓	✓	3.1 3.6 4.7

KEY OBJECTIVE 3: COMMUNITY, LIFESTYLE AND SECURITY

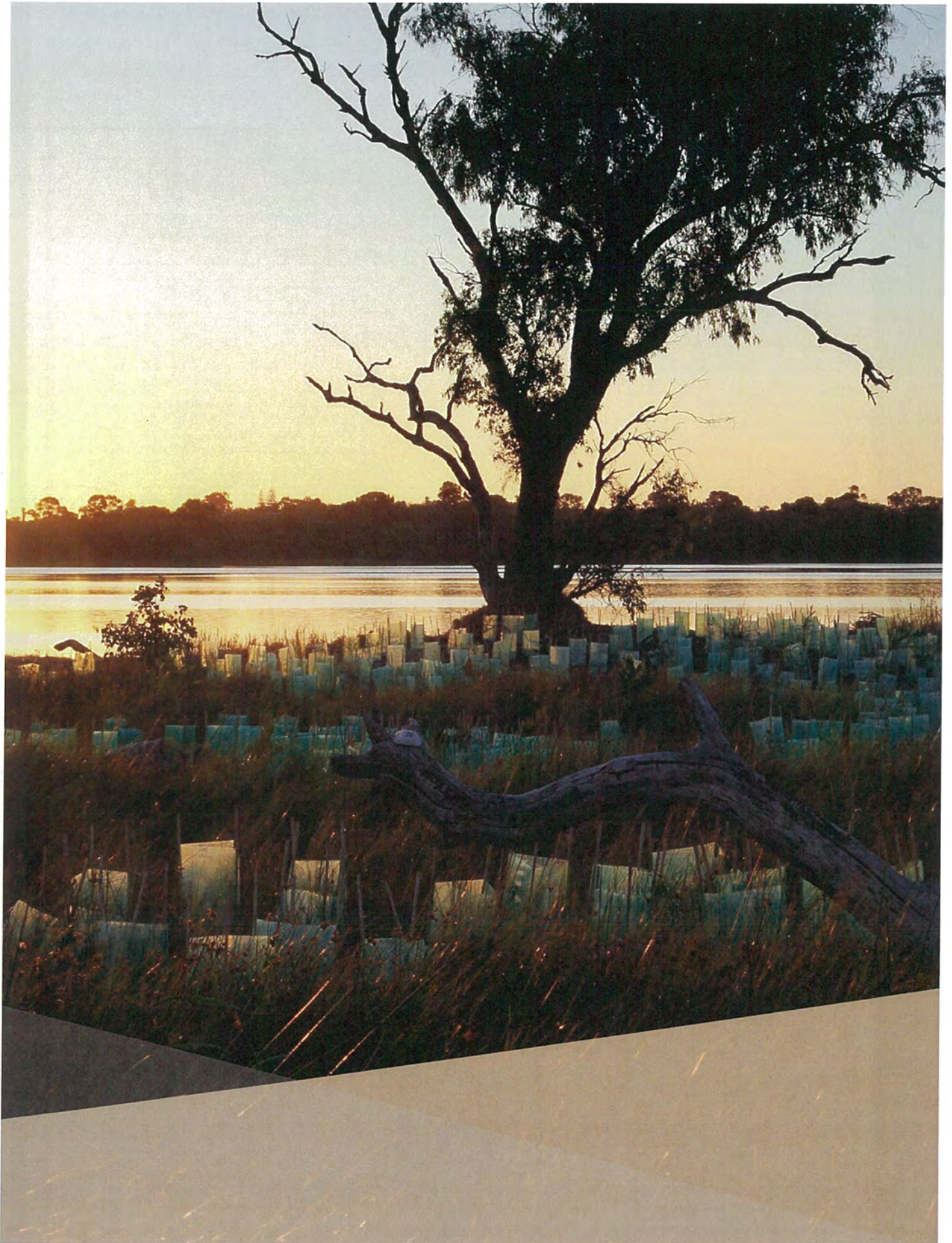
Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Childcare and Seniors	Finalise and implement the Age Friendly Strategic Plan 2009	✓	✓	✓	✓	3.1 3.2 3.3 3.4 3.6
Family and Community Development	Finalise and implement the Child and Families Strategic Plan	✓	✓	✓	✓	3.1 3.2 3.3 3.4 3.6
Family and Community Development	Review and implement the Reconciliation Action Plan	✓	✓	✓	✓	3.1 3.2 3.3 3.4 3.6 4.1 4.7
Family and Community Development	Review and implement the Disability Access and Inclusion Plan		✓	✓	✓	3.1 3.2 3.3 3.4 3.6 4.1
Youth Services	Review and implement the Youth Services Strategic Plan 2011 - 2016	✓	✓	✓	✓	3.1 3.2 3.3 3.4 3.6
Events and Culture	Finalise and implement the Culture, Art, Heritage and Event Strategy 2016. Consider including a multicultural approach in a future version. Refer to the Local Government Inventory and Heritage List	✓			✓	3.1 3.2 3.3 3.4 3.6 4.7
Library Services	Review the Libraries Strategic Plan 2014 - 2019				✓	3.1 3.2 3.3 3.4 3.6
Library Services	Develop a feasibility study for a strategic partnership with the South West Metropolitan Library Group.		✓			3.2



KEY OBJECTIVE 4: ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Enable a sustainable future economically, socially and environmentally including business activity, job opportunities and sustainable use of resources

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| 4.1 | Create opportunities for community, business and industry to establish and thrive through planning, policy and community development |
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| 4.2 | Increase local employment and career opportunities across a range of different employment areas through support for economic development |
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| 4.3 | Sustainably manage our environment by protecting, managing and enhancing our unique natural resources and minimising risks to human health |
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| 4.4 | Improve the appearance of streetscapes, especially with trees suitable for shade |
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| 4.5 | Improve water efficiency, energy efficiency and waste management within the City's buildings and facilities and more broadly in our community |
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| 4.6 | Further develop adaptation actions including planning; infrastructure and ecological management to reduce the adverse outcomes arising from climate change |
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| 4.7 | Continue to recognise and celebrate the significance of cultural, social and built heritage including local indigenous and multicultural groups |
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KEY OBJECTIVE 4: ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Key Business as Usual Services and Activities

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Land Administration	Ensure the City's property interests and land portfolio are managed to maximise social, economic and environmental outcomes	4.1 4.2 4.3 4.6
Environmental Health	Protect the quality of the environment and improve and manage public health by implementing the City's Public Health Plan	4.3 4.6
Environmental Health	Maintain and improve wellbeing in the community by ensuring the standard of premises and activities complies with accepted public health standards and practices	4.3 4.6
Waste Disposal	Operate the Henderson Waste Recovery Park – recycling and landfill services	4.5
Waste Collection	Bin collection, verge collection and litter collection	4.5
Parks Management	Public Open Space Strategy - future provision, enhancement and management of open space	1.3 4.3 4.4 4.5 4.6
Parks Operations	Ground maintenance including landscaping and mowing for parks, ovals, playgrounds, streetscapes and verges	4.3 4.4 4.6
Parks Operations	Street Tree Management – assessment, monitoring and management of street trees	4.4 4.6
Parks Operations	Irrigation Maintenance – water management through irrigation planning and maintenance	4.3 4.5 4.6
Park Development	Landscape design, development and construction of infrastructure and equipment	4.3 4.4 4.6
Park Development	Shade Sail Strategy – implementation of shade sails and trees around playgrounds	4.3 4.6
Park Development	Bibra Lake Management Plan – construction of parks infrastructure around the Bibra Lake area	4.3 4.6
Environmental Operations	Natural Area Management - environment operations through rehabilitation, revegetation and maintenance of natural areas	4.3 4.6
Environmental Management	Community Events – delivering a program of events throughout the community including schools	4.3 4.5
Environmental Management	Sustainability – co-ordinating events and activities designed to educate and support the community toward sustainable living. This includes environmental awareness, emission reduction, using renewable energy and waste education	4.3 4.5 4.6
Environmental Management	Water Management – water management and education to reduce consumption and improve quality	4.5 4.6

Key Projects and Resource estimates

Project/Activity	2016/17	2017/18	2018/19	2019/20	Related Objectives
Bibra Lake Management Plan 2016 – 2026	\$0.4 mill	\$1.5 mill	\$1 mill	\$1 mill	4.3
Aboriginal Cultural Centre (Part of BLMP)			\$0.15 mill	\$5 mill	4.1 4.2
Regional Adventure Playground (Part of BLMP)	\$3.6 mill				4.3
North Coogee Foreshore Management Plan	\$0.5 mill	\$0.5 mill			4.3
Coogee Beach Master Plan	\$0.5 mill	\$0.5 mill	\$0.5 mill	\$0.5 mill	4.3
Street tree Master Plan (Urban Forestry)	\$0.2 mill	\$0.2 mill	\$0.2 mill	\$0.2 mill	4.4
Wetlands Education Centre/ Native Arc				\$2.55 mill	4.3
Waste Management – third bin implementation	\$1 mill	\$ 1.5 mill	\$1 mill		4.5

Key New Services and Proposed Activities

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Executive	Continue to address emerging issues and technologies in waste management	✓	✓	✓	✓	4.5 5.5
Executive	Continue regional collaboration on coastal issues through leadership of the Cockburn Sound Coastal Alliance	✓	✓	✓	✓	4.6 5.4
Strategic Planning	Review and update the Economic Development Directions Strategy 2014			✓		4.1 4.2
Environmental Health	Develop a contemporary Public Health Plan which includes relevant parts of the Mosquito Management Plan 2008, the Contaminated Sites Strategy 2008 and the Tobacco Action Plan 2008		✓			4.3
Infrastructure Services – Marina & Coastal Engineering Services	Develop and implement the City's Coastal Management & Adaptation Plan (in conjunction with Strategic Planning & Recreation Services)	✓	✓	✓	✓	4.6
Infrastructure Services	Plan and implement initiatives to reduce building and facility and plant non-renewable energy consumption and GHG emissions	✓	✓	✓	✓	4.5 4.6
Waste Management	Review and update the Waste Management and Education Strategic Plan 2013 - 2023			✓		4.5

KEY OBJECTIVE 4: ECONOMIC, SOCIAL AND ENVIRONMENTAL RESPONSIBILITY

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Waste Management	Extend the implementation of a third household bin for the re-use of garden organics (GO) subject to Council decision		✓	✓	✓	4.5
Waste Management	Ensure greater recovery from bulk verge hard waste collections	✓	✓			4.5
Waste Management	Work toward the City of Cockburn becoming "Plastic Free"				✓	4.5
Waste Management	Ensure the City and its contractors utilise recycled inert road base material, where practical, for all path and road construction work	✓				4.5
Waste Management	Roll out Public Place Recycling Bin enclosures to all parks	✓	✓	✓	✓	4.5
Waste Management	Research and develop a position on hydrogen fuelled waste trucks				✓	4.5
Parks and Environment Management	Develop an Open Space Strategy which will include the consolidation / incorporation of the Public Open Space Strategy 2014 – 2024; Natural Areas Management Strategy 2012-2022; Davilak Archaeological Strategy 2014; the Playground Shade Sail Strategy and specific management plans		✓			3.2 3.3 3.4 4.3 4.4 4.5
Environment Management	Develop a Climate Change Strategy. Consolidate and /or incorporate the Greenhouse Gas Emission Reduction Strategy 2011 – 2020; Climate Change Adaptation Plan; Coastal Vulnerability Strategy; the Local Water Action Plan 2011 – 2017; and the Water Conservation Plan 2013		✓			4.3 4.4 4.5
Environment Management	Review and implement the Sustainability Strategy 2013 - 2017	✓	✓	✓	✓	4.3
Parks Management	Develop and implement an Urban Forestry Strategy	✓	✓	✓	✓	3.2 3.3 3.4 4.4
Environment Management	Commence planning of the Wetlands Precinct				✓	4.1 4.3

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Parks Management	Implement Manning Park Master Plan	✓	✓	✓	✓	3.2 3.3 3.4 4.3 4.5
Parks and Environment Management	Coogee Beach Master Plan – incorporate the Coogee Beach Landscape master plan and continue implementation	✓	✓	✓	✓	3.2 3.3 3.4 4.3 4.5
Environment Management	Develop a Yangebup Lake Master Plan				✓	3.2 3.3 3.4 4.3 4.5
Parks and Environment Management	Implement Bibra Lake Master Plan including playground, toilets, revegetation, amenities and carpark improvements	✓	✓	✓	✓	3.2 3.3 3.4 4.3 4.5
Parks and Environment Management	Commence a feasibility study for a Golf Course			✓		3.2 3.3 3.4 4.1
Ranger and Community Safety Services	Review and develop the City's Bushfire Risk Management Plan		✓		✓	4.3 4.6
Ranger and Community Safety Services	Review and develop the City's Local Emergency Management arrangements including animal welfare plans and external funding options			✓		4.3 4.6
Procurement Services	Enable social procurement objectives with a focus on supporting indigenous, disability and local enterprises	✓	✓			4.1 4.2

KEY OBJECTIVE 5: LEADING & LISTENING

Objective: Continue being accountable to our community and engaging with you through multiple effective communication channels

5.1	Deliver sustainable governance through transparent and robust policy and processes
5.2	Ensure sound long term financial management and deliver value for money
5.3	Listen to and engage with our residents, business community and ratepayers with greater use of social media
5.4	Strengthen our regional collaboration to achieve sustainable economic outcomes and ensure advocacy for funding and promote a unified position on regional strategic projects
5.5	Provide for community and civic infrastructure in a planned and sustainable manner, including administration, operations and waste management
5.6	Attract, engage, develop and retain our employees in accordance with the Workforce Plan and the Long Term Financial Plan



KEY OBJECTIVE 5: LEADING & LISTENING

Key Business as Usual Services and Activities

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Executive	Continue regional collaboration through active participation in the South West Group and the National Growth Areas Alliance	5.4
Executive	Continue to engage with State and Federal Government Agencies in order to secure partnership funding arrangements	5.2 5.5
Strategy and Civic Support	Corporate planning and support for civic activities	5.1 5.3
Executive & Infrastructure Services	Continue regional collaboration on coastal issues with adjacent Councils, state government agencies and the community via the Cockburn Sound Coastal Alliance	5.4
Infrastructure Services	In liaison with Community, Recreation and Community Services plan and deliver new and refurbished buildings and facilities	5.5
Assets Services	Management of City assets through Asset Management Plans including condition rating and review of service levels for Road Infrastructure; Drainage; Buildings; Fleet and Plant; Parks and Environment; and Footpaths	5.5
Governance Services	Drives corporate risk management throughout the City to ensure that risks that could affect the achievement of the City's objectives are identified, analysed and managed in accordance with professionally recognised best practice standards	5.1
Governance Services	Coordinate and continuously improve governance activities to ensure compliance with legislative requirements and corporate guidelines	5.1
Governance Services	Implementation and ongoing management of a Business Continuity Management program that brings resilience for the organisation in ensuring the organisation is capable of delivering vital services during periods of business interruption	5.1
Corporate Communications	Delivering communication materials and services to ensure the community is engaged with and informed about services and programs. This includes marketing, media, public relations, customer service, graphic design and photography	5.3 5.4
Human Resources	Provide policy, programs and advice which shape the City's workforce to ensure it is capable of achieving business objectives now and in the future	5.1 5.2
Human Resources	Develop and implement an Enterprise Agreement for staff	5.1 5.2
Financial and Accounting Services	Provide financial planning and management reporting; budget variance analysis and accounting services. Ensure Council compliance with statutory financial reporting and audit requirements	5.1 5.2

Business or Service Unit	Services and Activities delivered on an ongoing basis	Related Objectives
Procurement Services	Facilitate efficient and cost effective procurement in a centre led procurement model; provide support services in competitive sourcing and contract management. Ensure organisational compliance with statutory and internal procurement requirements	5.1 5.2
Property, Rating and Revenue Services	Rates levying and rates collection services. Maintains the property database. Controls and delivers all revenue related services. Prepares the electoral roll for Council	5.1 5.2
Information & Communications Technology	Manage and maintain the City's internal information and communications technology	5.1 5.5
Business Systems	Support and develop the City's business systems to enhance the effectiveness and efficiency of Council's operations through the use of technology	5.1 5.2
Geographic Information Systems (GIS)	Deliver the support, maintenance and development of GIS systems and datasets which are tools to analyse, visualise and explore corporate location based information	5.1 5.3
Records Services	Provide technologically advanced records management services	5.1

Key Projects and Resource Estimates

Project/Activity	2016/17	2017/18	2018/19	2019/20	Related Objectives
Operations Centre Upgrade Phases 1 & 2 *carried forward from 15/16	\$6 mill*	\$5mill			5.5
New staff – growth driven	\$1mill	\$1mill	\$1mill	\$1mill	5.1 5.2
Cockburn Connect South (CCS) Campaign	✓				5.4
Develop and implement a new Harbour Campaign	✓	✓	✓	✓	5.4

KEY OBJECTIVE 5: LEADING & LISTENING

Key New Services and Proposed Activities

Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Executive	Implement the LGMA PWC LG Operational and Management Effectiveness Assessment (Benchmarking) Program	✓	✓	✓	✓	5.1 5.2
Executive	Develop and implement a new Key Performance Indicator (KPI) Reporting Framework to improve internal measurement of our business performance.	✓	✓			5.1 5.2
Strategy	Develop, implement and maintain a four year corporate planning cycle	✓	✓	✓	✓	5.1 5.3
Strategy	Consolidate the existing strategies and strategic documents into a cohesive framework of strategies and list of operational documents linked to the Strategic Themes and objectives	✓	✓	✓	✓	5.1 5.3
Governance	Finalise and implement the Strategic Risk Register	✓				5.1 5.2
Governance	Review and update the Risk Management Strategy		✓		✓	5.1 5.2
Governance	Implement the Risk Management and Safety Systems Software (RMSS)	✓				5.1 5.2
Governance	Review Council Business Papers Management System (Agendas & Minutes)		✓			5.1
Governance	Organisational Risk Management Maturity Review		✓			5.1
Rates & Revenue Services	Utilise emerging technology within the payments industry to streamline revenue collection and enhance customer convenience.	✓	✓	✓	✓	5.1
Procurement Services	Engage, enhance and execute the strategic procurement framework to optimise Value for Money (cost, quality, and sustainability) across the City's procurement expenditure	✓	✓	✓	✓	5.1
Corporate Communications	Review and update the Communications Strategy 2012 – 2017 to incorporate Brand, Digital Communication and Social Media		✓			5.1



Business or Service Unit	Services and Activities	2016/17	2017/18	2018/19	2019/20	Related Objectives
Human Resources	Implement the Workforce Plan 2017 – 2022	✓	✓	✓	✓	5.1 5.2 5.6
Human Resources	Transfer all employee records from paper to electronic	✓	✓			5.1
Information Services	Review and update the Information Services Strategic Plan 2016 - 2020	✓	✓	✓	✓	5.1 5.2 5.3 5.5
Information Services - Records Management	Review/Rebuild the Electronic Document & Records Management System (EDRMS)		✓			5.1 5.2 5.3 5.5
Information Services - Business Systems	Develop Smart Applications to improve accessibility to City programs and services		✓			5.1 5.2 5.3 5.5
Information Services - Business Systems	Work toward developing Business Intelligence Solutions	✓				5.1 5.2 5.3 5.5
Information Services - ICT and Business Systems	Prepare for transitioning to a Cloud environment for core services		✓	✓	✓	5.1 5.2 5.5



RISK

Risk Management identifies and assesses threats and opportunities confronting the City's attempts to achieve its business objectives and defines effective response strategies. The City is progressing in implementing the Risk Program, ensuring that sound risk management practices and procedures are fully integrated into its strategic projects and operational processes as well as day to day business practices. The City has developed a Risk Management Framework to assist Council in achieving its goals and objectives, and continues to roll out the Risk Program in line with the Risk Management Strategy. Under the Framework the Council's Audit and Strategic Finance Committee has the responsibility for the systems and processes for risk management in line with the Local Government (Audit) Regulations 1996.

Risk management aims to maximise opportunities to deliver on City's strategic directions as well as ensuring that associated risks are managed and monitored. The ability of Council to influence, advocate and partner with others will be important to ultimately deliver on Council's strategic directions. Operational areas have risk registers which are reviewed annually to ensure that sound risk mitigation is in place.

AUDIT

During the life of this Corporate Business Plan, the Office of the Auditor General will take over all financial auditing of local governments. The impacts and timing of this change are not known at this time.

ANNUAL BUDGET

The City works with Operational, General Ledger and Capital Works Budgets. Budgets are prepared through January to May each year with three budget workshops held for Elected Members. The Annual Budget is based on a financial year and is passed at the June Special Council Meeting each year. The annual budget provides the funding for all activities, services and projects identified in the relevant Annual Business Plan.

MEASUREMENT

Taking the 'Pulse'

To monitor the community and business priorities, the City conducts annual surveys which reveal higher priorities, secondary priorities and lower priorities. It measures performance and when analysed and graphed, clearly shows where the City must focus its efforts.

In 2015, the survey questions covered 52 subject areas linked to all areas of the Strategic Community Plan, with multiple questions being asked in some subject areas.

The City intends to continue the perception survey method of measurement and will add new survey questions or topic areas each year as needed.

The full survey results are published to the community on the City's website and links to them are below. An excerpt of these results is also included in the City's Annual Report.

Community Perceptions Survey 2015

» <http://bit.ly/22hQCGJ>

Business Perception Survey 2015

» <http://bit.ly/1XDYK48>

The new services and activities; key projects; our business as usual activities; and major resource requirements are listed in the Corporate Business Plan and directly stem from the objectives stated in the Strategic Community Plan. From this an Annual Business Plan is derived which details by Service Unit, what is to be achieved each financial year. A mid-year and end of year report is made to Council on activities listed in the Annual Business Plan.

Other Measures

External and Internal Customer Satisfaction Surveys

Each year, the City also measures customer service with a sample size for this survey of well over one thousand people. This identifies which services are doing very well and which need to improve. Areas which need to improve their customer service are then set targets to reach and given support to improve their service delivery.

Key Performance Indicators

The City has internal key performance indicators based on a balanced scorecard approach and has determined that a significant review is warranted. The Corporate Business Plan 2016/17 – 2019/20 identifies a key activity to develop and implement a new Key Performance Indicator Reporting Framework to improve internal measurement of our business performance. Individual Business Units also produce regular performance reports such as a suite of detailed finance reports monthly and a monthly Human Resources report.

Benchmarking

The City has also committed to be a Foundation Council in WA for the implementation of the Local Government Operational and Management Effectiveness Program. This is essentially a benchmarking program so that the City can measure itself with other Councils and continuously improve its performance.

State of Sustainability Report

The City has been a leader in sustainability and publishes an annual State of Sustainability Report. This measures progress through key areas of focus for the City: Governance, Environment, Society and Economy. This report is imbedded within the City's network of corporate planning documents to form an integrated reporting platform. Whilst a snapshot of this report is reproduced in the City's annual report, the link to the full report is below:

» <http://bit.ly/1WJUTCV>

Annual Report

At the end of each financial year, a comprehensive Annual Report is published and this describes our progress from the Annual Business Plan. A progress report is made each six months. The link to the Annual Report for the financial year 2014/15 is:

» <http://bit.ly/1XDYK48>

The reports listed above are placed on the City's website and made available in alternative formats upon request. For future editions of these reports please refer to our website at:

www.cockburn.wa.gov.au

Progress Reports

Overall progress with the Corporate Business Plan will be reported to Council once per year and it is intended to publish a biannual summary of progress on the Strategic Community Plan. This will allow the community to see what projects and activities Council has undertaken that arose from its strategic plan.

APPENDIX

INFORMING STRATEGIES AND PLANS

Integrated Planning Framework Strategic Documents

The following strategic documents, as required by the Integrated Planning Framework, were reviewed to inform this plan:

Long Term Financial Plan

Workforce Plan

Asset Management Plans:

- » Road Infrastructure
- » Drainage
- » Buildings
- » Fleet and Plant
- » Parks and Environment
- » Footpaths

Other Strategic Documents

Revitalisation Strategies

Phoenix Central Revitalisation Strategy 2009

Hamilton Hill Revitalisation Strategy 2012

Coolbellup Revitalisation Strategy 2013

The Lakes Revitalisation Strategy 2016 (at draft stage)

Communications Strategy 2012 - 2017

Risk Management Strategy

Community, Sport & Recreation Facilities Strategic Plan 2016 - 2019 (at draft stage)

Local Planning Strategy

Housing Affordability and Diversity Strategy 2013

Land Management Strategy 2011 - 2016

Local Commercial and Activity Centres Strategy 2011

Cockburn Central Activity Centre Structure Plan 2015

Cockburn Coast District Structure Plan Part 1 2009 and Part 2 2012

Port Coogee Marina Structure Plan

Community Development Strategic Plan 2011 - 2014

Integrated Transport Plan

Age Friendly Strategic Plan 2009

Child and Families Strategic Plan 2016 - 2021

Youth Services Strategic Plan 2011 - 2016

Culture, Art, Heritage & Event Strategy 2015 (at draft stage)

Libraries Strategic Plan 2014 - 2019

Disability Access and Inclusion Plan 2012 - 2017

Reconciliation Action Plan 2013 - 2016

Economic Development Directions Strategy 2014

Community Safety & Crime Prevention Strategy

Public Health Plan 2013-2018

Public Open Space Strategy 2014 - 2024

Greenhouse Gas Emission Reduction Strategy 2011 - 2020

Urban Forestry Strategy (proposed)

Bushfire Risk Management Plan 2015 - 2020

Waste Management and Education Strategic Plan 2013 - 2023



Operational Documents

Civic Infrastructure Plans:

- » Council Administration Building – current and future
- » Operations Centre
- » Port Coogee Marina
- » Waste Recovery Centre
- » Information Services – Public WiFi

Major Road Projects

Functional Road Hierarchy 2012 - 2017

Drainage Management and Maintenance Strategy 2013

Davilak Ruins Archaeological Management Strategy 2014

Local Government Inventory and Heritage List 2011

Bibra Lake Management Plan 2015

Coogee Beach Landscape Master Plan 2014

Coogee Beach Management Plan 2009

Eastern Reserves Management Plan

Manning Park Master Plan

Market Garden Swamp Management Plan 2009 - 2019

North Coogee Foreshore Management Plan 2009

Naval Base Reserve Management Plan 2014

Sustainability Action Plans

Strategic Risk Register (at draft stage)

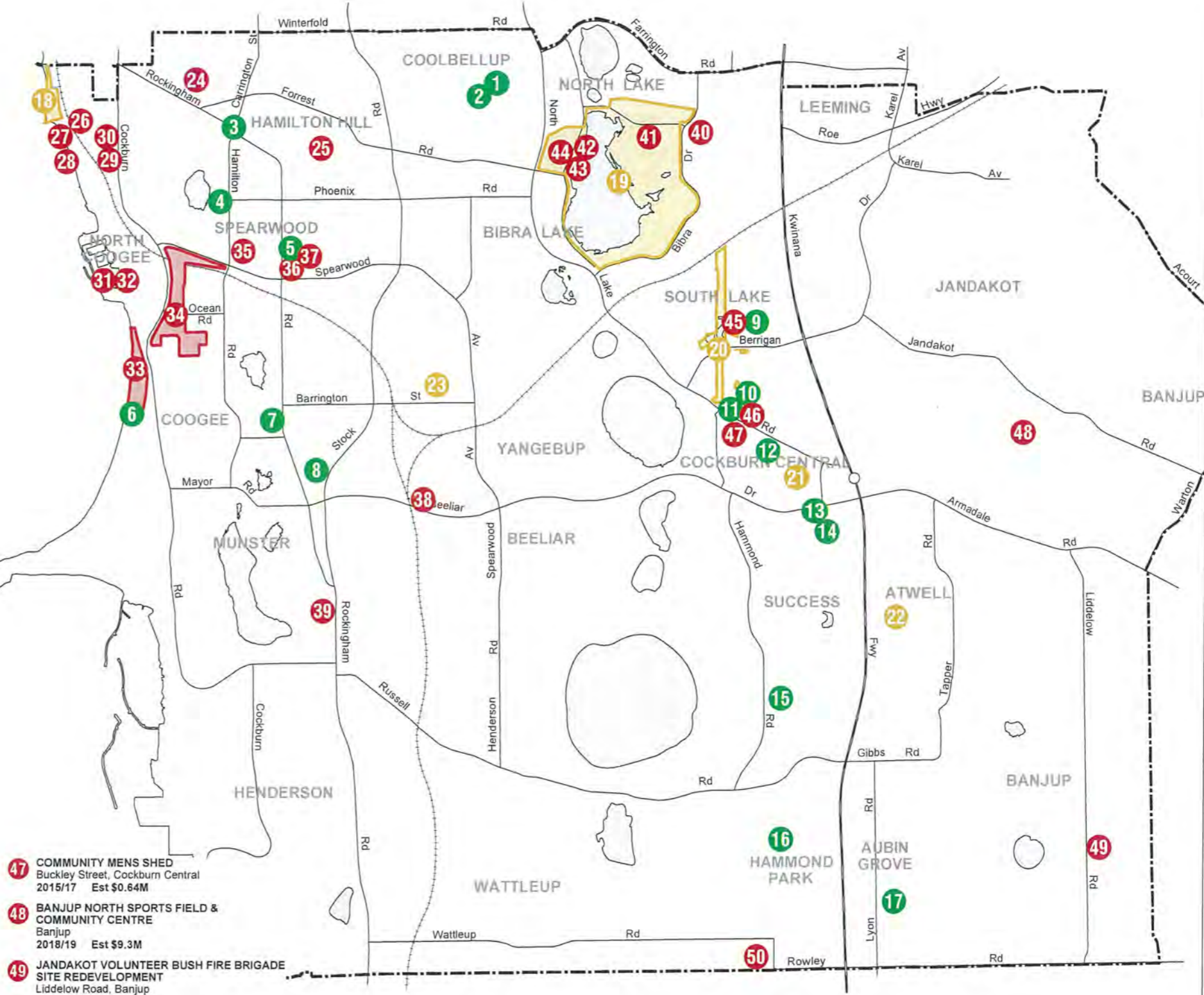
Corporate Governance Charter

Local Emergency Management Plans

Enterprise Agreement 2013 - 2016

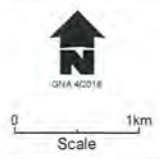
- 1 COOLBELLUP LEN PACKHAM
Coolbellup
2006 \$1.4M
- 2 COOLBELLUP COMMUNITY CENTRE
Cordelia Avenue, Coolbellup
2010 \$4.2M
- 3 MEMORIAL HALL UPGRADE
Carrington Street, Hamilton Hill
2008 \$4.3M
- 4 LUCIUS PARK CHANGEROOMS
Lucius Park, Spearwood
2014 \$0.15M
- 5 INTERIM COCKBURN SENIOR'S CENTRE
Civic Centre, Spearwood
2009 \$0.6M
- 6 SURF LIFE SAVING CLUB & COMMUNITY FACILITY
Poore Grove, Coogee
2013 \$10.0M
- 7 WESTERN SUBURBS SKATE PARK
Rockingham Road, Munster
2015 \$0.3M
- 8 SANTICH PARK CLUBROOMS UPGRADE
Santich Park, Munster
2011 \$0.4M
- 9 SOUTH LAKE LEISURE CENTRE UPGRADE
South Lake Drive, South Lake
2012 \$0.4M
- 10 ANNING PARK CLUBROOMS
Anning Park, South Lake
2012 \$0.4M
- 11 JANDAKOT HALL REFURBISH
Anning Park, South Lake
2014 \$0.15M
- 12 EMERGENCY SERVICES HEADQUARTERS
Buckley Street, Cockburn Central
2013 \$2.7M
- 13 COCKBURN INTERGRATED HEALTH & COMMUNITY FACILITY
Wentworth Parade, Success
2014 \$50.0M
- 14 COCKBURN YOUTH CENTRE
Wentworth Parade, Success
2008 \$6.0M
- 15 SUCCESS REGIONAL SPORTS FACILITY
Success Reserve, Success
2011 \$9.2M
- 16 HAMMOND PARK SPORTS FACILITY
Botany Park, Hammond Park
2012 \$0.8M
- 17 AUBIN GROVE COMMUNITY & SPORTING FACILITY
Aubin Grove Reserve, Aubin Grove
2010 \$2.3M
- 18 NORTH COOGEE FORESHORE MANAGEMENT PLAN
North Coogee
2017/18 Est \$2.4M
- 19 BIBRA LAKE MANAGEMENT PLAN
Bibra Lake Reserve, Bibra Lake
2014/21 Est \$18.0M
- 20 SOUTH LAKE PRECINCT UPGRADE & REDEVELOPMENT
South Lake
2009/19 Est \$2.6M
- 21 COCKBURN REGIONAL PHYSICAL ACTIVITY & EDUCATION CENTRE
Cockburn Central Public Open Space
2015/17 Est \$109.0M
- 22 ATWELL RESERVE CLUBROOMS UPGRADE
Atwell Reserve, Atwell
2015/16 Est \$1.0M
- 23 OPERATIONS CENTRE UPGRADE
Wellard Street, Bibra Lake
2015/18 \$15.0M
- 24 WALLY HAGAN STADIUM UPGRADE
Dixon Reserve, Hamilton Hill
2018/19 Est \$6.3M
- 25 SOUTHWELL COMMUNITY CENTRE REPLACEMENT
Goodchild Reserve, Hamilton Hill
2017/18 Est \$0.5M
- 26 COCKBURN COAST BEACH PARKING
North Coogee
2017/18 Est \$0.18M
- 27 COCKBURN COAST FORESHORE RESERVE
CY O'Connor Reserve, North Coogee
2017/20 Est \$17.3M
- 28 CY O'CONNOR BEACH PROTECTION WORKS
CY O'Connor Reserve, North Coogee
2017/18 Est \$3.5M
- 29 COCKBURN COAST OVAL & CLUBROOMS
North Coogee
2017/18 Est \$12.4M
- 30 COCKBURN COAST COMMUNITY FACILITY
North Coogee
2029/30 Est \$6.6M
- 31 PORT COOGEE MARINA ADDITIONAL MOORING PENS
North Coogee
2019/20 Est \$2.5M
- 32 PORT COOGEE COMMUNITY SPACE
North Coogee
2018/19 Est \$0.75M
- 33 COOGEE BEACH MANAGEMENT PLAN
Coogee Beach
2017/18 Est \$3.5M
- 34 GOLF COMPLEX
Coogee-Spearwood Regional Open Space
2019/21 Est \$10.36M
- 35 BEALE PARK SPORTS FACILITY
Beale Park, Spearwood
2017/18 Est \$5.18M
- 36 COCKBURN SENIORS CENTRE / LEARNING FOR LIFE CENTRE / LIBRARY
Civic Precinct, Spearwood
2022/23 Est \$17.6M
- 37 COUNCIL ADMINISTRATION BUILDING REPLACEMENT
2019/20 \$tba
- 38 VISKO PARK BOWLING & RECREATION CLUB
Visko Park, Yangebup
2016/18 Est \$9.32M
- 39 MUNSTER SPORT & RECREATION FACILITY
Frobisher Avenue, Munster
2018/19 Est \$1.7M (CoC \$1.0M)
- 40 MELLER PARK CLUBROOMS
Meller Park, Bibra Lake
2017/18 Est \$0.5M
- 41 COCKBURN WETLANDS EDUCATION CENTRE / NATIVE ARC
Bibra Lake Reserve, Bibra Lake
2018/19 Est \$2.55M
- 42 * BIBRA LAKE ADVENTURE PLAYGROUND
Bibra Lake Reserve, Bibra Lake
2015/17 Est \$4.0M
- 43 * BIBRA LAKE SOUTHERN TOILETS
Bibra Lake Reserve, Bibra Lake
2016/17 Est \$0.25M
- 44 * ABORIGINAL CULTURAL / VISITOR CENTRE
Bibra Lake Reserve, Bibra Lake
2018/20 Est \$4.0M
- 45 LAKELANDS RESERVE CLUBROOMS
Lakelands Reserve, South Lake
2021/23 Est \$2.59M
- 46 ANNING PARK TENNIS CENTRE
Anning Park, South Lake
2018/19 Est \$3.2M
- 47 COMMUNITY MENS SHED
Buckley Street, Cockburn Central
2015/17 Est \$0.64M
- 48 BANJUP NORTH SPORTS FIELD & COMMUNITY CENTRE
Banjup
2018/19 Est \$9.3M
- 49 JANDAKOT VOLUNTEER BUSH FIRE BRIGADE SITE REDEVELOPMENT
Liddelow Road, Banjup
2016/18 Est \$1.3M
- 50 FRANKLAND PARK COMMUNITY & SPORTING FACILITY
Frankland Park, Hammond Park
2018/20 Est \$3.1M

* Part Bibra Lake Management Plan

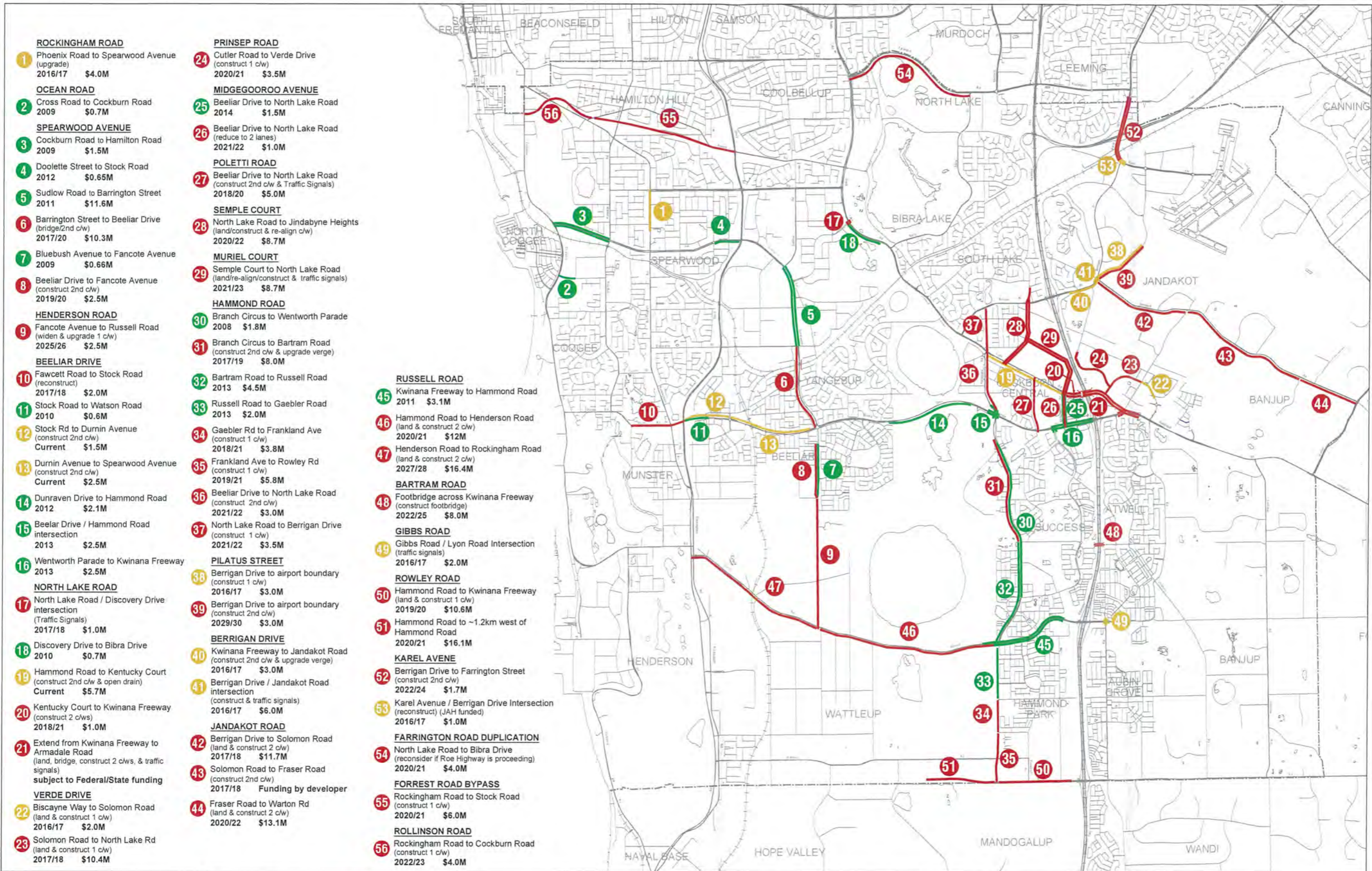


- 1 Completed
- 2 In Progress
- 3 Planned

COMMUNITY & CIVIC INFRASTRUCTURE 2016 - 2026



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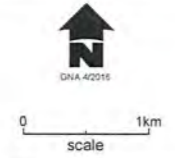


- ROCKINGHAM ROAD**
- 1 Phoenix Road to Spearwood Avenue (upgrade) 2016/17 \$4.0M
- OCEAN ROAD**
- 2 Cross Road to Cockburn Road 2009 \$0.7M
- SPEARWOOD AVENUE**
- 3 Cockburn Road to Hamilton Road 2009 \$1.5M
- 4 Doolette Street to Stock Road 2012 \$0.65M
- 5 Sudlow Road to Barrington Street 2011 \$11.6M
- 6 Barrington Street to Beeliar Drive (bridge/2nd c/w) 2017/20 \$10.3M
- 7 Bluebush Avenue to Fancote Avenue 2009 \$0.66M
- 8 Beeliar Drive to Fancote Avenue (construct 2nd c/w) 2019/20 \$2.5M
- HENDERSON ROAD**
- 9 Fancote Avenue to Russell Road (widen & upgrade 1 c/w) 2025/26 \$2.5M
- BEELIAR DRIVE**
- 10 Fawcett Road to Stock Road (reconstruct) 2017/18 \$2.0M
- 11 Stock Road to Watson Road 2010 \$0.6M
- 12 Stock Rd to Durmin Avenue (construct 2nd c/w) Current \$1.5M
- 13 Durmin Avenue to Spearwood Avenue (construct 2nd c/w) Current \$2.5M
- 14 Dunraven Drive to Hammond Road 2012 \$2.1M
- 15 Beeliar Drive / Hammond Road intersection 2013 \$2.5M
- 16 Wentworth Parade to Kwinana Freeway 2013 \$2.5M
- NORTH LAKE ROAD**
- 17 North Lake Road / Discovery Drive intersection (Traffic Signals) 2017/18 \$1.0M
- 18 Discovery Drive to Bibra Drive 2010 \$0.7M
- 19 Hammond Road to Kentucky Court (construct 2nd c/w & open drain) Current \$5.7M
- 20 Kentucky Court to Kwinana Freeway (construct 2 c/w) 2018/21 \$1.0M
- 21 Extend from Kwinana Freeway to Armadale Road (land, bridge, construct 2 c/w, & traffic signals) subject to Federal/State funding
- VERDE DRIVE**
- 22 Biscayne Way to Solomon Road (land & construct 1 c/w) 2016/17 \$2.0M
- 23 Solomon Road to North Lake Rd (land & construct 1 c/w) 2017/18 \$10.4M

- PRINSEP ROAD**
- 24 Cutler Road to Verde Drive (construct 1 c/w) 2020/21 \$3.5M
- MIDGEGOOROO AVENUE**
- 25 Beeliar Drive to North Lake Road 2014 \$1.5M
- 26 Beeliar Drive to North Lake Road (reduce to 2 lanes) 2021/22 \$1.0M
- POLETTI ROAD**
- 27 Beeliar Drive to North Lake Road (construct 2nd c/w & Traffic Signals) 2018/20 \$5.0M
- SEMPLE COURT**
- 28 North Lake Road to Jindabyne Heights (land/construct & re-align c/w) 2020/22 \$8.7M
- MURIEL COURT**
- 29 Semple Court to North Lake Road (land/re-align/construct & traffic signals) 2021/23 \$8.7M
- HAMMOND ROAD**
- 30 Branch Circus to Wentworth Parade 2008 \$1.8M
- 31 Branch Circus to Bartram Road (construct 2nd c/w & upgrade verge) 2017/19 \$8.0M
- 32 Bartram Road to Russell Road 2013 \$4.5M
- 33 Russell Road to Gaebler Road 2013 \$2.0M
- 34 Gaebler Rd to Frankland Ave (construct 1 c/w) 2018/21 \$3.8M
- 35 Frankland Ave to Rowley Rd (construct 1 c/w) 2019/21 \$5.8M
- 36 Beeliar Drive to North Lake Road (construct 2nd c/w) 2021/22 \$3.0M
- 37 North Lake Road to Berrigan Drive (construct 1 c/w) 2021/22 \$3.5M
- PILATUS STREET**
- 38 Berrigan Drive to airport boundary (construct 1 c/w) 2016/17 \$3.0M
- 39 Berrigan Drive to airport boundary (construct 2nd c/w) 2029/30 \$3.0M
- BERRIGAN DRIVE**
- 40 Kwinana Freeway to Jandakot Road (construct 2nd c/w & upgrade verge) 2016/17 \$3.0M
- 41 Berrigan Drive / Jandakot Road intersection (construct & traffic signals) 2016/17 \$6.0M
- JANDAKOT ROAD**
- 42 Berrigan Drive to Solomon Road (land & construct 2 c/w) 2017/18 \$11.7M
- 43 Solomon Road to Fraser Road (construct 2nd c/w) 2017/18 Funding by developer
- 44 Fraser Road to Warton Rd (land & construct 2 c/w) 2020/22 \$13.1M

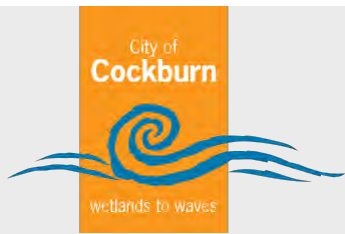
- RUSSELL ROAD**
- 45 Kwinana Freeway to Hammond Road 2011 \$3.1M
- 46 Hammond Road to Henderson Road (land & construct 2 c/w) 2020/21 \$12M
- 47 Henderson Road to Rockingham Road (land & construct 2 c/w) 2027/28 \$16.4M
- BARTRAM ROAD**
- 48 Footbridge across Kwinana Freeway (construct footbridge) 2022/25 \$8.0M
- GIBBS ROAD**
- 49 Gibbs Road / Lyon Road Intersection (traffic signals) 2016/17 \$2.0M
- ROWLEY ROAD**
- 50 Hammond Road to Kwinana Freeway (land & construct 1 c/w) 2019/20 \$10.6M
- 51 Hammond Road to ~1.2km west of Hammond Road 2020/21 \$16.1M
- KAREL AVENUE**
- 52 Berrigan Drive to Farrington Street (construct 2nd c/w) 2022/24 \$1.7M
- 53 Karel Avenue / Berrigan Drive Intersection (reconstruct) (JAH funded) 2016/17 \$1.0M
- FARRINGTON ROAD DUPLICATION**
- 54 North Lake Road to Bibra Drive (reconsider if Roe Highway is proceeding) 2020/21 \$4.0M
- FORREST ROAD BYPASS**
- 55 Rockingham Road to Stock Road (construct 1 c/w) 2020/21 \$6.0M
- ROLLINSON ROAD**
- 56 Rockingham Road to Cockburn Road (construct 1 c/w) 2022/23 \$4.0M

REGIONAL & MAJOR ROADWORKS 2016 - 2030



- 1 Completed
- 2 In Progress
- 3 Planned

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Updated: May 2016



City of Cockburn
LONG-TERM FINANCIAL PLAN
2016/17 - 2025/26



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Appendices

1. Forecast income and expenditure Nature and Type statement.
2. Rate setting statement
3. Statement of financial position
4. Equity statement
5. Capital works
6. Cash reserves and Loans
7. Definition for Statutory KP's
8. Schedule of key performance indicators
9. Definitions of terms

1.0 Executive Summary

- The LTFP covers 2016/17 to 2025/26 with a high level of accuracy for the first four years and estimates for the following six years. The LTFP will be reviewed every two years.
- The LTFP has been prepared in accordance with the Integrated Planning and Reporting framework guidelines issued by the Department of Local Government. The LTFP is considered an informing document to the Strategic Community Plan and Corporate Business Plan.
- The underlying strategy of the LTFP is financial sustainability so as to ensure community assets and services can be maintained and provided by the council at a reasonable cost over the life of the LTFP. The city remains financially sustainable during the life of the LTFP.
- There are twelve objectives which form part of the strategy.
- A number of financial risks have been identified including a reliance on external funds for the completion of the capital program including grants, developer contributions and loans. Approval times for capital projects appear to be a risk causing lengthy delays and cost increases.
- There are eleven assumptions forming the basis of the LTFP including maintaining rates at 3% whilst costs are to be kept at 2.5% to 3%. Ensure that all city expenditure is value for money.
- Population statistics demonstrate the City continues to grow at 2.5% to 3.5% per annum and remains a “growth” council. This is a positive impact on the City but requires additional funds to finance this growth. Cockburn’s Population is set to increase from 110,614 in 2016 to 148,477 in 2025.
- The economic outlook for Australia remains positive but subdued for WA as a result of the resources downturn. This may impact on their ability to provide grant funds for road and community projects.
- The City will take on two new services being Cockburn ARC (aquatic and recreation centre) at Cockburn Central West and the Port Coogee Marina. The City will also close down the South Lake Leisure Centre.
- The LTFP has income of \$1.688B and will expend \$1.638B. The City will outlay \$736m on new capital projects. There is a stronger alignment with Asset Management and Revitalisation Plans within the LTFP.
- Cockburn currently employs 463 full time equivalent staff. Over the life of the Workforce Plan the City plans to employ an additional 131 staff to ensure the city meets its service delivery targets.

2.0 Introduction

The City of Cockburn's Long Term Financial Plan (LTFP) details what is proposed over the next ten years as a means of ensuring the City's financial sustainability. The LTFP is aligned to other core planning documents including the Strategic Community Plan (SCP) and the Corporate Business Plan (CBP). Information contained in other strategic plans including the Asset Management Plan (AMP) and Workforce Plan (WP) have informed the LTFP which in turn will be the basis for preparation of the City's Annual Budgets.

The LTFP is a 10-year rolling plan that informs the CBP in the activation of SCP priorities. From these planning processes, annual budgets that are aligned with strategic objectives can be developed.

The LTFP is a tool which analyses financial trends over a ten year period on a range of assumptions and provides the City with information to assess resourcing requirements to achieve its strategic objectives and to assist the City to ensure its future financial sustainability.

The LTFP covers the period 2016/17 to 2025/26. There is a high level of accuracy and detail in the first four years of the LTFP but this is underpinned by a number of assumptions. The remaining six years of the LTFP are shown as an overview with reasonable estimates only. The City undertakes a broad review of its SCP and CBP every two years and a full review is planned every four years. This LTFP will be reviewed in conjunction with SCP and CBP review. As Annual Budgets are developed from the LTFP there may be some annual variations between both which will be explained in the Annual Budget.

The CBP also includes a number of measures, outlined in Sections 5 *Leading and Listening*, that are intended to improve the City's financial management systems and performance monitoring. Details of these are referenced in section 14 of this document

Table 1 - snapshot of the City of Cockburn at 2015/16

Key Statistics	
Area (sq km)	148
Population (est)	106,000
Number of Electors	62,706
Number of Dwellings	36,842
Total Rates Levied	\$89.03M
Total Revenue	\$129.10M
Number of Employees	463

3.1 Strategy underpinning the LTFP

The overarching strategy underpinning the LTFP is financial sustainability, that is there are no large increases in rates and charges in the maintenance of the assets and delivery of services under the control of the City. Local Governments manage a large range and inventory of assets. Cockburn is asset rich but has to time the expenditure of its cash to manage the large range and inventory of assets. The infrastructure assets are the essential foundation for community service delivery, so it's critically important that assets and cash are allocated using long term financial planning. Financial sustainability means maintaining assets and delivering services that satisfy the community while respecting principles of inter-generational equity.

Managing a large stock of long-lived assets, such as roads, parks and buildings, as local governments do, demands long term financial planning. Numerous reports into local government sustainability have demonstrated that short term financial planning will not be sufficient to meet the aspirations of the community.

It's unlikely that the City of Cockburn will have the resources to fully satisfy all community demands. Proposed asset building programs can involve making hard choices between the assets and services that are "essential" to the community and those that are "nice to have".

The City of Cockburn's financial objectives are:

1. Maintain the existing range and level of service provision whilst developing the capacity to grow and add new services
2. Maintain a strong cash position, ensuring Council remains financially sustainable in the short, medium and long term
3. Achieve operating statement surpluses
4. Maintain debt/borrowing levels within prudent guidelines
5. Continue to pursue grant funding for strategic capital projects from the State and Commonwealth Governments
6. Provide for rate increases that enable appropriate capital works (asset renewal, growth/expansion & upgrade) and asset maintenance
7. Ensure value for money is a key objective in all council expenditure
8. Provide a remuneration structure that will ensure Council attracts and retains high quality staff to provide services
9. Use of cash reserves to achieve inter-generational equity, smooth out year on year rate increase and reduce reliance on debt
10. Planning for the optimal funding of asset renewals and maintenance as determined within asset management plans
11. Improving trends in the key financial ratios
12. Maximise revenue from fees and charges through full cost recovery or market pricing where appropriate

4.0 Financial risk assessments in the LTFP

The Asset Management Plans identify assets that are critical to the City's operations and outline risk management strategies for these. The major risks associated with long term financial planning relate to delays in approvals for major projects; the viability of a project if it relies on land acquisition which may be affected by land price movements; and funding of projects.

A number of new building projects are included each year in the LTFP. All of these are proposed to be constructed on land owned by the City or Crown Land managed by the City. The developments will require external approvals and are being funded through rate revenue (municipal funds), developer contributions, grants from either the State or Commonwealth government or debt funding or a mix of all four. The risk associated with these is therefore low to medium. Each project will be considered on merits and the availability of funds.

The City has an extensive road (new and renewal) program which includes substantial external funding. If that funding is reduced or is not made available to the City, then the timing of the works will be reviewed. There is native vegetation clearing required for a number of road projects planned. Given the lead time required, the risk of delays in obtaining clearing permits from the Department of Environment is a medium risk. This relates to the risk of obtaining the clearing permits but also the conditions attached to the permit in the form of clearing offsets.

Interest rates on borrowings and on investments are predicted to be relatively constant over the life of the LTFP. If adverse changes in rates occur this may impact on the City's revenues and future project costs. The risk is considered low.

The City's risk framework is explained in more detail in Council policy SC51 Enterprise Risk Management. Financial risks are dealt with in detail through this policy, with risk management strategy articulated in the City's Risk Register. Details of these can be found on the City's website at http://www.cockburn.wa.gov.au/documents/CouncilDoc/Policies/Strategic_Policy_Statements/Council/sc51.pdf.

Risks associated with financial and asset management are also continually monitored and forms part of a quarterly review presented to the City's Executive; with a formal annual update to the City's Audit and Strategic Finance Committee. The Agendas and Minutes for these committee meetings are published on the City's website and can be found at http://www.cockburn.wa.gov.au/Meetings_and_Minutes/Minutes_and_Agendas/

5.0 Assumptions underpinning the LTFP

This section highlights the broader parameters used in modelling the LTFP. The broad assumptions are as follows:

1. Rates in 2016/17, being the first year of this LTFP are based on a an increase of 3.0% over 2015/16 whilst for the remaining years of the LTFP base rate revenue has been estimated to increase by also by 3.0% per annum and growth of properties is estimated at 2.5% to 3.5% per annum over the life of the LTFP.
2. Non-statutory fee revenue has been estimated to increase by 3% (or to recover costs occurred in the provision of the service). The City looks to recover the full cost of providing a range of services including Co-Safe, Waste Collection and Co-Safe services. Fees for the receipt of commercial waste vary as a result of competition and the movement in the value of the Landfill Levy (the State Government tax on the disposal of waste).
3. Statutory fees are set by legislation and are frequently not indexed on an annual basis. An estimated increase of 2% per annum has been allowed in the model. The introduction of the new Building Act in 2014 imposed the payment of up to 50% of building fees to the Building Commission.
4. Grants and subsidies have been budgeted with a conservative economic outlook at 1.5% to 2% per annum.
5. Based on projected average cash balances held during the year and using current Term Deposit interest rates. Interest rates of 2.75% have been factored into the LTFP.
6. Salary costs are forecast to increase by 2.25% as a result of low inflation data. The provision of new staff is also in the forecast of 2% per annum,
7. General utility costs - an estimate of 4.5% has been allowed for in 2016/17 and based on estimates sourced from State Government.
8. Materials and Contracts have been forecast to increase by 3.0% over the life of the LTFP.
9. Insurance costs have been increased by 4% per annum in the LTFP as a result of more built and contributed assets, higher payroll costs and higher public liability claims impacting on premiums paid by the City.
10. Other expenditure which is primarily costs associated with the State Government's Landfill Levy have been forecast to rise by 9% in 2016/17, 8.3% in 2017/18 and 7.7% in 2018/19. Cost increases beyond that date have been contained to 4% per annum. Fuel for the Fleet has been kept to 3% pa. The final item in this category is the Donations Budget. This budget will increase in line with the rates increases. For 2016/17, the proposed budget is \$1.31m.

11. Depreciation has been estimated to increase by 4% per annum as a result of the City's strong asset building program in addition to the contributed assets received by the City from land developers. These assets include roads, paths, drains, parks and buildings.

A sensitivity analysis has been prepared to coincide with the above assumptions to indicate the impact in the movement of the above assumptions on the bottom line of the LTFP and the provision of services and capital programs.

6.0 Demographic analysis of the Local Government municipality

Over the past 10 years the City of Cockburn has sustained a significant growth rate of more than 3% per annum (ABS 3218.0). As an interesting comparison of official ABS data, the 2006 estimated resident population of 77,832 has grown to 106,540 as of 2014, which is the most current ABS data for population growth in Australia. The City of Cockburn's own forecasts at the time of writing this document has the 2016 estimated residential population exceeding more than 110,000. It is interesting to compare growth rates using the official ABS data for the period 2006 to 2014 as follows:

Table 2 – Population growth, SWG & Growth Councils (GC)

Location	2006	2014	2006-2014	
	#persons	#persons	% increase	#persons
Wanneroo (GC)	114,943	185,817	61.7%	70,874
Rockingham (GC & SWG)	87,033	125,889	44.6%	38,856
Cockburn (GC&SWG)	77,832	106,540	36.9%	28,708
Swan (CG)	96,643	130,013	34.5%	33,370
Gosnells (GC)	94,958	123,993	30.6%	29,035
Stirling (C)	183,957	227,367	23.6%	43,410
Melville (SWG)	96,778	107,239	10.8%	10,461
Joondalup (C)	156,570	168,638	7.7%	12,068
Perth Metropolitan Area	1,533,413	1,945,140	26.9%	411,727
Western Australia	2,050,581	2,573,389	25.5%	522,808

Cockburn, with Wanneroo and Rockingham, are in a league of their own with growth exceeding 35% in this period.

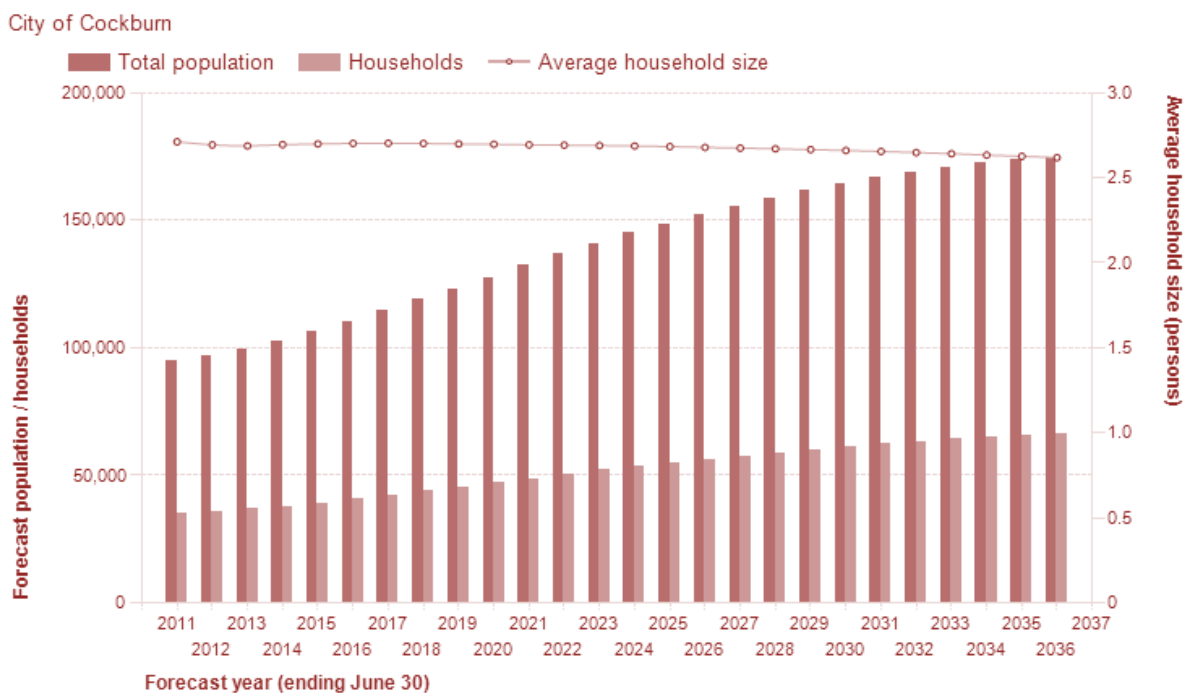
The coming ten year period will continue strong rates of growth, with the City's population forecast to grow as follows:



This will again be accounted for by new urban development in greenfield areas and revitalisation precincts. What it is interesting to note however is the likelihood of this coming decade to be the final decade that sees high rates of population growth resulting from greenfield residential development.

The message is for strong growth over the coming ten years, however it is apparent that after the next ten years the City will see the growth rate of new residents and new dwellings reduce. It is also interesting to note the similar reduction in household sizes, representative of increases in single and couple only households as the City enters its consolidation phase and traditional family suburbs continue to mature. We can see this in the following graph:

Graph 1 – Forecast population and households

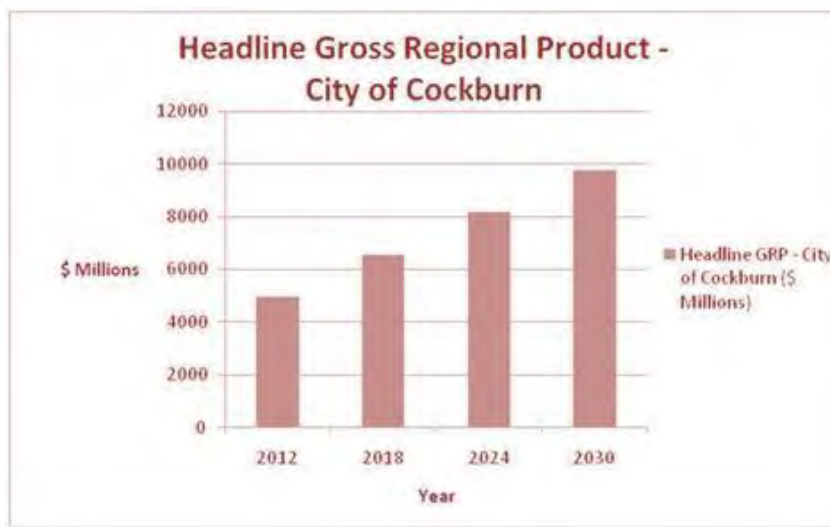


7.1 Economic Growth and Development Issues That Could Impact On The City Of Cockburn

7.2 Economic Growth and Development Issues

The last ten years has seen rapid growth take place. The coming decade will be no different, with the significant population growth supported by significant development across residential, commercial and industrial sectors. This will place continued pressure on the City to maintain its infrastructure provision in order to support the extensive growth taking place. The following forecast of gross regional product highlights the economic growth in Cockburn over the twenty or so years which supports the LTFP:

Graph 2 – Gross Regional Product 2012 to 2030



7.3 Analysis of any City plans that affect future economic growth analysis of the impacts of population and demographic changes on economic growth

Analysis of strategic employment and competitive advantage in the City shows that it is an important sub-region of Perth for five key strategic industries. These are:

- Other transport equipment manufacturing;
- Cement, lime, plaster and concrete product manufacturing;
- Tertiary education;
- Basic ferrous metal manufacturing;
- Ship Building & support industries, engineering and Oil & gas industries).

These industries have a significant orientation to the domestic and international export market, whereby efficiencies in cost of production become a crucial measure of competitiveness. This is particularly evident in the local supply chain links which depend on movement between industrial clusters within the Kwinana Industrial Area, Australian Marine Complex, Cockburn Central, Bibra Lake and Jandakot Airport.

This demands important consideration on how infrastructure (particularly road) can be improved to lift the efficiency of business. The LTTP recognises this and provides significant funding to advance such infrastructure priorities.

7.4 Identifying new industrial or business subdivisions or developments that will affect economic growth in the City of Cockburn

The City is a growth area, in that it has substantial growth over the next twenty years in land development including rates revenue (both residential and industrial/commercial) to sustain and drive the delivery of the City's adopted strategies. It is estimated that the City will increase its residential property base by 13,000 new dwellings, increasing from the current 41,832 dwellings to more than 54,800 dwellings by 2026. Industrial and commercial development will depend on the State of the economy with the primary industrial precincts infilling rapidly with more land being already required for the Australian Marine Complex. This will be facilitated through development of Latitude 32. Jandakot City is moving ahead with four to six new major industrial sites annually, and stands as a strategic industrial location for the whole of Western Australia.

7.5 State economic factors

Growth in the Western Australian economy continues to slow, with Gross State Product (GSP) forecast to increase by just 1.5% in 2015-16, down from 3.5% in 2014-15. Across the forward estimates period, growth is expected to be underpinned by an expansion in iron ore and LNG exports, offsetting an ongoing contraction in the domestic economy, which is being driven primarily by continuing declines in business investment from its 2012-13 peak.

Employment growth is expected to be 1.25% in 2015-16 (down from 1.75% at Budget) and, despite slowing population growth, the unemployment rate is forecast to rise to 6.5% in 2015-16 (up from 6.25% at Budget). Softening demand for labour is also resulting in record low wages growth across the economy, with the Wage Price Index expected to increase by just 1.5% to 2% in 2015-16 (down from the Budget-time forecast of 2.75%). The weaker domestic economic outlook is significantly impacting the State's tax collections. These revenue revisions are occurring at the same time as the State's population share of the GST has reached a record low of 30% in 2015-16. This limits the State's ability to invest in infrastructure and services, potentially putting more of the cost back to local government.

The weaker operating outlook has driven an increase in the net debt projections over the next four years across, with total public sector net debt forecast to increase to \$39 billion by 30 June 2019 (up from the Budget forecast of \$35.8 billion).

7.6 Analysis of economic conditions – Commonwealth Government

The Australian economy is transitioning from strong resource investment-led growth to broader-based drivers of economic activity. The transition is being supported by historically low interest rates, the fall in the Australian dollar and low oil prices. Employment growth has strengthened as the economy transitions to more labour intensive sectors such as services and has been supported by moderate wage growth. While business investment intentions currently remain subdued, conditions conducive to stronger business investment are in place.

Australia's real GDP growth has been revised down for 2015-16 from the Budget forecast of 2.25% to 2.5% but is forecast to strengthen to 2.75 % in 2016-17. With business investment intentions in the non-mining sectors of the economy yet to strengthen, real GDP growth is forecast to pick up more gradually than anticipated at Budget.

Wage growth remains moderate, which continues to help the economy in its adjustment to broader-based growth. Moderate wage growth is supporting employment outcomes during a period of below potential GDP growth. Wage growth is forecast to be 2.5% through to the June quarter 2016 and 2.75 % through the year to the June quarter 2017.

Headline CPI inflation is forecast to be 1.5% to 2% through the year to the June quarter 2016 and 2.25% to the June quarter 2017. The subdued outlook for inflation reflects moderate wage growth in combination with below potential GDP growth and lower oil prices.

7.7 State or Federal government policies that will impact the future

For Cockburn, the biggest impact from the State Government is the fallout from Local Government Reform and the need for the State Government to be seen to “taking control” over local Government. The first issue is rate capping, whereby rate increases are capped at an artificial peg for example CPI. This would lead to a substantial loss of income which in turn would result in lower amounts of money being re-invested back into community assets. The second one is the increase in government charges such as the land fill levy or substantial increases to the emergency service levy or the loan tax (additional charges on borrowing).

8.0 Service delivery and service levels

It is proposed that existing service levels will be maintained for all operational areas. However, a key objective in the Corporate Business Plan that directly impacts future service delivery is to improve existing service levels whilst continuing to achieve annual operating surpluses each year to fund the provision of infrastructure. Service levels will be reviewed from time to time, to ensure impact of rapid growth across the municipality is monitored and assessed.

9.0 Major planned initiatives

Cockburn ARC

The Centre is scheduled to open around April 2017. The facility will have cost \$109m and is a joint collaboration between the City and the Fremantle Football Club. The Centre will also include space dedicated to Curtin University. The City commissioned Warren Green Consulting to prepare a Business Operations and Management Plan for the Centre and this is available on the City website at: www.cockburn.wa.gov.au/rpaec/businessplan. The City will self-manage the Centre and will not privatise the operations of the centre other than the café

The following table highlights the financial impact of the centre. The costs do not contain the depreciation charge for the centre.

Table 4 – Cockburn ARC Business Plan Financials 2017 to 2020

Income	Year 1	Year 2	Year 3	Year 4
Administration and Customer Service	\$0.45	\$0.48	\$0.52	\$0.54
Aquatics	\$3.07	\$3.35	\$3.64	\$3.75
Operations	\$0.03	\$0.02	\$0.02	\$0.02
Sales and Marketing	\$2.32	\$2.87	\$3.12	\$3.33
Sport, Health and Wellness	\$1.17	\$1.44	\$1.68	\$1.92
Total Income	\$7.03	\$8.16	\$8.97	\$9.56
Expenditure				
Administration and Customer Service	\$1.61	\$1.59	\$1.67	\$1.72
Aquatics	\$0.76	\$0.99	\$1.06	\$1.13
Operations	\$3.62	\$3.80	\$3.99	\$4.16
Sales and Marketing	\$0.52	\$0.48	\$0.50	\$0.51

Port Coogee Marina

As from 24 July 2016, the City will assume control over the assets and operations of the Port Coogee Marina and associated facilities including boardwalk, seawalls, jetties and fuel dispensing facility. The current marina caters for 150 boats with plans for another 150 boat pens, subject to the Council approving the \$3m cost of construction and the demand from the boat market. The current 150 pens are leased in short, medium and long term periods.

Table 5A – Port Coogee Marina Business Plan Financials 2017 to 2020

City of Cockburn - Port Catherine Marina	2016/17	2017/18	2018/19	2019/20
Marina Pen Fees - Current Occupancy	\$896,750	\$919,169	\$942,148	\$965,702
Marina Services Building Lease	\$46,750	\$47,919	\$49,117	\$50,345
Other Income	\$14,000	\$14,000	\$14,000	\$14,000
Total Income	\$957,500	\$981,088	\$1,005,265	\$1,030,046
General Expenses (including salaries)	\$377,109	\$381,104	\$390,632	\$400,398
Recurrent Expenses				
a) Marina Pens	\$59,670	\$59,670	\$60,863	\$62,081
b) Marina External (inc Fishing Jetty)	\$33,618	\$51,720	\$52,754	\$53,809
c) Marina Services Building	\$54,690	\$54,690	\$55,784	\$56,899
d) Marina Groundwater Interception Device	\$0	\$0	\$0	\$0
Non Recurrent OP Expenses	\$71,750	\$71,750	\$73,185	\$74,649
Depreciation	\$348,000	\$348,000	\$348,000	\$348,000
Total Expenditure	\$944,837	\$966,934	\$981,218	\$995,836
Operating Surplus - Part Occupancy	\$12,663	\$14,153	\$24,046	\$34,210

Table 5B – Port Coogee Marina Business Plan Financials 2017 to 2020

City of Cockburn - Port Catherine Non-Marina Costs	2016/17	2017/18	2018/19	2019/20
Municipal Fund	\$50,784	\$49,189	\$51,512	\$53,881
Other Income	\$282,934	\$284,529	\$286,156	\$287,815
Total Income	\$333,718	\$333,718	\$337,667	\$341,696
Recurrent Expenses				
a) Marina Pens	\$0	\$0	\$0	\$0
b) Marina External (inc Fishing Jetty)	\$33,618	\$33,618	\$34,290	\$34,976
c) Marina Services Building	\$0	\$0	\$0	\$0
d) Marina Groundwater Interception Device	\$35,350	\$35,350	\$36,057	\$36,778
Non Recurrent OP Expenses	\$128,500	\$128,500	\$131,070	\$133,691
Depreciation	\$136,250	\$136,250	\$136,250	\$136,250
Total Expenditure	\$333,718	\$333,718	\$337,667	\$341,696

10.0 Revenue projections

Rates and service charges

The 2016/17 Budget has been based on 3.0% rate increase. For the remaining years of the LTFP, base rate increases have been aligned at 3.0% per annum rather than the Consumer Price Index (CPI). The CPI index is based upon a range of goods and services that bear little relationship to the cost components that comprise the delivery of the City services. As such the 3.0% is a far more accurate reflection of the index required to maintain the delivery of the City services at the present level.

There remains significant growth forecast within City of Cockburn in relation to the industrial and residential components across the municipality. A summary of commercial/industrial property growth would include Cockburn Coast, Cockburn Central (West and North), Jandakot City and Latitude 32. Residential growth is arising from two sources, new lots such as Calleya, Cockburn Coast, Hammond Park and Port Coogee. The second source is the revitalisation suburbs of Hamilton Hill, Spearwood, Coolbellup and Coogee. As such, the forecast model has allowed for an increase of a further 2.5% to 3.5% per annum from growth of property values and numbers. This growth will assist to fund capital and asset renewal expenditure.

The LTFP assumes the continuation of the Port Coogee Specified Area Rate for Public Open Space maintenance. A further Specified Area Rate will also be introduced in 2016/17 to provide for the maintenance of the Port Coogee Water Ways. The funds for this activity will be supplemented by a payment from the Port Coogee developer, Fraser's (formerly Australand) of \$2.1m. All funds derived from these specified area rates are fully reserved and do not form part of the City's municipal fund.

User charges and fees

Fees and charges include services where the City has the discretion to levy its resolved fee amount or where fees are statutory in nature and prescribed by the State Government and in a few cases, the Commonwealth Government.

The LTFP is based on statutory fees increasing by 2% per annum, whereas the discretionary fees have been indexed at 3% per annum, which is more in line with the cost of providing the services. Discretionary fees include the hire of the City's many building, sports and recreational facilities.

The fees from the new Cockburn ARC at Cockburn Central West will be presented in this LTFP which will be considerably more than the older and soon to be closed South Lake Leisure Centre.

Grants (Commonwealth and State Governments)

The City currently receives approximately \$9.0M in operating grants, including the untied grant from the Grants Commission. The LTFP has allowed a cautious increase of 1.5% per annum for these grants which seldom increase at an equivalent rate to the cost of providing the subsidised services.

The City relies on grant income for delivering a range of services to the diverse community of the City. Cockburn has a large senior's population, from a wide socio-economic spectrum which places significant demands on the City in the delivery of services.

The City's major grant from the Grants Commission is budgeted at the same level when compared to the 2014/15 allocation due a freeze imposed by the federal government. The LTFP has also budgeted for the Roads to Recovery grants over the next four years but there remains considerable uncertainty in regard to the future of this program beyond that point.

Interest revenue

Interest on investments will average around \$4.7M per annum and comprises of interest earned from cash invested with financial institutions and interest charged to ratepayers for rates in arrears. Interest received is allocated between the municipal fund (available for general expenditure) and interest allocated to reserve funds and not available for general expenditure.

Net gain on disposal of assets

Each year the City will dispose of plant including motor vehicles and trucks as part of its renewal program. The surplus made on these trade-ins is reflected in this category of income. The end outcome will see the funds quarantined into the Plant Replacement Reserve to ensure the City always has sufficient monies to fund its plant requirements

11.0 Expenditure projections

Workforce costs

Salaries are the largest component of the City's operating budget, representing 38% of operating expenses or 37% of total revenue. The City enters into an Enterprise Agreement (EA) every three years which determines the level of salary increase to be given to staff. Enterprise Agreement 2016 will expire in August 2016. Future increases in the LTFP should be around 2% to 2.5% per annum.

In addition to the base wage increase assumptions, the City has to provide funding for annual increments in employee banding and the provision for increased staffing levels to cover expanded service requirements as provided for in the Workforce Plan. The Plan allows for significant increases for the new Cockburn ARC at Cockburn Central West in 2016/17. The Workforce Plan indicates seventy one new staff is being proposed to be recruited over the first four years of the LTFFP.

One of the service commitments listed for Leading and Listening Outcome is “to maintain a professional, well-trained and healthy workforce that is responsive to the community’s needs.” To do this we need to find, retain, engage and develop the people we need to achieve our corporate mission and strategic goals. The purpose of the Workforce Plan is to outline ways to meet this commitment.

The City has over 70 strategies to support the achievement of its objectives under the Strategic Community Plan. The strategies drive the volume and diversity of services offered by the City and these combined with growth determine the Staffing Forecast.

In addition, the City will take on new services such as Cockburn ARC at Cockburn Central West which is significantly larger than the existing facility. A new marina at Port Coogee will be gifted to the City by the developer. The City is also studying the construction of a commercial materials recovery facility to better process commercial waste. All of the above involve new staff working for the City.

As for superannuation, staff are entitled to 10% of their ordinary times earnings with a matching contribution of up to 4%.

Materials and contracts

The broad assumption in materials and contracts is for an increase of 3%. The City has significant ongoing contracts for delivery of services such as waste management, Co-Safe and a range of maintenance contracts for parks, gardens, toilets and road materials. The City also engages contractors for building maintenance and general services. All these contracts are priced in the tender at or near CPI levels as far as possible.

Material costs include items for maintenance of roads such as asphalt which are more governed by market forces based on availability. Also included are materials for consumable items for a range of services across the City. The City aims to drive these costs down at every opportunity.

Utilities

The City purchases power, gas and water from State Government utilities. Power is the single largest cost at \$3.7m of which comprises the provision of electricity to Western Power owned street lighting infrastructure which costs \$2.45m per annum.

Power costs are expected to rise by at least 4% annually. The City has an active solar photo voltaic program on all City-owned buildings to mitigate the cost of power. Gas is acquired from Alinta for Cockburn ARC and cooking purposes (seniors centre). Cockburn ARC will use geothermal power for the heating of the water in the

pools at Cockburn ARC removing the need for gas for this activity. Gas will still be used during maintenance of the geothermal facility and when geothermal (supplied water) temperatures are not hot enough. The City is pursuing a solar PV solution for electricity consumption which will significantly reduce consumption of electricity from the grid and lower cash operating costs.

Insurance

Insurance expense of \$2.1m per annum and rising annually by 4% is acquired from a co-operative arrangement called Local Government Insurance Services. The City purchases a range of insurance including public liability, workers compensation, property, fleet, fidelity and professional indemnity. Increases are due to growth of assets, staff and general risks.

Depreciation

Depreciation estimates have been based on the projected capital spending contained within this LTFP document. Depreciation has been further increased by the indexing of the replacement cost of the City's fixed assets in order to recognise the impact of rising replacement costs in accordance with Accounting Standard requirements. Depreciation estimates may be influenced by future recognition and disposal of assets and how the City expends its capital works program.

Interest expense

The construction of the Emergency Service Headquarters in Cockburn Central was via a grant from the State Government and is to be funded by way of a loan. The State Government through DFES will fund and repay an amount totalling \$1m plus interest. The project is being repaid over ten years until 2023.

The most significant borrowing has been for Cockburn ARC at Cockburn Central West. The City has borrowed \$25m in 2015/16 and this will be repaid over ten years using the revenue derived from the developer contribution scheme.

Other and extraordinary expenses

Other Expenses encompasses a range of sundry expenditure items. For Cockburn, the largest three items is the State Government Waste Landfill Levy, currently at \$60 per tonne of waste deposited at Henderson Waste and Recovery Park. For 2016/17, the budget has been set at \$3.8m. The next significant item is fuel for the City's fleet at \$0.85m. This expenditure category also includes the grants and donations budget of \$1.31m.

12.1 Asset management

The City of Cockburn currently manages over \$1 billion of infrastructure assets delivering services to the City's residential and business communities. The continuous improvement of the City's asset management framework and planning process reflects Cockburn's growing maturity and emphasises the City's drive to deliver a sustainable future by managing assets and providing services in the most cost effect manner.

The Asset Management Plans (AMPs) act as informing strategies that assist the City in its yearly budgeting process and further strengthens the City's management of long term asset renewal planning and funding requirements.

Asset Renewal – Capital expenditure (Non-Discretionary)

The City via the asset management planning process has revised the existing six Asset Management Plans (AMPs) for roads, footpaths, buildings, parks & environment, drainage and Plant and Fleet.

Table 6– Asset Management Plan Statistics

Asset Management Plan	Value of assets (replacement cost)
Footpath Infrastructure Asset Management Plan - 627.08 Km of footpath	\$52.18m
Drainage Asset Management Plan - 18,449 drainage pits, 455Km of pipes and 15.5Km of fences	\$229.2m
Building Asset Management Plan - 132, civic, community and recreation building	\$146.9m
Parks & Environment Asset Management Plan - playgrounds, irrigation, fencing plus other park assets. 1,570.8Ha of parks (including active and passive), bushland and streetscapes. The parks have no valued attached to them which is in accordance with Council.	\$55.1m
Fleet and Plant Asset Management Plant - 463 pieces of light fleet, major fleet and minor plant	\$19.7m
Roads Asset Management Plan - 6.5m square meters of roads, 0.12m square meters of car parks and 1,448Km of kerbs	\$525.9m

A number of key findings/enhancements have been formalised through the City's Asset Management Planning process and development of the new AMP's.

- As at September 2104 the current replacement cost for assets managed by AMPs was \$1.028 billion, an increase of \$170 million from September 2012.
- The plans are to be revised every three years between May and October ensuring that future iterations of the Long Term Financial Plan (LTFP) are established utilising the most accurate asset information and financial projections.
- Asset revaluations are conducted yearly ensuring alignment between operational and financial asset registers.
- Developing long term financial funding projections and incorporating funding strategies from the LTFP.
- All six AMP has been updated to reflect the current status of the asset class for future asset management planning.

Table 7 - AMP renewal expenditure per class and funding

Asset	Roads	Footpath	Drains	Buildings	Playgrounds	Irrigation	Parks	Total	
Year	Renewal	Renewal	Renewal	Renewal	Renewal	Renewal	Renewal	Renewal	Funding
16/17	\$5.8	\$0.5	\$1.0	\$1.7	\$0.9	\$0.4	\$0.2	\$10.5	\$7.2
17/18	\$6.0	\$0.7	\$1.1	\$1.6	\$1.0	\$0.8	\$0.9	\$12.1	\$9.2
18/19	\$6.5	\$0.8	\$1.1	\$1.9	\$0.9	\$0.8	\$0.9	\$12.9	\$9.0
19/20	\$6.7	\$0.8	\$1.2	\$2.2	\$1.1	\$1.0	\$0.7	\$13.7	\$9.4
20/21	\$9.7	\$0.8	\$1.2	\$1.8	\$1.2	\$1.1	\$0.5	\$16.3	\$9.4
21/22	\$10.0	\$0.9	\$1.3	\$1.2	\$1.2	\$0.7	\$1.7	\$17.0	\$12.0
22/23	\$14.5	\$0.8	\$1.3	\$2.1	\$1.3	\$0.7	\$1.2	\$21.9	\$12.3
23/24	\$14.9	\$0.8	\$1.3	\$2.4	\$1.8	\$1.1	\$0.4	\$22.7	\$11.3
24/25	\$14.0	\$0.8	\$1.3	\$2.4	\$1.5	\$1.1	\$0.8	\$21.9	\$12.4
25/26	\$14.0	\$0.9	\$1.3	\$2.4	\$1.5	\$0.8	\$0.8	\$21.7	\$14.2
Total	\$102.1	\$7.8	\$12.1	\$19.7	\$12.4	\$8.5	\$8.1	\$170.7	\$106.3

The funding table above highlights as shortfall in the road renewal program. The original program of renewal works was considered too high and is being reviewed.

All asset management plans can be located at www.cockburn.wa.gov.au/AMP

Capital expenditure (Discretionary)

The City, as a growth municipality has an extensive program of new assets and asset upgrades across all classes of assets being community, civic and road infrastructure assets. The table below demonstrates what is proposed to be constructed across all three classes of assets.

Table 8 – Key Projects 2016/17 – 2025/26 (all figure are \$M)

Project	Year	Cost	Project	Year	Cost
Visko Park Bowling Centre	16/17	\$9.60	Bicycle Network West	17-26	\$5.15
Wally Hagen Stadium	17/18	\$6.25	Southwell Community Centre	17/18	\$0.52
Beale Park Clubrooms	18/19	\$5.18	Munster Recreation Facility	23/24	\$1.04
Frankland Park Recreation Centre	19/20	\$3.11	Banjup (Treeby) Playing Field	19/20	\$4.33
Wetlands Education Centre/Native Ark	18/19	\$2.55	Banjup (Treeby) Community Centre	20/21	\$5.03
Lakelands Reserve - New Clubrooms	21/22	\$2.59	Cockburn Coast Development Plan	20-26	\$29.82
Atwell - Hockey Field	21/22	\$0.15	Mens Shed	16/17	\$0.55
Golf Course - 9 Holes	22/23	\$10.36	Meller Park Bibra Lake Club Rooms Upgrade	18/19	\$0.75
Learning for Life Centre - Spearwood	23/24	\$17.62	Port Coogee Community Space	20/21	\$0.75
Bibra Lake Management Plan	16-26	\$8.01	Depot Stage 2	17/18	\$5.00
Aboriginal Cultural Centre (part of.(BLMP)	19/20	\$5.00	Verde Road Works - Knock Place	16/17	\$0.80
Cockburn Central Playing Fields	23/24	\$4.14	CCW – Aquatic and Recreation Centre	16/17	\$48.00
Anning Park Tennis	24/25	\$3.20	CCW - Administration	20-22	\$50.00
Cockburn Heritage Park	17/18	\$0.23	Special Road Projects	17-26	\$213.88
Bicycle Network East	17-26	\$2.51	Total Community, Civic and Road Projects		\$439.08

Funding for the above assets will be derived from the municipal fund, grants, developer contributions and loan funds. As part of the DCA 13 Scheme the City is required to construct a number of community assets within a ten year time frame, even though the contributions to collected may take up to twenty years to recover from land development. The shortfall will need to be borrowed from WA Treasury Corporation (WATC). The interest on these borrowings has been included in the developer contribution scheme.

13.0 Workforce planning

The Workforce Plan staffing forecast costs are included in the LTFP with the proposed increases reviewed each financial year as part of the annual budget process taking into account an overall cap of \$1m. The financial impact of the workforce changes are detailed in Appendix 1 in the workforce plan. Section 13 also includes more information on workforce planning, which correlates with the information contained in the City's Workforce Plan.

www.cockburn.wa.gov.au/workforceplan

Growth of 3.1% in employee numbers in the Workforce Plan is supported and this includes new areas of business that the City may undertake, an increase in services (such as longer opening hours for community facilities) and insourcing functions which may currently be outsourced. This means that the City may move from an FTE of 463 to 554 within the life of the workforce plan. The need to accommodate such numbers will drive a major employee accommodation review and potentially capital expenditure on a larger administrative centre.

The City requires a business case for new infrastructure but these do not always identify a human resources component. New infrastructure often demands an increased level of staffing due to its size or complexity. The new recreation centre will be an example of this.

Each year a forecast of future staffing needs is considered. This lists proposed employee positions for the next ten years with information from this costed within the Long Term Financial Plan. Proposed positions for the first two years are formally agreed by the Strategic Business Group Managers and endorsed by the Executive. These positions are then included in the following years budget preparation and before each one is advertised, a vacancy form is completed for final approval by line management. This allows the City some flexibility in case of changes to need or economic circumstances, both internal and external.

14.0 Performance measures

A number of statutory KPIs focusing on financial and asset management performance will be regulated and have been mandated by the Local Government (Financial Management) Regulations. Appendix 7 outlines the statutory KPIs which specify the performance targets that local governments are required to report on. As noted from the table below the City meets the majority of the KPI apart from Asset Sustainability.

Table 10 – City of Cockburn Statutory KPI's 2011/12 to 2014/15

Ratio	Target	14/15	13/14	12/13	11/12
Current	>1.0	1.87	1.81	1.57	1.38
Operating Surplus	>0.0	-0.002	0.09	0.12	0.08
Own Source Rev	>0.4	0.89	1.01	1.03	1.04
Debt Service	>2.0	16.62	21.50	N/A	N/A
Asset Sustainability	>0.9	0.38	0.32	0.41	0.49
Asset Consumption	>0.5	0.71	0.70	0.71	N/A
Asset Renewal	>0.75	0.77	1.03	0.99	N/A
Financial Health Indicator	>70	68*	88	85	N/A

*This includes the write off of landscaping infrastructure assets required by accounting standards. Without this non-cash write-off the FHI would have been 88

When compared with our neighbours in the South West Group of Councils and the Outer Metro Growth Councils, the City is on par or exceeds our reference group. Again the biggest weakness is the asset sustainability ratio. This will be addressed as the City focuses on meeting the Asset Management Plans. The Asset sustainability is low when compared with the DLGC target as Council has committed significant resources to building new assets. This ratio will improve in the near future as Council focuses on AMP's/revitalisation strategies and asset replacement programs. The ratios are designed for developed councils and do not factor in growth councils which are still constructing new assets.

Table 11 - Comparison of Statutory KPI's with SWG and GC (data is from 2014/15)

	Current Ratio	Debt Services Ratio	Own Source Ratio	OpSurp Ratio	Asset Cons.	Asset Sust.	Asset Renew.	FHI.
Cockburn								
SWG Growth	1.86	16.6	0.89	0	0.71	0.37	0.77	68
Kwinana								
SWG Growth	1.05	9.69	0.73	0.03	0.8166	1.14	0.68	84
Rockingham								
SWG Growth	2.23	12.9	0.84	-0.07	0.73	0.8	0.89	70
Fremantle								
SWG	1.04	4.52	0.93	0.01	0.66	0.66	0.49	79
Melville								
SWG	1.69	76.1	1.13	0.18	0.68	1.45	0.97	99
Swan								
Growth	1.61	13.7	1.10	0.22	0.60	0.69	1.06	90
Armadale								
Growth	2.54	4.1	0.91	0.13	0.76	0.82	0.57	86

	Current Ratio	Debt Services Ratio	Own Source Ratio	OpSurp Ratio	Asset Cons.	Asset Sust.	Asset Renew.	FHI.
Wanneroo Growth	0.85	21.7	1.14	0.21	0.84	0.31	0.74	72

The City will introduce new KPI reporting regime in 2016/17 (which will be reported monthly). This will replace an existing balanced scorecard approach, In addition, the City will participate in an external benchmarking program. The program will be into Local Government operational and management effectiveness. The program will be undertaken by leading accounting firm PWC in conjunction with the Local Government Managers Association. This benchmarking program will include the majority of metropolitan Perth Councils and Councils from across Australia and New Zealand. This in noted in the CBP section 5 Leading and Listening.

15.0 Targets and Reporting

The LTFP is the basis of all future annual budgets, although minor changes will occur each financial year depending on a range of issues facing the Council. For instance, the state of the economy, the growth impact on housing and commercial development, the availability of grant funds, the approval process for capital expenditure projects. Each issue will be explained as part of the report to the annual budget submitted to Council each June.

The Annual Budget and accompanying Annual Business Plan layout the City's service delivery objectives, program of works and performance measures. As noted above, the LTFP is the basis of the budget and the annual business plan. Each subsequent annual budget and business plan is then amended to reflect the current economic environment. Whereas the LTFP is the macro view, the annual budget and business plan is the micro view of Council's operations.

The City's Annual Report contains a comprehensive summary of the financial outcomes and organisation's performance in addition to review of the annual business plan.

All reports on financial matters are taken to the Council for their review and consideration. This is especially the case of comprehensive monthly financial reports whereas the Annual Financial Statements and the report on cash and non-cash investments is presented to the October Audit and Strategic Finance Committee.

In appendix 10 is a list of strategic objectives, there measure and targets which will then be taken to Audit and Strategic Finance Committee in October of each year.

16.0 Scenario modelling and sensitivity analysis

The City has examined a number of scenarios using different assumptions and changes in variables to determine how the City of Cockburn is to deliver services and assets to the community.

The first scenario was developed based on rate capping based on CPI, continued population growth, no change to service levels, a balanced budget for the life of the LTFP and with the same level of operating and capital expenditure and reserve fund transfers. This resulted in:

- Impact on operating surplus – reduce the operating surplus by \$54.5m
- Impact on cash – reduce cash by \$54.5m
- Impact on ratio's – negative impact on current, operating surplus and asset sustainability ratios.

The second scenario was developed based on rate capping based on CPI, minimal population growth, no change to service levels, a balanced budget for the life of the LTFP and with the same level of operating and capital expenditure and reserve fund transfers. This resulted in:

- Impact on operating surplus – reduce the operating surplus by \$88.1m
- Impact on cash – reduce cash \$88.1m
- Impact on ratio's - negative impact on current, operating surplus and asset sustainability ratios.

The third scenario was developed based on rate capping based on CPI, minimal population growth, changes to service levels, a balanced budget for the life of the LTFP and with the same level of operating and less capital expenditure and reserve fund transfers. This resulted in:

- Impact on operating surplus – reduce the operating surplus by \$68.3m
- Impact on cash – reduce cash by \$68.3m
- Impact on ratio's - negative impact on current, operating surplus and asset sustainability ratios.

City of Cockburn Long Term Financial Plan 2017 - 2026										
Statement of Comprehensive Income by Nature and Type										
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
INCOME: REVENUES FROM ORDINARY ACTIVITIES										
01 - Rates	96.00	101.17	106.62	112.37	118.44	122.06	125.79	129.64	133.62	137.72
02 - Specified Area Rates	0.33	0.36	0.40	0.43	0.47	0.52	0.55	0.57	0.59	0.62
05 - Fees & Charges	24.37	28.07	29.91	31.44	32.78	33.98	35.28	36.59	37.93	39.30
06 - Service Charges	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
10 - Operating Grants & Subsidies	9.36	9.58	9.81	10.04	10.28	10.52	10.77	11.03	11.30	11.57
15 - Contributions, Donations, Reimb	0.64	0.66	0.68	0.70	0.72	0.74	0.76	0.79	0.81	0.83
20 - Interest Earnings	4.77	4.66	4.56	4.46	4.36	4.27	4.18	4.10	4.03	3.96
25 - Other Revenue / Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL INCOME	135.92	144.50	151.96	159.44	167.05	172.10	177.33	182.73	188.28	194.00
EXPENDITURE: EXPENSES FROM ORDINARY ACTIVITIES										
50 - Employee Costs - Salaries & Direct Oncosts	-47.48	-50.29	-51.96	-53.45	-54.90	-56.43	-58.02	-59.65	-61.31	-63.00
51 - Employee Costs - Indirect Oncosts	-1.40	-1.52	-1.49	-1.53	-1.56	-1.59	-1.63	-1.67	-1.71	-1.75
55 - Materials & Contracts	-41.37	-43.35	-44.56	-45.81	-47.09	-48.45	-49.85	-51.29	-52.78	-54.30
65 - Utilities	-4.68	-5.31	-5.59	-5.87	-6.18	-6.47	-6.78	-7.10	-7.43	-7.77
70 - Interest Expenses	-0.93	-0.83	-0.91	-0.98	-0.87	-1.61	-2.15	-2.29	-2.19	-2.01
75 - Insurance	-2.24	-2.33	-2.43	-2.52	-2.62	-2.72	-2.83	-2.95	-3.06	-3.18
80 - Other Expenses	-7.33	-7.97	-8.14	-8.42	-8.69	-8.98	-9.28	-9.59	-9.90	-10.21
85 - Depreciation on Non-Current Assets	-27.54	-29.40	-30.81	-32.45	-34.46	-37.67	-40.21	-41.95	-43.43	-43.33
96 - Internal Recharging	2.23	2.30	2.37	2.44	2.51	2.58	2.66	2.74	2.82	2.91
TOTAL EXPENDITURE	-130.74	-138.70	-143.51	-148.58	-153.86	-161.34	-168.09	-173.74	-178.98	-182.65
SUB-TOTAL	5.17	5.80	8.46	10.86	13.19	10.75	9.25	8.99	9.30	11.35
11 - Capital Grants & Subsidies	18.51	11.43	6.25	20.13	15.89	7.24	5.86	19.30	12.30	5.18
16 - Contributions - Asset Development	16.46	6.25	5.75	5.50	5.00	38.75	34.75	5.00	4.50	4.25
95 - Profit/(Loss) on Sale of Assets	1.26	1.23	1.26	1.29	1.32	1.36	1.39	1.43	1.46	1.50
SUB-TOTAL	36.23	18.91	13.26	26.92	22.21	47.35	42.00	25.73	18.26	10.93
NET RESULTS	41.40	24.71	21.72	37.78	35.40	58.11	51.25	34.72	27.56	22.28
OTHER COMPREHENSIVE INCOME										
Changes on revaluation of non-current assets	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL OTHER COMPREHENSIVE INCOME	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL COMPREHENSIVE INCOME	41.40	24.71	21.72	37.78	35.40	58.11	51.25	34.72	27.56	22.28

City of Cockburn Long Term Financial Plan 2017 - 2026										
Rate Setting Statement										
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
REVENUES										
Rate Levies (Under adopted assumptions)	96.00	101.17	106.62	112.37	118.44	122.06	125.79	129.64	133.62	137.72
Other Revenue	41.18	44.56	46.60	48.36	49.92	51.40	52.93	54.52	56.12	57.78
Revenues Sub-total	137.18	145.73	153.22	160.73	168.37	173.46	178.72	184.16	189.74	195.50
EXPENSES										
All Operating Expenses	-130.74	-138.70	-143.51	-148.58	-153.86	-161.34	-168.09	-173.74	-178.98	-182.65
sub-total	-130.74	-138.70	-143.51	-148.58	-153.86	-161.34	-168.09	-173.74	-178.98	-182.65
Net Operating Profit(Loss)	6.44	7.03	9.72	12.15	14.51	12.11	10.64	10.42	10.76	12.85
NON CASH ITEMS										
95 - Profit(Loss) on Sale of Assets	-1.26	-1.23	-1.26	-1.29	-1.32	-1.36	-1.39	-1.43	-1.46	-1.50
Non-Current Accrued Debtors	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Non-Current Leave Provisions	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Deferred Pensioners Adjustment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Net Change YTD Restricted/Committed Cash	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
85 - Depreciation on Non-Current Assets	27.54	29.40	30.81	32.45	34.46	37.67	40.21	41.95	43.43	43.33
sub-total	26.28	28.17	29.55	31.16	33.14	36.31	38.82	40.52	41.97	41.83
CAPITAL EXPENDITURE AND REVENUE										
3201 - Roads Infrastructure	-10.87	-17.76	-19.52	-29.74	-33.89	-53.36	-53.18	-22.56	-20.50	-14.34
3202 - Drainage Infrastructure	-1.15	-1.30	-1.34	-1.37	-1.42	-1.50	-1.50	-1.54	-1.58	-1.62
3203 - Footpaths Infrastructure	-1.00	-2.66	-1.53	-2.08	-2.37	-1.69	-2.16	-1.94	-2.78	-2.06
3204 - Parks Equip Infrastructure	-6.61	-11.78	-9.92	-8.82	-8.34	-14.92	-15.26	-19.56	-11.78	-6.31
3206 - Landfill Site Infrastructure	-0.23	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3207 - Freehold Land	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
3208 - Buildings	-58.66	-12.78	-14.69	-13.09	-28.41	-36.64	-14.70	-13.44	-8.10	-16.05
3209 - Furniture & Equipment	-0.03	-0.26	-0.26	-0.27	-0.28	-0.28	-0.29	-0.30	-0.31	-0.31
3210 - Computers	-0.48	-0.41	-0.42	-0.43	-0.44	-0.45	-0.46	-0.48	-0.49	-0.50
3211 - Plant & Machinery	-5.79	-4.69	-3.35	-5.75	-5.59	-4.79	-3.89	-5.17	-5.16	-5.20
Proceeds on Sale of Assets	1.26	1.23	1.26	1.29	1.32	1.36	1.39	1.43	1.46	1.50
Loan Repayments	-2.59	-2.60	-2.78	-2.96	-2.98	-3.86	-4.60	-4.87	-5.02	-5.11
Loan Funds Raised	0.00	5.00	5.00	0.00	5.00	39.04	9.00	2.00	0.00	0.00
17 - Contributed Developer Assets	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
97 - Increase(Decrease) in Equity - Joint Venture	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
98 - Increase(Decrease) in LG House Trust	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
11 - Capital Grants & Subsidies	18.51	11.43	6.25	20.13	15.89	7.24	5.86	19.30	12.30	5.18
16 - Contributions - Asset Development	16.46	6.25	5.75	5.50	5.00	38.75	34.75	5.00	4.50	4.25
Less: Held in restricted funds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfers to Reserve	-33.66	-19.74	-19.27	-18.82	-18.14	-18.65	-18.69	-18.58	-18.50	-18.02
Transfers from Reserve	52.62	14.00	21.14	14.77	33.88	9.73	21.09	21.45	14.74	10.21
sub-total	-32.22	-36.06	-33.67	-41.64	-40.76	-40.03	-42.64	-39.26	-41.21	-48.37
Net Cash From Investing Activities	0.49	-0.86	5.59	1.66	6.89	8.40	6.81	11.68	11.53	6.31
Openinig Funds	0.00	0.49	-0.36	5.23	6.89	13.79	22.18	29.00	40.68	52.20
Closing Fund	0.49	-0.36	5.23	6.89	13.79	22.18	29.00	40.68	52.20	58.51
Control	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

City of Cockburn Long Term Financial Plan 2017 - 2026										
Statement of Financial Position										
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CURRENT ASSETS										
Cash and Cash Equivalents	118.06	122.81	126.93	132.96	122.64	141.00	146.82	156.20	172.74	168.35
Trade & Other Receivables	10.48	11.06	11.53	11.97	12.45	12.69	12.95	13.21	13.49	15.15
Inventories	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05	0.05
Total Current Assets	128.59	133.92	138.51	144.99	135.14	153.75	159.83	169.46	186.28	183.55
CURRENT LIABILITIES										
Interest Bearing Liabilities	2.59	2.60	2.78	2.96	2.98	3.86	4.60	4.87	5.02	5.11
Trade & Other Payables	7.97	7.88	8.35	8.54	7.12	7.09	7.48	7.45	8.20	1.84
Provisions	6.84	7.38	7.60	7.99	8.40	8.84	9.36	9.94	10.57	-
Total Current Liabilities	17.40	17.86	18.73	19.49	18.50	19.78	21.44	22.26	23.79	6.95
NET CURRENT ASSETS	111.19	116.06	119.79	125.49	116.64	133.96	138.38	147.20	162.49	176.60
NON CURRENT ASSETS										
Investments	26.26	26.26	26.26	26.26	26.26	26.26	26.26	26.26	26.26	26.26
Other Receivables	-	-	-	-	-	-	-	-	-	-
Property, Plant, & Infrastructure	1,093.24	1,115.48	1,135.70	1,164.81	1,211.08	1,287.04	1,338.27	1,361.31	1,368.56	1,371.62
Total NonCurrent Assets	1,119.51	1,141.74	1,161.96	1,191.07	1,237.34	1,313.30	1,364.54	1,387.57	1,394.82	1,397.88
NON CURRENT LIABILITIES										
Interest Bearing Liabilities	23.41	25.81	28.03	25.07	27.09	62.27	66.67	63.80	58.78	53.68
Other Payables	-	-	-	-	-	-	-	-	-	-
Provisions	-	-	-	-	-	-	-	-	-	-
Total NonCurrent Liabilities	23.41	25.81	28.03	25.07	27.09	62.27	66.67	63.80	58.78	53.68
NET ASSETS	1,207.29	1,231.99	1,253.72	1,291.49	1,326.89	1,385.00	1,436.25	1,470.97	1,498.52	1,520.81
EQUITY										
Accumulated Surplus	692.38	711.35	734.94	768.68	819.82	869.00	922.65	960.23	984.02	998.50
Reserves - Cash/Investment Backed	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55	112.36
Reserves - Asset Revaluation	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95
TOTAL EQUITY	1,207.28	1,231.99	1,253.72	1,291.49	1,326.89	1,385.00	1,436.25	1,470.97	1,498.52	1,520.81

City of Cockburn Long Term Financial Plan 2017 - 2026										
Statement of Changes in Equity										
For the year ended 30 June 2016	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
RESERVES CASH/INVESTMENT BACKED										
Balance at beginning of year	123.92	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55
	1.86	2.19	2.16	2.26	1.95	2.13	2.08	2.12	2.19	2.35
	31.80	17.55	17.11	16.56	16.18	16.52	16.61	16.46	16.31	15.67
Transfer from accumulated surplus	33.66	19.74	19.27	18.82	18.14	18.65	18.69	18.58	18.50	18.02
Transfer to accumulated surplus	-52.62	-14.00	-21.14	-14.77	-33.88	-9.73	-21.09	-21.45	-14.74	-10.21
Balance at end of reporting period	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55	112.36
RESERVES - ASSET REVALUATION										
Balance at beginning of year	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95
Revaluation Increments during year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Revaluation Decrements during year	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Balance at end of reporting period	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95	409.95
TOTAL RESERVES	514.90	520.64	518.77	522.82	507.07	516.00	513.60	510.74	514.50	522.31
ACCUMULATED SURPLUS										
Balance at beginning of year	632.01	692.38	711.35	734.94	768.68	819.82	869.00	922.65	960.23	984.02
Change in Net Assets	41.40	24.71	21.72	37.78	35.40	58.11	51.25	34.72	27.56	22.28
Transfer from reserves	52.62	14.00	21.14	14.77	33.88	9.73	21.09	21.45	14.74	10.21
Transfer from reserves - Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to reserves	-33.66	-19.74	-19.27	-18.82	-18.14	-18.65	-18.69	-18.58	-18.50	-18.02
Balance at end of reporting period	692.38	711.35	734.94	768.68	819.82	869.00	922.65	960.23	984.02	998.50
TOTAL EQUITY	1,207.28	1,231.99	1,253.72	1,291.49	1,326.89	1,385.00	1,436.25	1,470.97	1,498.52	1,520.81

Long Term Financial Plan 2016/17 to 2025/26

Capital Income and Expenditure - Standard and Special Projects including DCA 13 Projects

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Source of funding											
Operating Surplus	\$5.47	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$6.00	\$59.47
Depreciation	\$27.54	\$28.65	\$29.79	\$30.98	\$32.22	\$33.51	\$34.85	\$36.25	\$37.70	\$39.20	\$330.70
Grants	\$23.68	\$1.50	\$1.50	\$7.80	\$1.50	\$1.50	\$6.50	\$2.00	\$1.50	\$1.50	\$48.98
Road Contribution Developer	\$0.40										\$0.40
MRRG		\$3.00	\$0.67	\$2.66	\$3.00	\$2.00	\$0.67	\$3.00	\$2.30	\$2.33	\$19.64
State Govt - Special Allocation			\$2.75		\$10.00	\$2.50					\$15.25
RTR	\$0.50	\$0.00					\$2.00	\$1.00			\$3.50
Federal Govt - Special Allocation		\$3.20									\$3.20
DCA for Roads		\$1.69	\$4.93	\$0.47	\$2.41		\$2.00				\$11.50
Land from Developers						\$33.50	\$29.75				\$63.25
Land from State Government				\$13.28				\$10.80	\$8.40	\$3.60	\$36.08
Reserves	\$55.82	\$7.01	\$9.25	\$5.56	\$31.29	\$5.38	\$8.08	\$5.45	\$5.35	\$10.44	\$143.63
DCA 13	\$5.00	\$4.75	\$4.50	\$4.25	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$4.00	\$42.50
Bus Shelter grants	\$0.08	\$0.08	\$0.08	\$0.09	\$0.09	\$0.09	\$0.09	\$0.10	\$0.10	\$0.10	\$0.90
Reimbursement from DFES	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10			\$0.80
Borrowings		\$10.00				\$55.04					\$65.04
CI MF		\$3.30	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.20	\$3.25	\$28.95
Trade Ins	\$1.20	\$1.23	\$1.26	\$1.29	\$1.32	\$1.36	\$1.39	\$1.43	\$1.46	\$1.50	\$13.44
Total funding	\$119.80	\$70.50	\$64.04	\$75.68	\$95.14	\$148.18	\$98.64	\$73.32	\$70.00	\$71.92	\$887.22
MRRG Construction	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
State Black Spot	\$0.20	\$0.21	\$0.21	\$0.22	\$0.22	\$0.23	\$0.23	\$0.24	\$0.24	\$0.25	\$2.24
Federal Blackspot	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
Resurfacing	\$1.00	\$1.03	\$1.05	\$1.08	\$1.10	\$1.13	\$1.16	\$1.19	\$1.22	\$1.25	\$11.20
Minor Road Construction	\$2.53	\$2.60	\$2.66	\$2.73	\$2.79	\$2.86	\$2.94	\$3.01	\$3.08	\$3.16	\$28.37
Traffic Management	\$0.50	\$0.51	\$0.53	\$0.54	\$0.55	\$0.57	\$0.58	\$0.59	\$0.61	\$0.62	\$5.60
Sumps	\$0.20	\$0.21	\$0.21	\$0.22	\$0.22	\$0.23	\$0.23	\$0.24	\$0.24	\$0.25	\$2.24
Drains	\$1.06	\$1.09	\$1.13	\$1.16	\$1.19	\$1.27	\$1.27	\$1.30	\$1.33	\$1.37	\$12.17
MRRG Rehab	\$0.20	\$0.21	\$0.21	\$0.22	\$0.22	\$0.23	\$0.23	\$0.24	\$0.24	\$0.25	\$2.24
Cross overs	\$0.10	\$0.10	\$0.11	\$0.11	\$0.11	\$0.11	\$0.12	\$0.12	\$0.12	\$0.12	\$1.12
Footpaths New	\$0.47	\$0.48	\$0.49	\$0.52	\$0.53	\$0.58	\$0.62	\$0.63	\$0.64	\$0.64	\$5.60
Footpaths Rehab	\$0.53	\$0.68	\$0.79	\$0.81	\$0.84	\$0.86	\$0.79	\$0.81	\$0.89	\$0.92	\$7.93
Cycle ways	\$0.10	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.10
Bus Shelters	\$0.16	\$0.16	\$0.17	\$0.17	\$0.18	\$0.18	\$0.19	\$0.19	\$0.19	\$0.20	\$1.79

Long Term Financial Plan 2016/17 to 2025/26

Capital Income and Expenditure - Standard and Special Projects including DCA 13 Projects

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Parks & Environment New	\$1.30	\$1.33	\$1.37	\$1.40	\$1.43	\$1.47	\$1.51	\$1.55	\$1.58	\$1.62	\$14.56
Parks & Environment Recurrent	\$1.48	\$2.72	\$2.60	\$2.80	\$2.61	\$3.55	\$3.24	\$3.22	\$3.30	\$3.39	\$28.91
Northforeshore Management Plan	\$0.50	\$0.50									\$1.00
Coogee Beach Management Plan	\$0.50	\$0.50	\$0.50	\$0.50							\$2.00
Hamilton Hill Revitalisation Plan	\$0.90	\$0.50	\$0.50	\$0.50							\$2.40
Spearwood Revitalisation Plan Roads	\$4.00	\$0.00	\$0.00	\$2.00	\$0.00	\$0.00					\$6.00
Spearwood Revitalisation Plan Parks		\$3.00	\$3.00	\$1.00	\$1.00	\$1.00					\$9.00
Coolbellup Revitalisation Plan	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50				\$3.50
The Lake Revitalisation Plan Roads			\$0.20	\$0.20	\$0.20	\$0.30	\$0.30	\$0.30	\$0.30	\$0.30	\$2.10
The Lake Revitalisation Plan Parks	\$0.80	\$0.50	\$0.30	\$0.30	\$0.30	\$0.40	\$0.40	\$0.40	\$0.40	\$0.30	\$4.10
Yangebup Revitalisation Plan				\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.00	\$3.00
Facilities New (to fund minor upgrades)	\$1.20	\$1.23	\$1.26	\$1.29	\$1.32	\$1.36	\$1.39	\$1.43	\$1.46	\$1.50	\$13.44
AMP - Facilities Recurrent	\$1.68	\$1.60	\$0.90	\$2.22	\$1.85	\$1.16	\$2.15	\$2.36	\$2.42	\$2.48	\$18.82
FF&E	\$0.25	\$0.26	\$0.26	\$0.27	\$0.28	\$0.28	\$0.29	\$0.30	\$0.30	\$0.31	\$2.80
Plant and Equipment	\$5.41	\$4.69	\$3.34	\$5.75	\$5.59	\$4.79	\$3.89	\$5.17	\$5.16	\$5.20	\$49.01
IT	\$0.40	\$0.41	\$0.42	\$0.43	\$0.44	\$0.45	\$0.46	\$0.48	\$0.49	\$0.50	\$4.48
Special Projects	\$1.00	\$1.03	\$1.05	\$1.08	\$1.10	\$1.13	\$1.16	\$1.19	\$1.22	\$1.25	\$11.20
Loan Repayments - Requa Cockburn	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$2.50	\$25.00
Loan Repayments - Road Program					\$0.67	\$0.70	\$0.72	\$0.75	\$0.78	\$0.82	\$4.44
Loan Repayment - DCA 13 projects			\$0.33	\$0.35	\$0.36	\$0.38	\$0.39	\$0.41	\$0.42	\$0.44	\$3.09
Loan Repayment - Administration Centre							\$1.00	\$1.04	\$1.09	\$1.13	\$4.26
Loan Repayments - FESA	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10	\$0.10			\$0.80
Total Recurrent Capital Works	\$29.57	\$28.64	\$26.68	\$31.45	\$28.71	\$28.82	\$28.87	\$30.25	\$30.76	\$30.77	\$294.52
Visko Park Bowling Centre	\$7.20	\$2.40									\$9.60
Wally Hagan Stadium		\$1.00	\$5.25								\$6.25
Beale Park Clubrooms			\$5.18								\$5.18
Frankland Park Recreation Centre				\$3.11							\$3.11
Wetlands Education Centre/Native ARC			\$0.15	\$2.40							\$2.55
Lakelands Reserve - New Clubrooms						\$2.59					\$2.59

Long Term Financial Plan 2016/17 to 2025/26

Capital Income and Expenditure - Standard and Special Projects including DCA 13 Projects

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	Total
Atwell - Hockey Field Assets						\$0.15					\$0.15
Golf Course - 9 Holes			\$0.15			\$0.35	\$5.86	\$4.00			\$10.36
Learning for Life Centre - Spearwood						\$0.40	\$10.00	\$7.22			\$17.62
Bibra Lake Management Plan		\$2.00	\$1.00	\$0.00	\$0.00	\$0.00	\$1.00	\$1.00	\$3.00	\$1.00	\$9.00
Aboriginal Cultural Centre (part of BLMP)			\$0.15	\$3.00	\$1.85	\$0.00					\$5.00
Cockburn Central Playing Fields							\$0.25	\$3.89			\$4.14
Anning Park Tennis								\$0.20	\$3.00		\$3.20
Cockburn Heritage Park		\$0.23									\$0.23
Bicycle Network East		\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$0.25	\$2.25
Bicycle Network West		\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$0.50	\$4.50
Southwell Centre @ Goodchild Reserve		\$0.52		\$0.00							\$0.52
Munster Recreation Facility								\$1.04			\$1.04
Banjup (Treeby) Playing Field				\$1.31							\$1.31
Banjup (Treeby) Community Centre					\$1.54						\$1.54
Cockburn Coast Development Plan					\$2.00	\$7.00	\$2.00	\$5.00	\$3.00	\$10.82	\$29.82
Mens Shed	\$0.55										\$0.55
Meller Park Bibra Lake Club Rooms Upgrade			\$0.75								\$0.75
Port Coogee Community Space					\$0.75						\$0.75
Depot Stage 2		\$5.00									\$5.00
Verde Road Works - Knock Place	\$0.80										\$0.80
CCW - Cockburn Requa/STAR/ARC	\$48.00										\$48.00
Administration Centre					\$20.00	\$30.00					\$50.00
Special Road Projects - Construction		\$13.05	\$14.50	\$9.32	\$28.62	\$14.36	\$17.80	\$6.00	\$6.20	\$4.70	\$114.55
Special Road Projects - Land Acquisition		\$0.00	\$0.00	\$13.28	\$0.00	\$33.50	\$29.75	\$10.80	\$8.40	\$3.60	\$99.33
Total Special Projects	\$56.55	\$24.95	\$27.88	\$33.17	\$55.51	\$89.10	\$67.41	\$39.90	\$24.35	\$20.87	\$439.68
Total Capital Expenditure	\$86.12	\$53.59	\$54.56	\$64.62	\$84.22	\$117.92	\$96.28	\$70.15	\$55.11	\$51.64	\$734.21
Transfers to Reserves	\$33.66	\$12.39	\$12.51	\$12.78	\$12.73	\$12.96	\$13.48	\$13.73	\$14.24	\$14.53	\$153.02

City of Cockburn Long Term Financial Plan 2017 - 2026
Cash Reserves

7.0 Cash Reserves and Loans

	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m	\$m
CASH BACKED RESERVES										
Bibra Lake Nutrient Management										
Opening Balance	0.33	0.34	0.35	0.35	0.36	0.37	0.38	0.38	0.39	0.40
Transfer from Accumulated Surplus - Interest	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.34	0.35	0.35	0.36	0.37	0.38	0.38	0.39	0.40	0.41
Carbon Pollution Reduction Scheme Reserve (CPRS)										
Opening Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Community Infrastructure										
Opening Balance	11.23	8.12	9.57	8.30	7.74	7.94	9.37	2.40	1.77	1.16
Transfer from Accumulated Surplus - Interest	0.11	0.20	0.17	0.19	0.19	0.22	0.08	0.11	0.10	0.13
Transfer from Accumulated Surplus	1.30	1.25	1.20	1.17	1.19	1.22	1.24	1.26	1.29	1.31
Transfer to Accumulated Surplus	-4.52	0.00	-2.65	-1.91	-1.19	0.00	-8.30	-2.00	-2.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	8.12	9.57	8.30	7.74	7.94	9.37	2.40	1.77	1.16	2.60
Community Surveillance Levy Reserve										
Opening Balance	1.23	1.12	1.04	0.96	0.88	0.79	0.71	0.62	0.53	0.44
Transfer from Accumulated Surplus - Interest	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01	0.01	0.01
Transfer from Accumulated Surplus	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Transfer to Accumulated Surplus	-0.33	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30	-0.30
	1.12	1.04	0.96	0.88	0.79	0.71	0.62	0.53	0.44	0.35
Contaminated Sites										
Opening Balance	2.09	2.04	2.39	2.74	3.10	3.47	3.85	4.24	4.63	5.03
Transfer from Accumulated Surplus - Interest	0.05	0.05	0.06	0.06	0.07	0.08	0.08	0.09	0.10	0.11
Transfer from Accumulated Surplus	0.00	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Transfer to Accumulated Surplus	-0.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2.04	2.39	2.74	3.10	3.47	3.85	4.24	4.63	5.03	5.44
DCD Redundancies Reserve										
Opening Balance	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.05
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.04	0.04	0.04	0.04	0.04	0.04	0.04	0.05	0.05	0.05	0.05
Greenhouse Action Fund											
Opening Balance	0.32	1.33	1.36	1.39	1.41	1.44	1.47	1.50	1.53	1.56	1.56
Transfer from Accumulated Surplus- Interest	0.01	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03	0.03
Transfer from Accumulated Surplus	1.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
Transfer to Accumulated Surplus	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20	-0.20
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1.33	1.36	1.39	1.41	1.44	1.47	1.50	1.53	1.56	1.56	1.59
Information Technology											
Opening Balance	0.26	0.32	0.43	0.54	0.65	0.77	0.89	1.01	1.14	1.26	1.26
Transfer from Accumulated Surplus- Interest	0.01	0.01	0.01	0.01	0.02	0.02	0.02	0.02	0.02	0.03	0.03
Transfer from Accumulated Surplus	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Transfer to Accumulated Surplus	-0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.32	0.43	0.54	0.65	0.77	0.89	1.01	1.14	1.26	1.26	1.39
Land Development and Investment Fund Reserve											
Opening Balance	14.80	10.23	10.74	11.27	11.82	2.18	2.56	2.95	0.57	0.99	0.99
Transfer from Accumulated Surplus- Interest	0.25	0.27	0.28	0.29	0.10	0.11	0.11	0.12	0.13	0.14	0.14
Transfer from Accumulated Surplus	0.24	0.25	0.25	0.26	0.27	0.27	0.28	0.29	0.29	0.30	0.30
Transfer to Accumulated Surplus	-5.06	0.00	0.00	0.00	-10.00	0.00	0.00	-2.79	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	10.23	10.74	11.27	11.82	2.18	2.56	2.95	0.57	0.99	0.99	1.43
Major Building Refurbishment											
Opening Balance	9.71	11.34	8.01	7.52	9.21	-1.15	0.37	1.92	3.50	5.11	5.11
Transfer from Accumulated Surplus- Interest	0.13	0.17	0.16	0.19	-0.01	0.02	0.05	0.08	0.11	0.14	0.14
Transfer from Accumulated Surplus	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Transfer to Accumulated Surplus	0.00	-5.00	-2.15	0.00	-11.85	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	11.34	8.01	7.52	9.21	-1.15	0.37	1.92	3.50	5.11	5.11	6.75
Mobile Rubbish Bins											
Opening Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus- Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Municipal Elections											
Opening Balance	0.01	0.14	0.04	0.16	0.06	0.19	0.09	0.21	0.11	0.24	0.24
Transfer from Accumulated Surplus- Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.12	0.00	0.12	0.00	0.12	0.00	0.12	0.00	0.12	0.00	0.00
Transfer to Accumulated Surplus	0.00	-0.10	0.00	-0.10	0.00	-0.10	0.00	-0.10	0.00	-0.10	-0.10
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.14	0.04	0.16	0.06	0.19	0.09	0.21	0.11	0.24	0.24	0.14

Naval Base Shacks										
Opening Balance	0.97	1.15	1.34	1.54	1.75	1.97	2.21	2.45	2.71	2.97
Transfer from Accumulated Surplus- Interest	0.02	0.03	0.03	0.03	0.04	0.04	0.05	0.05	0.06	0.06
Transfer from Accumulated Surplus	0.16	0.16	0.17	0.18	0.18	0.19	0.20	0.20	0.21	0.22
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	1.15	1.34	1.54	1.75	1.97	2.21	2.45	2.71	2.97	3.25
Plant & Vehicle Replacement										
Opening Balance	6.53	6.62	6.29	7.46	6.32	5.45	5.53	6.65	6.65	6.79
Transfer from Accumulated Surplus- Interest	0.11	0.10	0.12	0.10	0.08	0.08	0.11	0.11	0.11	0.12
Transfer from Accumulated Surplus	2.95	3.04	3.13	3.22	3.32	3.42	3.52	3.63	3.74	3.85
Transfer to Accumulated Surplus	-2.97	-3.46	-2.09	-4.46	-4.27	-3.43	-2.50	-3.74	-3.70	-3.66
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	6.62	6.29	7.46	6.32	5.45	5.53	6.65	6.65	6.79	7.10
Port Coogee Special Maintenance - SAR										
Opening Balance	1.33	1.32	1.43	1.54	1.65	1.75	1.85	1.95	2.03	2.11
Transfer from Accumulated Surplus- Interest	0.03	0.03	0.03	0.03	0.03	0.04	0.04	0.04	0.04	0.05
Transfer from Accumulated Surplus	0.27	0.28	0.29	0.30	0.30	0.31	0.32	0.33	0.33	0.34
Transfer to Accumulated Surplus	-0.31	-0.20	-0.21	-0.22	-0.23	-0.25	-0.26	-0.28	-0.29	-0.18
	1.32	1.43	1.54	1.65	1.75	1.85	1.95	2.03	2.11	2.32
Roads & Drainage Infrastructure										
Opening Balance	2.59	0.41	2.01	3.63	5.29	6.99	8.72	10.48	12.28	11.56
Transfer from Accumulated Surplus- Interest	0.06	0.10	0.13	0.16	0.19	0.23	0.26	0.30	0.28	0.28
Transfer from Accumulated Surplus	1.25	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50	1.50
Transfer to Accumulated Surplus	-3.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2.50	-2.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.41	2.01	3.63	5.29	6.99	8.72	10.48	12.28	11.56	11.33
Staff Payments & Entitlements										
Opening Balance	2.13	2.14	2.31	2.49	2.69	2.89	3.10	3.33	3.56	3.81
Transfer from Accumulated Surplus- Interest	0.05	0.05	0.05	0.06	0.06	0.06	0.07	0.07	0.08	0.08
Transfer from Accumulated Surplus	0.12	0.13	0.13	0.14	0.14	0.15	0.16	0.16	0.17	0.18
Transfer to Accumulated Surplus	-0.16	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2.14	2.31	2.49	2.69	2.89	3.10	3.33	3.56	3.81	4.07
Waste & Recycling										
Opening Balance	23.01	15.98	16.63	17.17	17.64	18.18	18.79	19.46	20.21	21.03
Transfer from Accumulated Surplus- Interest	0.35	0.36	0.37	0.38	0.39	0.40	0.42	0.43	0.45	0.47
Transfer from Accumulated Surplus	1.95	0.29	0.16	0.09	0.15	0.20	0.26	0.32	0.38	0.43
Transfer to Accumulated Surplus	-9.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus-Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	15.98	16.63	17.17	17.64	18.18	18.79	19.46	20.21	21.03	21.93
Waste Collection Levy Surplus										
Opening Balance	1.57	2.26	2.32	2.39	2.46	2.53	2.59	2.67	2.74	2.81

Transfer from Accumulated Surplus - Interest	0.06	0.06	0.07	0.07	0.07	0.07	0.07	0.07	0.07	0.08
Transfer from Accumulated Surplus	1.64	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	-1.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2.26	2.32	2.39	2.46	2.53	2.59	2.67	2.74	2.81	2.89
Workers Compensation										
Opening Balance	0.50	0.51	0.52	0.53	0.54	0.55	0.56	0.56	0.57	0.58
Transfer from Accumulated Surplus - Interest	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01	0.01
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus - Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.51	0.52	0.53	0.54	0.55	0.56	0.56	0.57	0.58	0.59
Public Open Space (POS) Cash in Lieu Trust										
Opening Balance	5.26	5.37	5.48	5.59	5.71	5.82	5.94	6.07	6.19	6.32
Transfer from Accumulated Surplus - Interest	0.11	0.11	0.11	0.12	0.12	0.12	0.12	0.13	0.13	0.13
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	5.37	5.48	5.59	5.71	5.82	5.94	6.07	6.19	6.32	6.45
Aged and Disabled Asset Replacement Reserve										
Opening Balance	0.17	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Transfer from Accumulated Surplus - Interest	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18	0.18
Cockburn Super Clinic										
Opening Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Family Day Care Accumulation Fund										
Opening Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Naval Base Leaseholder Dwelling Removal										
Opening Balance	0.46	0.52	0.59	0.66	0.73	0.81	0.89	0.97	1.06	1.15
Transfer from Accumulated Surplus - Interest	0.01	0.01	0.01	0.01	0.02	0.02	0.02	0.02	0.02	0.02
Transfer from Accumulated Surplus	0.05	0.06	0.06	0.06	0.06	0.06	0.06	0.07	0.07	0.07
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.52	0.59	0.66	0.73	0.81	0.89	0.97	1.06	1.15	1.24
Underground Power (Coolbellup East) - SAR										
Opening Balance	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21

Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21	0.21
Welfare Projects Employee Entitlements											
Opening Balance	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43	0.43
Community Infrastructure – Development Contributions Reserve											
Opening Balance	8.57	13.66	16.14	13.21	11.55	13.36	13.47	11.35	4.60	5.70	
Transfer from Accumulated Surplus - Interest	0.13	0.23	0.17	0.14	0.18	0.18	0.14	0.00	0.03	0.05	
Transfer from Accumulated Surplus	5.00	4.75	4.75	4.75	4.50	4.50	4.50	4.50	4.00	4.00	
Transfer to Accumulated Surplus	-0.04	-2.50	-7.85	-6.55	-2.86	-4.58	-6.75	-11.26	-2.92	-2.94	
	13.66	16.14	13.21	11.55	13.36	13.47	11.35	4.60	5.70	6.80	
Development Contribution Plans											
Opening Balance	8.26	10.00	10.00	6.19	6.60	4.77	5.37	3.69	4.02	4.35	
Transfer from Accumulated Surplus - Interest	0.10	0.19	0.12	0.12	0.09	0.10	0.07	0.07	0.08	0.09	
Transfer from Accumulated Surplus	1.75	1.50	1.00	0.75	0.50	0.50	0.25	0.25	0.25	0.25	
Transfer to Accumulated Surplus	-0.12	-1.69	-4.93	-0.47	-2.42	0.00	-2.00	0.00	0.00	0.00	
	10.00	10.00	6.19	6.60	4.77	5.37	3.69	4.02	4.35	4.69	
Port Coogee Waterways Reserve											
Opening Balance	0.00	0.11	0.12	0.14	0.16	0.18	0.20	0.23	0.27	0.30	
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.01	0.01	0.01	
Transfer from Accumulated Surplus	0.19	0.06	0.06	0.06	0.07	0.07	0.08	0.08	0.08	0.09	
Transfer to Accumulated Surplus	-0.08	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	-0.05	
	0.11	0.12	0.14	0.16	0.18	0.20	0.23	0.27	0.30	0.35	
Environmental Offset											
Opening Balance	0.28	0.29	0.40	0.31	0.41	0.52	0.33	0.24	0.14	0.04	
Transfer from Accumulated Surplus - Interest	0.01	0.01	0.01	0.01	0.01	0.01	0.00	0.00	0.00	0.00	
Transfer from Accumulated Surplus	0.00	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	
Transfer to Accumulated Surplus	0.00	0.00	-0.20	0.00	0.00	-0.30	-0.20	-0.20	-0.20	-0.20	
	0.29	0.40	0.31	0.41	0.52	0.33	0.24	0.14	0.04	-0.06	
Bibra Lake Management Plan Reserve											
Opening Balance	0.20	-0.15	-0.14	-0.14	-0.13	-0.13	0.38	0.91	1.44	-0.05	
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.01	0.02	0.04	0.01	0.01	
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.50	0.50	0.50	0.50	0.00	
Transfer to Accumulated Surplus	-0.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	-2.00	0.00	
	-0.15	-0.14	-0.14	-0.13	-0.13	0.38	0.91	1.44	-0.05	-0.04	
CIHF Maintenance Reserve											
Opening Balance	3.19	4.43	5.69	6.97	8.08	9.01	9.70	10.40	10.87	11.34	
Transfer from Accumulated Surplus - Interest	0.09	0.11	0.14	0.16	0.18	0.19	0.20	0.21	0.22	0.23	

Transfer from Accumulated Surplus	1.40	1.40	1.40	1.20	1.00	0.75	0.75	0.50	0.50	0.25
Transfer to Accumulated Surplus	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25	-0.25
	4.43	5.69	6.97	8.08	9.01	9.70	10.40	10.87	11.34	11.57
CCW Development Fund										
Opening Balance	15.65	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus - Interest	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	8.30	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	-24.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Port Coogee W.E.M.P. Reserve No. 1										
Opening Balance	0.00	1.93	1.76	1.58	1.40	1.22	1.03	0.84	0.64	0.41
Transfer from Accumulated Surplus - Interest	0.04	0.03	0.03	0.03	0.02	0.02	0.02	0.01	0.01	0.00
Transfer from Accumulated Surplus	2.10	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	-0.20	-0.21	-0.21	-0.21	-0.21	-0.21	-0.21	-0.21	-0.25	-0.26
	1.93	1.76	1.58	1.40	1.22	1.03	0.84	0.64	0.41	0.15
Port Coogee W.E.M.P. Reserve No.2 DEPN										
Opening Balance	0.00	-0.04	0.40	0.85	1.30	1.76	2.23	2.70	3.17	3.65
Transfer from Accumulated Surplus - Interest	0.01	0.01	0.02	0.03	0.03	0.04	0.05	0.06	0.07	0.08
Transfer from Accumulated Surplus	0.00	0.48	0.48	0.48	0.48	0.48	0.48	0.48	0.48	0.48
Transfer to Accumulated Surplus	-0.05	-0.05	-0.05	-0.06	-0.06	-0.06	-0.07	-0.07	-0.08	-0.08
	-0.04	0.40	0.85	1.30	1.76	2.23	2.70	3.17	3.65	4.14
Restricted Grants & Contributions Reserve										
Opening Balance	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08
Transfer from Accumulated Surplus - Interest	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08	2.08
Welfare Reserve										
Opening Balance	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53
Transfer from Accumulated Surplus - Interest	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Transfer to Accumulated Surplus	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53	0.53
SUMMARY CASH BACKED RESERVES										
Opening Balance	123.92	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55
Transfer from Accumulated Surplus - Interest	1.86	2.19	2.16	2.26	1.95	2.13	2.08	2.12	2.19	2.35
Transfer from Accumulated Surplus	31.80	17.55	17.11	16.56	16.18	16.52	16.61	16.46	16.31	15.67
Transfer to Accumulated Surplus	-52.62	-14.00	-21.14	-14.77	-33.88	-9.73	-21.09	-21.45	-14.74	-10.21
Transfer to Accumulated Surplus - Impairment	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL CASH BACKED RESERVES	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55	112.36
RESERVES OTHER										
Asset Revaluation Reserve										
Opening Balance	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Revaluation net increments made during the yea	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTAL RESERVES OTHER	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
TOTALRESERVES	104.96	110.69	108.82	112.87	97.12	106.05	103.65	100.79	104.55	112.36	

City of Cockburn Long Term Financial Plan 2017 - 2026 Loan Repayment Schedule

	2016/17	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
LOAN INTEREST REPAYMENTS										
<i>Self Supporting Loans</i>										
Law, Order, Public Safety										
Emergency Services Building Cockburn Central	38	31	26	21	16	10	5			
Total Self Supporting Loans	38	31	26	21	16	10	5			
<i>Council Loans</i>										
Governance										
Administration Building Upgrade						525	1,022	984	945	906
Recreation and Culture										
Cockburn ARC Loan	892	801	709	618	526	435	343	252	160	69
Transport										
Special Road Projects Loan 1			173	167	160	154	147	140	132	125
Special Road Projects Loan 2				173	167	160	154	147	140	132
Special Road Projects Loan 3						173	167	160	154	147
Special Road Projects Loan 4						158	308	296	285	274
Special Road Projects Loan 5								312	301	289
Special Road Projects Loan 6									70	67
Total Interest on Council Loans	892	801	882	958	853	1,605	2,141	2,291	2,187	2,009
Total Interest	930	832	908	979	869	1,615	2,146	2,291	2,187	2,009

City of Cockburn Long Term Financial Plan 2017 - 2026 Loan Repayment Schedule

	2016/17	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
LOAN PRINCIPAL REPAYMENTS										
Self Supporting Loans										
Emergency Services Building Cockburn Central	743									
Principal Paid	93	97	101	106	110	115	120			
Principal Outstanding	650	553	451	346	235	120	-			
Total New/Existing Self-Supporting Loans	743	-	-	-	-	-	-	-	-	-
Principal Paid	93	97	101	106	110	115	120	-	-	-
Principal Outstanding	650	553	451	346	235	120	-	-	-	-
Council Loans										

City of Cockburn Long Term Financial Plan 2017 - 2026 Loan Repayment Schedule

	2016/17	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Governance										
Administration Building Upgrade						30,000	-	-	-	-
Principal Paid						524	1,076	1,114	1,153	1,190
Principal Outstanding						29,476	28,400	27,286	26,133	24,943
Recreation and Culture										
Cockburn ARC Loan	25,000									
Principal Paid	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Principal Outstanding	22,500	20,000	17,500	15,000	12,500	10,000	7,500	5,000	2,500	-
Transport										
Special Road Projects Loan 1		5,000								
Principal Paid		-	176	182	189	195	202	210	217	225
Principal Outstanding		5,000	4,824	4,642	4,453	4,258	4,056	3,846	3,629	3,404
Special Road Projects Loan 2			5,000							
Principal Paid			-	176	182	189	195	202	210	217
Principal Outstanding			5,000	4,824	4,642	4,453	4,258	4,056	3,846	3,629
Special Road Projects Loan 3					5,000					
Principal Paid					-	176	182	189	195	202
Principal Outstanding					5,000	4,824	4,642	4,453	4,258	4,056
Special Road Projects Loan 4						9,040				
Principal Paid						158	324	336	347	360
Principal Outstanding						8,882	8,558	8,222	7,875	7,515
Special Road Projects Loan 5							9,000			
Principal Paid							-	317	328	340
Principal Outstanding							9,000	8,683	8,355	8,015
Special Road Projects Loan 6								2,000		
Principal Paid								-	70	73
Principal Outstanding								2,000	1,930	1,857

City of Cockburn Long Term Financial Plan 2017 - 2026
Loan Repayment Schedule

	2016/17	2017/2018	2018/2019	2019/2020	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s	\$000s
Total New/Existing Council Loans	25,000	5,000	5,000	-	5,000	39,040	9,000	2,000	-	-
Principal Paid	2,500	2,500	2,676	2,858	2,871	3,742	4,479	4,868	5,020	5,107
Principal Outstanding	22,500	25,000	27,324	24,466	26,595	61,893	66,414	63,546	58,526	53,419
Total All New Loans	25,743	5,000	5,000	-	5,000	39,040	9,000	2,000	-	-
Principal Paid	2,593	2,597	2,777	2,964	2,981	3,857	4,599	4,868	5,020	5,107
Principal Outstanding	23,150	25,553	27,775	24,812	26,830	62,013	66,414	63,546	58,526	53,419

7. Definition for Statutory KP's

	Ratio	What it measures	Target standards basic level
1	Current Ratio	A measure of a local government's liquidity and its ability to meet its short term financial obligations from unrestricted current assets	Ratio is equal to an expression of 1:1 or greater (e.g. 100% or 1.0).
2	Operating Surplus Ratio	An indicator of the extent to which revenue raised not only covers operational expenses, but also provides for capital funding	Ratio is between 0% and 15%.
3	Own Source Revenue Coverage Ratio	An indicator of a local government's ability to cover its costs through its own revenue efforts.	Ratio is between 40% and 60% (or 0.4 and 0.6).
4	Debt Service Cover Ratio	An indicator of a local government's ability to generate sufficient cash to cover its debt payments.	Ratio is greater than or equal to 2.
5	Asset Sustainability Ratio	An indicator of the extent to which assets managed by a local government are being renewed or replaced as they reach the end of their useful lives	Ratio data can be calculated and ratio is 90% or greater.
6	Asset Consumption Ratio	This ratio highlights the aged condition of a local government's physical assets	Ratio data can be identified and ratio is 50% or greater
7	Asset Renewal Funding Ratio	Indicates whether the local government has the financial capacity to fund asset renewal at existing revenue and service levels	Ratio data can be identified and the ratio is between 75% and 95%.

8. Performance Measures and Targets

Objective	Measure	Target
<p>1. A) Maintain the existing range and level of service provision</p> <p>B) The Council develops the capacity to grow and add new services</p>	<p>1. The Annual Business Plan</p> <p>2. External customer Satisfaction surveys of customers of multiple service units</p> <p>3. Community and Business Perceptions surveys ask more 'generally' about maintenance of parks, roads, satisfaction with events, youth services, family services, libraries, waste</p>	<p>1. Performance against the Annual Business Plan.</p> <p>2. Performance of the external customer satisfaction meets or exceeds prior years (existing services).</p> <p>3. Performance of the Community and Business Perceptions surveys meet or exceed prior years (existing services).</p> <p>4. What had the Council funded for growth – Parks, Roads, Bins, new staff</p> <p>5. New services</p>
<p>2. Maintain a strong cash position, ensuring Council remains financially sustainable in the short, medium and long term</p>	<p>1. Achieves the Current Ratio as provided by the DLGC – a measure of the Councils liquidity to meet its short term financial obligations.</p> <p>2. Achieves forecasts contained in LTFP Reserves</p>	<p>1. Current Ratio is equal to 1.0 or greater and improving on prior years</p> <p>2. Forecasts in the LTFP are satisfied annually</p>
<p>3. Achieve operating surpluses</p>	<p>1. Having a surplus of funds after deducting all operating expenditure from operating revenue</p> <p>2. An indicator to which revenue raised covers operating and</p>	<p>1. Operating Surplus Ratio is between 0% and 15%</p> <p>2. Achieves the operating revenue and expenditure targets outlined in the Annual Business Plan</p>

Objective	Measure	Target
	capital expenditures	3. Funding all income based reserve transfers - reserves interest, lease income, waste collection, waste disposal & naval base shacks
4. Maintain debt/borrowing levels within prudent guidelines	1. An indicator of Council's ability to generate sufficient cash to cover its debt payments.	1. Debt Service cover ratio is greater than or equal to 2. 2. In line or better than other metro growth councils
5. Continue to pursue grant funding for strategic capital projects from the State and Commonwealth Governments	1. Source and apply for capital grants to fund Council's Capital program as outlined in LTFFP.	1. Report on grants applied for and grants achieved.
6. Provide for rate income that enable appropriate capital works (asset renewal, growth/expansion & upgrade) and asset maintenance	1. Indicates Council has the financial capacity to fund asset renewal at existing revenue and service levels without having unsustainable rate increases.	1. Report on rate income so as to demonstrate it is at or above LTFFP forecasts. 2. Asset renewal ratio should be between 0.75 to 0.95
7. Ensure value for money is a key objective in all council expenditure	1. Cash expenditure for operating and capital expenditure (apart from payroll and statutory charges) is subject to competitive market testing.	1. Target for competitive testing is 80% with an improving trend.
8. Provide a	1. Feedback from exit	1. Exit interview data.

Objective	Measure	Target
remuneration structure that will ensure Council attracts and retains high quality staff to provide services	interview data and annual salary comparisons (with other Councils)	<ul style="list-style-type: none"> 1. Prevalence of salary and wage levels being an issue in employee surveys 2. Number of job offer rejections due to salary 3. Council is at the desired quartile when compared with basket of (sampled) councils
9. Use of cash reserves to achieve inter-generational equity, smooth out year on year rate increase and reduce reliance on debt	1. Rate increases that are stable and within the guidance provided by the LTFP	<ul style="list-style-type: none"> 1. Funding the reserves as per the LTFP 2. Rates increases at or below the LTFP
10. Planning for the optimal funding of asset renewals and maintenance as determined within asset management plans	1. A measure to the extent to which assets managed by Council are being renewed or replaced as they reach the end of the useful life.	<ul style="list-style-type: none"> 1. Asset sustainability ratio to be 0.9 or greater. 2. Funding the renewal program when they arise as set out in the six asset management plans
11. Improving trends in the key financial ratio	1. The Financial Health Indicator (FHI) as published by council (audited by external auditors)	<ul style="list-style-type: none"> 1. The FHI measure remain steady or improves year on year 2. In line or superior to other metro growth Councils.
12. Maximise revenue from fees and charges through full cost recovery or	1. Own source revenue coverage ratio – ability to cover its costs through its own	1. Own source revenue ratio is between 40% and 60%

Objective	Measure	Target
market pricing where appropriate meaning less reliance on rates.	revenue efforts.	

9. Definitions of terms

Term	Definition
Annual Budget	A statutory requirement outlining the financial estimates to deliver the Corporate Business Plan.
Asset Management Plans	Plans that guide the acquisition, use and disposal of assets to maximise service delivery while managing risks and costs over the life of the asset.
Corporate Business Plan	A local government's internal business planning tool that translates council priorities into operations within the resources available. The Corporate Business Plan details the services, operations and projects a local government will deliver over a defined period.
Equity statement	Equity is the net worth of a local government measured as the difference between the total assets and total liabilities as reported in the statement of financial position. The equity statement details equity by its various classes (retained surpluses, cash-backed reserves and revaluation reserves) and reconciles the opening and closing balances of each class of the local government's equity over the reporting period. It also provides a summary of changes in composition of the local government's equity and the causes of those changes.
Financial capital	Refers to the funding capacity of the local government as disclosed in the statement of financial position. This is usually the net difference between current assets and current liabilities.
Forecast income statement	A statement that includes revenue and expenditure projections over the 10 year life of the plan.
Infrastructure	Infrastructure assets are physical assets intended to serve the community over a long time frame and maintained indefinitely by the continuing replacement and refurbishment of its components so that service level standards are met. This includes the major asset classes such as roads, drains, bridges, footpaths, sewerage assets and public buildings.
Inter-generational equity	Achieving a fair and ethical balance of costs and benefits between present and future generations. In the local government context this refers to the expenditure on long-lived assets and infrastructure and the revenue strategies required to pay for them.
Integrated Planning and Reporting	A framework for establishing community priorities and linking these to different areas of a local government's functions.
Rate setting statement	A statement that details budgeted expenditure and revenue and shows how much rate revenue is required to cover the budget deficit. It can be in a format that

Term	Definition
	includes rates as an income type based on assumptions used in developing the Long Term Financial Plan to show the extent to which planned services and assets can be funded.
Scenario modelling	Preparation of forecasts or estimates in the Long Term Financial Plan on optimistic, conservative and worst-case scenarios to understand the impact of variations in factors or assumptions.
Sensitivity analysis	Determines those factors or assumptions that if varied have greater impacts on the Long Term Financial Plan.
Statement of cash flows	A statement that shows how changes in a local government's expenses and income affect cash and cash equivalents; and breaks the analysis down to operating, investing and financing activities.
Statement of financial position	A statement that reports the value of a local government's current and non-current assets, current and non-current liabilities and equity as at a particular date, usually the end of a financial reporting period.
Strategic Community Plan	The strategy and planning document that reflects the longer term (10+ years) community vision, aspirations and objectives.
Workforce Planning	A continuous process (not a one-off activity) of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future.



City of Cockburn
WORKFORCE PLAN
2016/17 – 2021/22



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1. Executive Summary

- This Workforce Plan forms part of the City of Cockburn's Integrated Planning Framework. The framework begins with the Strategic Community Plan which has been developed to cover the period 2016 – 2026. This defines a long term vision, aspirations and strategic priorities for the community. Five key focus areas are examined in the Strategic Community Plan.
- The down turn in the WA economy's reliance on the resources sector has created significant liquidity in the labour market.
- Lag indicators such as staff turnover rates and exit interview surveys, and lead indicators such as the 2015 Employee Survey, indicate a strongly engaged, positive and stable workforce.
- City workforce demographic data indicates a growing proportion of the workforce in the retirement, or close to retirement, age brackets. This requires a renewed focus on succession planning.
- Female representation in senior leadership roles is still lower than optimum.
- The opening of the City's new Recreation Centre in early 2017 will see a significant increase in both FTE and headcount.
- The City is continuing to grow at an above average rate, compared to many metropolitan Councils, placing further expectations on current and anticipated resources.
- The labour required to meet these increased expectations will see total FTE increase by 131 over the 2016 – 2022 period.



Diagram 1 The Five key focus areas of the Strategic Community Plan

2. What is Workforce Planning and Why Is It Important?

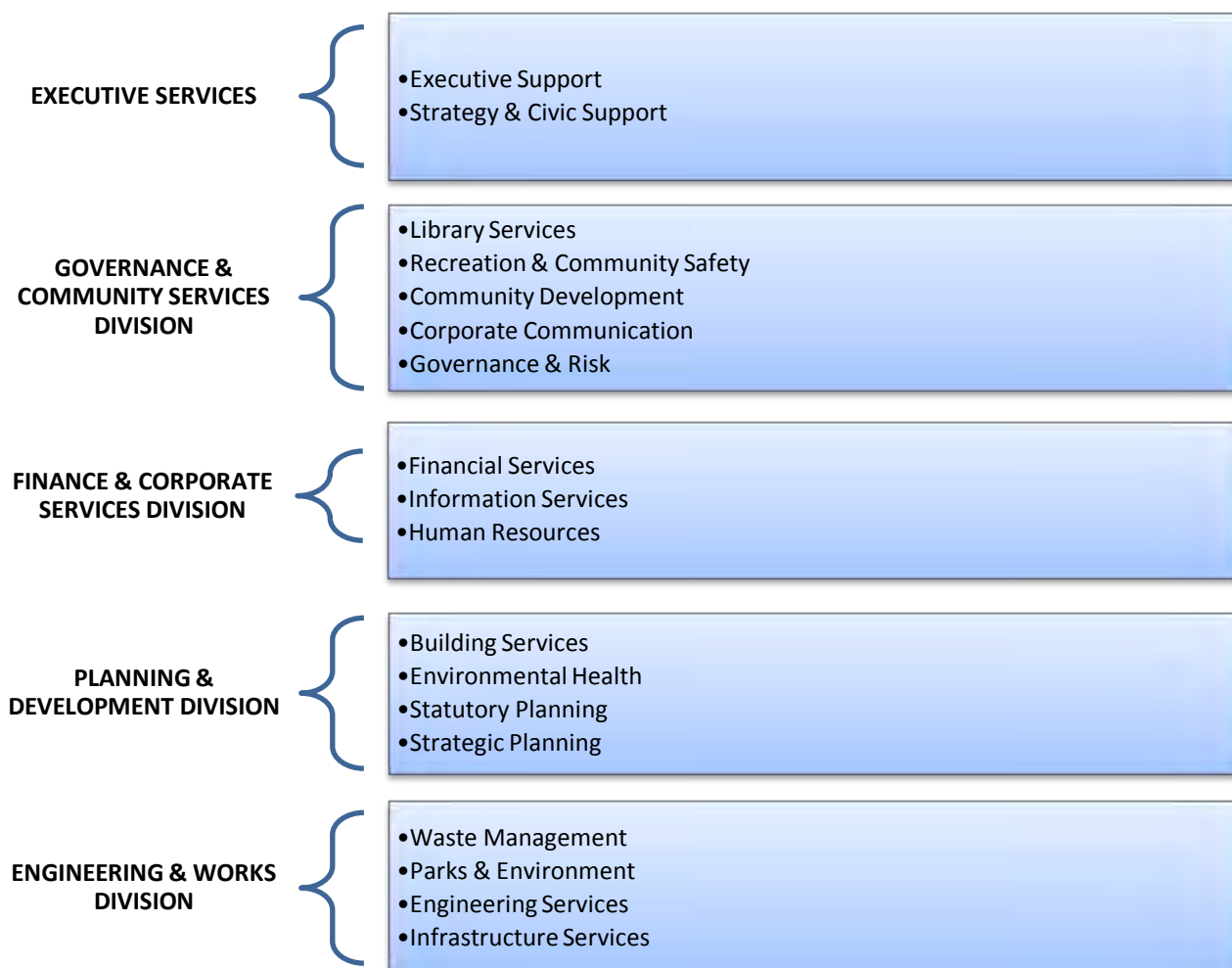
Workforce planning is one of the core components of the WA Department of Local Government Integrated Planning and Reporting Framework. The Workforce Plan is an informing strategy to both the Strategic Community Plan and Corporate Business Plan. By definition, Workforce Planning is "a continuous process of shaping the workforce to ensure that it is capable of delivering organisational objectives now and in the future" (1).

The Workforce Plan will allow the City of Cockburn to set its priorities within its resourcing capacity and deliver short, medium and long term community priorities and aspirations. It is a plan that is continually evolving to ensure the City has the right people in the right place at the right time.

The City of Cockburn is administered through a structure of five Divisions, eighteen Business Groups and over forty Service Units. These units are managed by a Chief Executive Officer, Directors, Strategic Business Unit Managers and other managers. The structure is changed when the City embarks on new business opportunities, divests itself of service functions or when there is a need to reorganise functions into different units for better management.

The structure also ensures that the City complies with the obligation imposed on it by Section 5.2 of the Local Government Act, 1995, (the Act) which prescribes that the Council "...is to ensure that there is an appropriate structure for administering the local government."

Diagram 2 The Divisional and Unit structure of the City of Cockburn



(1) Australian National Audit Office (2004), ANAO Audit Report No.55 2004–05: Workforce Planning, Commonwealth of Australia).

3. Developing the Workforce Plan

The City of Cockburn undertook a six step process in developing the City's 2017 – 2022 Workforce Plan.

Diagram 3 Workforce Plan Process



Each step of the Workforce Plan Process required the making of a number of assumptions, the asking of challenging questions and a critical, impartial analysis of the City's structure, performance, aspirations and human resource management strategy. These will be identified and discussed throughout the following commentary on the City's approach to the six steps.

Steps 1 through 4 were undertaken by Human Resources with reference to internal and external sources of data. Step 5 is clearly the most critical stage of the process. Every Business Unit Manager was interviewed, provided an overview of the process and requested to analyse both the Strategic Community Plan and their own Business Unit Strategic Plans to identify their labour requirements and challenges.

3.1 Analysis of Internal Workforce

Workforce Data

The City has almost eight hundred employees with a Full Time Equivalent of 463 at 30 January 2016. In addition to employees it has significant spend on temporary labour hire as extra people fill short term gaps, work on a casual basis, provide leave relief or cover periods of peak activity. The City of Cockburn also relies on its many volunteers to work with employees in delivering services. Volunteers are most numerous in the community services areas but also assist the Bushland Maintenance area of Parks and Environment.

Diagram 4 – Full Time FTE Count as at 31 January 2016

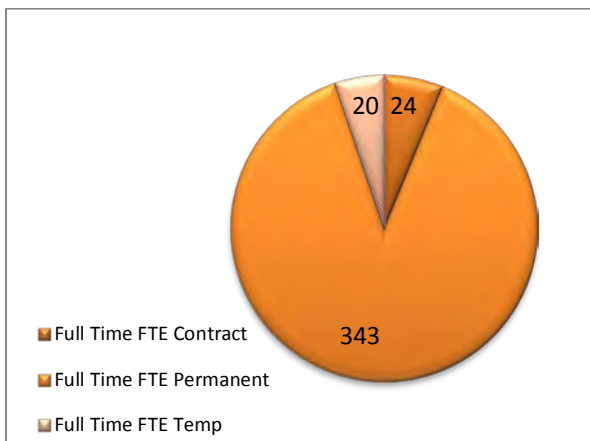


Diagram 5 – Part Time FTE Count as at 31 January 2016

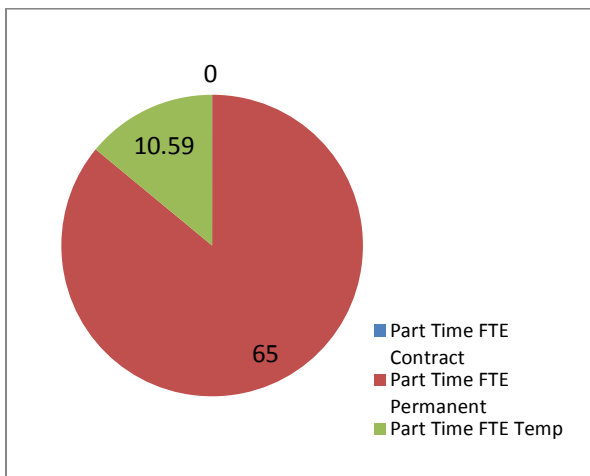
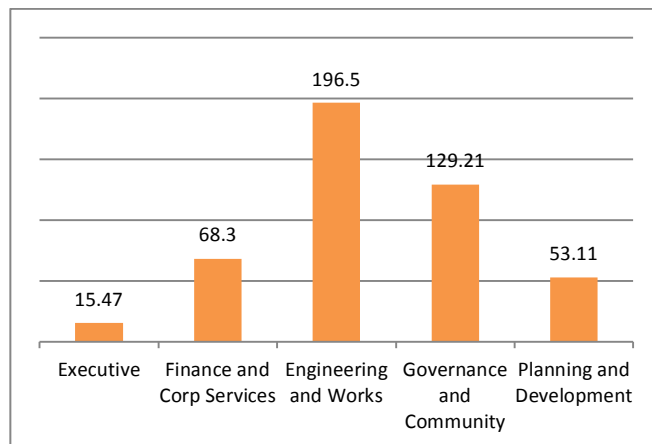


Diagram 6 – FTE Count by Division as at 31 January 2016



Engineering and Works is the largest Division by FTE as well as being the Division that undertakes the majority of the 'manual' work within the City and with an aging workforce. This combination of these factors requires careful management with a particular focus on injury prevention and succession planning.

Diagram 7 – Head Count by Gender and Age as at 31 January 2016

Age	Female	Male	Total
15-19	1	2	3
20 - 24	7	10	17
25 - 29	29	27	56
30 - 34	25	29	54
35 - 39	37	24	61
40 - 44	39	43	82
45 - 49	21	33	54
50 - 54	31	48	79
55 - 59	39	41	80
60 - 64	16	19	35
65+	11	12	23
Total	256	288	544

An important consideration in labour planning is the fact that 138 employees are aged 55+ and by 2022 the City could possibly see an additional 50+ employees in the 55+ age group.

The City will develop a robust Succession Plan in response to this demographic shift which will see an increasing percentage of the

City's employees being close to, or within, retirement age.

Diagram 8 – Head Count of employees who self-identify as at 31 January 2016

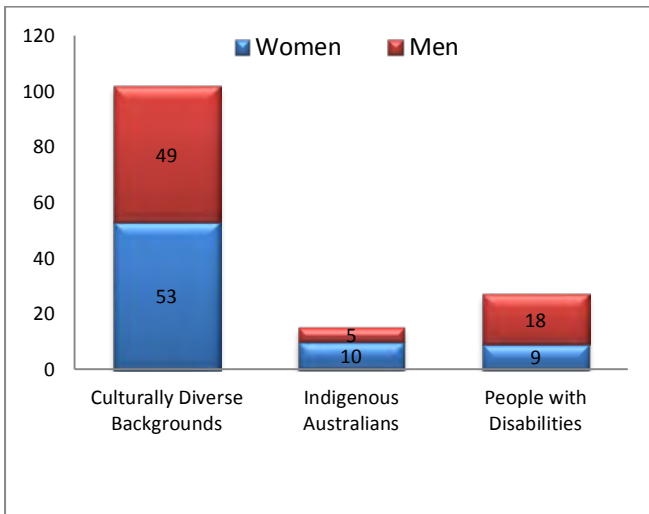
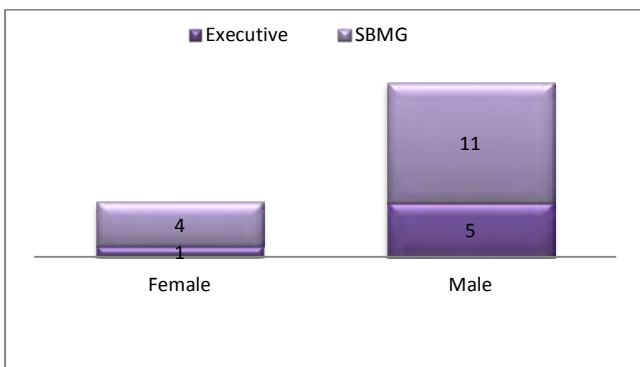


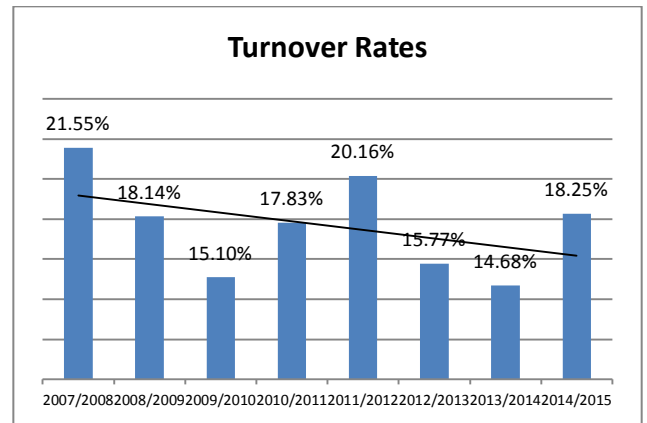
Diagram 9 – Gender Distribution in senior leadership roles as at 31 January 2016



Female employees make up approximately 47% of the total City of Cockburn FTE although only 24% of the senior leadership team. The Human Resources Unit is developing a range of initiatives aimed at improving the diversity and inclusiveness across the City with one of the objectives being to improve the representation of females in the senior leadership levels.

Although 2014/15 saw a spike in turnover rates compared to the previous two years the overall trend continues to see a decrease in turnover rates and this is expected to continue.

Diagram 10 – City of Cockburn Turnover Rates 07/08 – 14/15

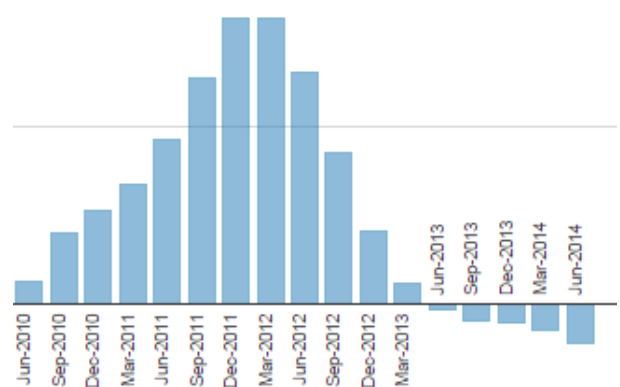


Perhaps the single largest impact on the City's labour planning over the 2017/18 – 2021/22 period will be the opening of new Cockburn Recreation Centre in April 2017. Initial modelling suggests that the Centre will require upwards of 68 FTE. When the transfer of the employees from the current South Lake Leisure Centre is factored in the City will experience net increases of 55 FTE.

3.2 Analysis of economic conditions

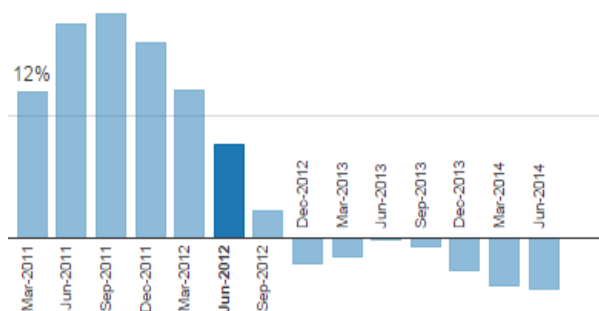
No single event has had a greater positive impact on the Western Australia economy that the mining boom. Unfortunately the end of the mining boom has seen an equally negative impact on the Western Australian economy.

Diagram 11 – Annual growth in capital expenditure by volume Source: ABS 5625.0



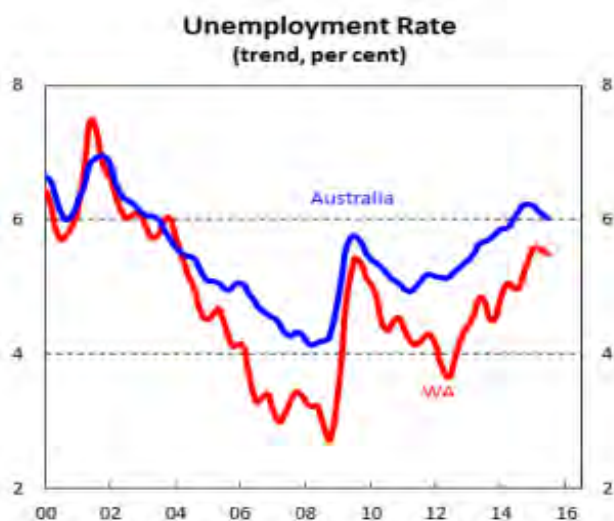
The above diagram details the expenditure for the WA economy as a whole.

Diagram 12 – Monthly growth in private new capital expenditure Source: ABS 5625.0



The decrease in capital expenditure across Australia is felt more in WA than any other State. With a decrease in capital expenditure, which signifies a decrease in resource industry construction has seen the WA unemployment rate increase from an 'economic full employment' low of approximately 1.5% to a forecasted 6.0% in 16/17.

Diagram 13 – Unemployment rates WA vs Australia



As shown by Diagram 13 – the Australian unemployment rate mirrored the WA rate – again indicating the impact the WA resources industry had on the overall Australian economy.

The skills shortages that were particularly acute in Western Australia during 2005 – 2013/14, and significantly impacted on Local Governments ability to attract and retain necessary talent, are, on the whole, no longer prevalent. This has seen an ever increasing available labour pool, decreasing wage

demands and, from a micro perspective, a significant increase in the number of applications the City is receiving for roles externally advertised.

3.3 Analysis of Internal Environment

The 'health' of the City of Cockburn can be measured in a variety of ways including turnover rates, industrial disputes, injury statistics etc. Whilst the City's performance in these areas has been very positive the Employee Survey completed in December 2015 and the Exit Interview Report completed for the 12 months to December 2015, are a rich source of information to evaluate the internal environment of the City of Cockburn.

The Employee Survey provides a unique insight into what the City's employees feel about the environment. A few key and telling out-takes from the survey are;

- 80% rated the overall workplace as good or excellent.
- 75% would like to be working at the City in 3 years' time.
- 89% of respondents are aware of the process to report unsafe conditions, injuries and incidents.
- Ongoing training and development is highly valued

Topping the list of strengths, there is good role clarity, work assignments are interesting and engaging, team members care about safety and customer service, and there is good support for employees with illness and injuries, or experiencing professional and personal issues. Staff also generally feel they have a healthy work-life balance.

The Employee Survey also provided valuable insight into those areas the City can focus on to improve;

- Population growth is placing greater pressure on staff
- Policies, systems and processes to be reviewed regularly, in line with best practice, to ensure the organisation operates efficiently and effectively.
- Improved communication and consultation about the City's strategic direction and structural changes, with the

CEO and Directors' rationale for decisions.

The Exit Interview Report is also a rich source of information which enables a conclusion to be made regarding the City's internal environment. For example, of all employees who left the organisation voluntarily during 2015 (and completed an Exit Interview);

- 63% stated they would work for the City again.
- 81% would recommend working at the City to others.
- 72% were satisfied with the quality of working life at the City.
- 81% believe the City is committed to Safety
- 91% believe the City is committed to the environment
- 94% believe the City is committed to our Customers.

The Exit Interview Report also highlighted areas for the City to improve such as performance feedback, provision of opportunities for career progression and promotion, communication from senior management and provision of training opportunities. These issues, and many others, are addressed by the initiatives developed to support the Seven Human Resource Strategic Objectives (Section 4)

The Employee Survey, and the Exit Interview Report, coupled with Community feedback, Customer Service Survey and employee anecdotal and informal feedback indicates that the City has a strong, healthy and, overall, positive internal environment.

3.4 Analysis of external environment

During the 2013/15 period the most significant factor for the City of Cockburn, and other metropolitan local governments, was the State Government's agenda for reform within the local government sector. The process had the potential to result in a number of amalgamations of a few or many local governments either using existing boundaries or by completely realigning local government areas.

The period 2010/15 also saw the pinnacle of the 'resources boom,' in WA with the resulting impact felt across almost every facet of the WA economy. From a workforce perspective it resulted in many roles being very difficult to recruit, labour costs increased significantly and unemployment was at a modern time low.

The State Government has now abandoned the metropolitan local government reform agenda and the mining boom has subsided significantly. The decrease in the impact of the resources sector on the WA economy has seen a significant increase in the labour pool, a softening of wage rates, an increase in unemployment and a significant improvement in the ability of the City to attract and retain previously difficult to attract talent.

The population of Cockburn is expected to increase by 3.5% from the 2016 estimate of 110 314 residents to 148 477 residents by the year 2025. This will also see a 13 000 increase in the number of dwellings (from 41,832 to 54,841).

The City will experience a population increase of 35% over this 10 year timeframe. Although significant in its own right, this will also likely be the final decade that sees high rates of population growth resulting from greenfield residential development

Significant factors such as local area population data, general economic conditions for Western Australia (driven by decreasing impact of the mining sector, WA unemployment rates etc are considered in developing this Workforce Plan are impacted by a vast range of factors:

3.5 Implication of the Strategic Community Plan

3.5.1 Community Expectations Identified

The City of Cockburn is a growing local government area and this growth brings demand for more services both in quantity and diversity. The City's development includes new residential estates, urban infill programs, industrial and commercial developments.

Community and civic infrastructure projects for the City in the next five years that have a significant impact on labour requirements include:

- A new Operations Centre and depot upgrade
- A new Regional Aquatic facility at Cockburn Central
- Aboriginal Cultural Centre
- Wetlands Education Centre
- Ongoing redevelopment at the Henderson Resource Recovery Park
- Commencement of work toward a new Seniors Centre and Learning for Life Centre

3.5.2 Strategic Community Plan Vision, Priorities and Objectives

The City's mission is 'To make the City of Cockburn the most attractive place to live, work, visit and invest in, within the Perth Metropolitan Area'. In 2012 the City developed its Strategic Community Plan for 2012 – 2022 to articulate a long term vision, aspirations and strategic priorities for the community. Five key focus areas are examined in the Strategic Community Plan. They are:

- City Growth
- Moving Around
- Community, Lifestyle and Security
- Economic, Social and Environmental Responsibility
- Leading and Listening

One of the Service Commitments listed for Leading and Listening Outcome is "to maintain a professional, well-trained and healthy workforce that is responsive to the

community's needs." To do this we need to find, retain, engage and develop the people we need to achieve our corporate mission and strategic goals. The purpose of the Workforce Plan is to outline ways to meet this commitment.

The City has a number of strategies to support the achievement of its objectives under the Strategic Community Plan. The strategies drive the volume and diversity of services offered by the City and these combined with growth determine the Staffing Forecast.

3.5.3 Cockburn ARC

The most significant infrastructure project planned for during the term of the Workforce Plan is the development and opening of the Cockburn ARC.

Cockburn ARC, due to open on 1 April 2017 will replace the South Lake Leisure Centre (SLLC) which will close the same date. The ARC will be considerable larger and more complex than the SLLC in terms of activities and services offered and the number of staff. SLLC currently employs approximately 13 FTE plus up to 100 casual employees. It is envisaged that Cockburn ARC will employ approximately 68 FTE and up to 200 casual employees.

A comprehensive ramp up strategy and plan has been developed that will see employees recruited for the ARC progressively over the first three quarters of 2016/2017 with a full complement on board in March 2017. The ramp up plan will need to be carefully managed to ensure that the additional labour costs can adequately be accommodated within the Financial Plan parameters. As a result, the additional labour requirements detailed for 2017/2018 and onwards may be adjusted to accommodate the labour requirements for Cockburn ARC and remain within budget.

3.6 Review of current City Strategies that support or impact upon Workforce Planning

The City has a framework of values, formal policies, position statements, guidelines and procedures which cover the full range of human resources issues and support the strategies proposed. The documents are widely available through the Staff Intranet, hard copies and noticeboards. The formal, Council approved policies and position statements are:

- Industrial Relations
- Payments to Employees in Addition to Contract or Award
- Attendance at Conferences
- Council Owned Vehicle Usage
- Employee Development
- Defence Force Reserves – Staff Participation
- Structure for Administering the City of Cockburn
- Equal Opportunity
- Non-work Related Illness or Accident
- Taking of Annual Leave and Long Service Leave
- Salary Packaging
- Superannuation

These policies and position statements are formally reviewed each year.

Key guidelines and detailed procedures in place in the following human resource areas:

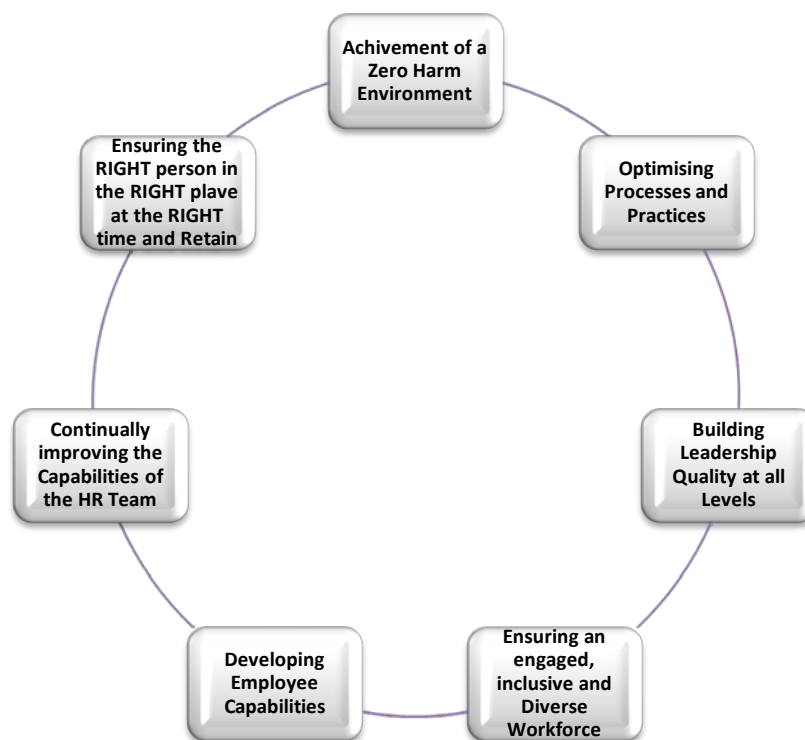
- New Employee Induction information
- Code of Conduct for Staff
- Performance Management
- Employee Relations
- Working hours and arrangements – Working from Home, Timekeeping
- Training and Development
- Employee Assistance
- Resignations and Terminations
- Occupational Health and Safety
- Fitness for Work
- Risk Management Guidelines

Appendix 1 - 2016 – 2022 Staff Forecast provides detail of the additional labour requirements necessary to fulfil the Strategic Community Plan objectives

4. Strategies to Meet Future Workforce Needs

The City of Cockburn's Human Resource Plan identifies seven key Strategic Objectives that are to be achieved through the implementation of almost 100 initiatives.

Diagram 14 The Seven Human Resource Strategic Objectives



Refer to Appendix 2 for detail of the initiatives that support each objective.

The City's senior leadership team approved the Learning and Development Plan in January 2016. The Plan sets out the learning and development strategies which will be implemented at the City of Cockburn. The primary aim of the Plan is to provide a framework for the development of the City's workforce and ensure that they possess the right skills and competencies, talent gaps are closed and performance concerns are addressed.

The Learning and Development Plan is based on the following key principles:

- L&D will be based on identified needs following training needs analysis conducted on each business unit
- L&D will take the Business Unit's objectives into account
- L&D measures will be in place informally in the workplace through on-the-job training, coaching and self-managed learning
- Evaluation of all training will be regularly conducted
- Learning will be focused on the development of the necessary competencies to enable individuals to perform to the best of their ability.
- L&D will be delivered on a value for money basis

The anticipated key outcomes of the Learning and Development Plan are described in Diagram 12.

Diagram 15 Key outcomes of the Learning and Development Plan



4.1 Long Term Financial Plan

The Staffing Forecast costs are included in the Long Term Financial Plan (LTFP). Growth of 3.1% in employee numbers is supported, although strongly determined by population growth, and this includes new areas of business that the City may undertake, an increase in services (such as longer opening hours for community facilities) and insourcing functions which may currently be outsourced. This means that the City may move from an FTE of 482 to 614 within five years. The need to accommodate such numbers will drive a major employee accommodation review and potentially capital expenditure on a new administrative centre.

The financial impact of the FTE increases is estimated to be \$4M over the next four years. On an annualised basis the LTFP has made provision for growth of around \$1M in staff costs, in today's dollars. Details of the yearly movements can be found in the LTFP section 11.

4.2 Gaps, Issues and Risks

The City requires a business case for new infrastructure but these do not always identify a human resources component. New infrastructure often demands an increased level of staffing due to its size or complexity. The new aquatic centre will be an example of this.

4.3 Staffing forecast

Each year a forecast of future staffing needs is considered. This proposes employee positions for the next ten years with information from this costed within the Long Term Financial Plan. Proposed positions for the first two years are formally agreed by the Strategic Business Group Managers and endorsed by the Executive. These positions are then included in the following years budget

preparation and before each one is advertised, a vacancy form is completed for final approval by line management. This allows the City some flexibility in case of changes to need or economic circumstances, both internal and external.

The forecast allows for a growth of 3% on a financial year 16/17 full time equivalent (FTE) of 482. The following table shows the number of positions provided for each financial year.

Table 1 FTE Growth 2015/16 – 2021/22

Year	FTE as at 31 June	Additional FTE	Total FTE
16/17	482.0	55.0	537.0
17/18	537.0	23.5	560.5
18/19	560.5	9.6	570.1
19/20	570.1	8.5	578.6
20/21	578.6	14.5	593.1
21/22	593.1	21.0	614.1

Trainees, Cadets and Apprentices

In addition to the specific positions identified in the Staffing Forecast, the Human Resources area is funded annually for fixed term trainee and apprenticeship positions. The specific work areas chosen to engage the trainees are based on need and organisational capacity to support the skill development of a trainee.

Undergraduate and cadet positions also exist from time to time in Engineering, Planning, Environmental Health and Finance. These are also fixed term positions, often part time and used to train people for entry level positions in local government.

5. Monitoring and Evaluation of Outcomes

5.1 Strategic Community Plan and Workforce Planning outcomes

The Manager Human Resources has primary responsibility for the execution, review and monitoring of the Workforce Plan. However, senior management, supervisors and all employees have a contributing role in maintaining a professional, well-trained and healthy workforce that is responsive to the community's needs.

Community Expectations are measured regularly in both the Community Perceptions Survey and Customer Satisfaction Surveys. The Customer Satisfaction Surveys are conducted both for departments with external customers and those with internal customers. These three surveys provide a comprehensive picture of how well the City is meeting community needs and aspirations. Results are presented to all senior managers who are required to follow up and improve on results each year. The Workforce Plan will be comprehensively reviewed each four years and refined as the environment changes, trends identified and best practice evolves in human resource management. Annually the Staffing Forecast component will be reviewed and updated for the Workforce Plan.

5.2 Workforce and Organisation Performance Indicators

Success is measured each year in the report on the Annual Business Plan. The City's Annual Report includes a component on human resources. Key Performance Indicators for various aspects of people management, such as absenteeism, exist across the organisation and are reported to Executive and senior managers monthly.

5.3 Risk indicators reduction

Work on the risk areas of the business is continuing to evolve and will include measurement of those indicators.

The City's risk framework is explained in more detail in Council policy SC51 Enterprise Risk Management". Human resource management (HRM) risks are dealt with in detail through this policy, with risk management strategy articulated in the City's Risk Register. HRM risk is also continually monitored and forms part of a quarterly review presented to the City's Executive. Details of these can be found on the City's website at;

www.cockburn.wa.gov.au/documents/CouncilDoc/Policies/Strategic_Policy_Statements/Council/sc51.pdf

5.4 Risks and actions to mitigate these determined

The success of the workforce plan is dependent upon sound finances and quality people. The financial plan and budget process supports this plan in that new positions are not taken on and people strategies are not embarked upon unless they can be funded. Processes and procedures for recruitment, people management and employee relations ensure any risks are controlled and managed.

5.5 Cost modelling / workforce costing and budget allocation

The City of Cockburn has a Long Term Financial Plan (ten years) as well as an annual budget cycle. Budgeting is performed throughout the organisation down to Service Unit level. Workforce costs (principally salaries and superannuation) are reviewed each month by the Executive and Manager Human Resources. People management and development strategies as well as activities which support the policies, position statements, procedures guidelines are funded annually in the budget process. Funding is mostly centralised with Human Resources but business and service units are also funded for training, conferences and health promotion initiatives in addition to the corporate pool of funds.

5.6 Outcome / performance measures

Each Business Unit or Service Unit is required to produce an annual operational plan which lists all projects and significant activities for the unit for the financial year. The Human Resources Action Sheets detail the major activities to be undertaken in regard to workforce development strategies. Some of these are monitored monthly through the KPI reports whilst others have progress reviewed each quarter.

The Human Resources Department produces a monthly report for the Executive which contains information on staffing; safety; workers compensation; industrial relations; learning and development; and projects. Human Resources are exploring measures around return on investment for learning and development. Currently information is anecdotal although occasionally a particular training course may be validated with managers and supervisors to ensure effectiveness.

The City's Annual Business Plan, which is published alongside the Annual Budget, sets targets for HRM performance. These targets are then reported on in the half yearly Business Plan Review and

at the end of the year in the Annual Report. The Annual Report also lists other achievements in delivery of HRM strategy

5.7 Business case developed and endorsed

Significant new initiatives require a business case to be developed and endorsed by the Executive. This is to ensure resources are given appropriate priority and that the initiative will add value to the City.

5.8 Corporate Business Plan

The Corporate Business Plan includes key actions in regard to workforce planning and development. The measures outlined in Sections 3 Community, Lifestyle and Leisure and 5 Leading and listening are the predominant drivers of the need for additional staff. Section 5 identifies the estimated growth in new staff costs, which is also included in the LTFP.

Appendix 1 2016 – 2022 Staff Forecast

Financial Year 2016 / 2017				
Division	Business Unit	Position Title and Level	Justification	FTE
Governance and Community Services	Recreation Services - ARC	Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	HR Business Partner	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Information Services Coordinator (short term)	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Sales and Marketing Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Aquatics Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Health and Wellness Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Administration and Customer Service Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Sports and Operations Manager	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Aquatics Programs Team Lead	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Aquatics Programs Supervisor	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Aquatics Programs Assistant	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Aquatics Education Teachers	Commissioning and Operation of the new Cockburn ARC	7.16

Governance and Community Services	Recreation Services - ARC	Program Attendants	Commissioning and Operation of the new Cockburn ARC	0.5
Governance and Community Services	Recreation Services - ARC	Health Club Programs Team Leader	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Gym Floor Supervisor	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Gym Instructors	Commissioning and Operation of the new Cockburn ARC	6
Governance and Community Services	Recreation Services - ARC	Sports Program Officer	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Facility Maintenance Officer/Facilities Project Officer	Commissioning and Operation of the new Cockburn ARC	1.9
Governance and Community Services	Recreation Services - ARC	Group Fitness Team Leader	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Group Fitness Instructors	Commissioning and Operation of the new Cockburn ARC	2
Governance and Community Services	Recreation Services - ARC	Membership Team Leader	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Membership Consultants	Commissioning and Operation of the new Cockburn ARC	2
Governance and Community Services	Recreation Services - ARC	Systems and Finance Officer	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Administration Officer	Commissioning and Operation of the new Cockburn ARC	2
Governance and Community Services	Recreation Services - ARC	Occasional Care Team Leader	Commissioning and Operation of the new Cockburn ARC	0.6
Governance and Community Services	Recreation Services - ARC	Occasional Care Staff	Commissioning and Operation of the new Cockburn ARC	1.2

Governance and Community Services	Recreation Services - ARC	Customer Service Team Leader	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Customer Service Shift Supervisors	Commissioning and Operation of the new Cockburn ARC	2.5
Governance and Community Services	Recreation Services - ARC	Customer Service Officers	Commissioning and Operation of the new Cockburn ARC	5
Governance and Community Services	Recreation Services - ARC	Facility Maintenance Officer	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Operations Team Lead	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Operations Supervisor	Commissioning and Operation of the new Cockburn ARC	1
Governance and Community Services	Recreation Services - ARC	Casual Duty Managers	Commissioning and Operation of the new Cockburn ARC	1.66
Governance and Community Services	Recreation Services - ARC	Life Guards	Commissioning and Operation of the new Cockburn ARC	15

Financial Year - 2017 - 2018

Division	Business Unit	Position Title and Level	Justification	FTE
Engineering & Works	Engineering	Development Engineer – level 8/9	The expansion of residential and industrial development requires the City to take more consistent application assessment and inspections of construction, a dedicated officer will be required to manage and oversee the engineering aspects of planning and completion of infrastructure projects in subdivision development and assist the Planning and Building Services to expedite approvals concerning subdivision and developments.	1
Engineering & Works	Engineering	Traffic and Transport Officer – level 6/7	To improve the management of traffic and transport issues and assistance to other divisions and the general public on transport engineering matters.	1
Engineering & Works	Infrastructure Services - Marina & Coastal Engineering Services	Marina Customer & Administrative Support Officer - Level L3/4	An additional support staff officer expected to be needed for the marina mooring pen licence holder customer service and administrative duties. Frees up the Level 5/6 officer to provide additional technical support to the Marina & Coastal Engineering Manager on marina expansion and other coastal engineering projects.	1
Engineering & Works	Parks & Environment	Bushland Maintenance Team – (1 x LH, 2 x BMO's)	The Natural Area Management Strategy outlines a vision to protect and upgrade the value of bushland areas in the City. The principle objective is to improve the vegetation condition across all reserves to a very good to excellent level. With approx. 60% of the reserves in the good to completed degraded level an increase in staff is required to meet the objectives above. In addition the City is receiving more bushland areas through subdivision and revegetation requiring ongoing maintenance.	3
Engineering & Works	Parks & Environment	Irrigation Fitter – Level 5	The City is receiving on average 3 Ha of irrigated public open space (POS) and Streetscapes per annum requiring ongoing maintenance. Current levels of service for POS and streetscapes have been readjusted to meet the growing demand however this has placed a significant risk on the City's ability to management its groundwater licence conditions issued by the Department of Water. The appointment of an irrigation fitter will ensure compliance with our licence and ensure levels of service are reinstated	1
Engineering & Works	Parks & Environment	Playground Officer – Level 5	Construction of the Regional Playground at Bibra lake will require daily (Inc. weekends) maintenance of the equipment along with cleaning of the precinct. In addition new adventure playgrounds at Enright Res, Calleya Estate, MacFaull Park, and Dixon Res will result in a heightened level of service.	1
Engineering & Works	Waste Collection	Waste Driver L5S1	Cover growth of District	1

Finance and Corporate Services	Finance	Financial Systems Accountant	Building & supporting BI solutions and reporting needs, business process and automation improvements.	1
Finance and Corporate Services	Finance	Graduate Accountant	Accounting support for the City's growing services (including the aquatic & recreational facility at CCW and the Port Coogee Marina) and to assist with the growing complexity of financial management of assets.	1
Finance and Corporate Services	Finance	Procurement Systems Administrator	With improvement to Procurement systems, a resource is required to train, maintain and support data requirements. This includes the management of internal (Portal) and the new external (Web Site) to support the development of suppliers.	1
Finance and Corporate Services	Finance	Rates Generalist	Growth in the City's rating base and interim rating, as well as delivering and managing a more sophisticated and complex rating model	1
Finance and Corporate Services	Information Services	Archiving Services Officer Level 5	Required to undertake all duties associated with managing the City's archived records (electronic and physical), including providing training to staff, developing policy and procedures, liaising with other local governments and generally coordinating the City's retention and disposal program.	1
Finance and Corporate Services	Information Services	ICT Security Analyst Level 7/8	The City faces growing challenges from within and beyond our protective firewall and trusted network. These threats are growing in number and complexity, forcing pressure on our ability to keep our systems, data and people continually safe from these dangers. To help mitigate these risks it is anticipated a suitably qualified and experienced ICT security practitioner will be required to reinforce the City's cyber defence systems.	1
Finance and Corporate Services	Information Services	Systems Support Officer Level 5/6	As an impact from the forthcoming RPAEC facility out at Cockburn Central and the City's undertaking of the Coogee Marina facility, additional ICT support may be required to provide adequate support for this and other satellite facilities.	1.5
Governance & Community Services	Community Development & Services	Family and Community Development Multicultural Officer – Level 5	This position has been identified in a number of Strategic Plans adopted by Council. There is no staff position available to manage a Multicultural Strategic Plan to address the needs and gaps of the City's CALD (culturally & linguistically diverse) population.	1

Governance & Community Services	Emergency Management	Bush Fire Inspection and Mitigation Officer	With the recent introduction of the City's Bush Fire Risk Management Plan and its adoption through council in 2015. The role would also include firebreak inspections which would release a ranger from this role for about 4 months each year. This is to inspect the areas requiring mitigation prior to the works being undertaken and then after the work to ensure that the works undertaken have reduce the fuel loads and rating levels to acceptable standards. Equally there is a requirement for local governments to undertake regular reviews of bushland areas located within its districts either be it state or local government owned or privately owned property. Those proactive inspections are undertaken to maintain or reduce fuel load levels within their communities. Currently these responsibilities are shared between the City's Emergency Management Coordinator and the City Rangers' as Fire Control officers (an officer taken from active Ranger work to cover this for a period of 6 months) to inspect properties within the City during Fire season to ensure compliance.	1
Governance & Community Services	Library Service	Library Officer - Level 3	This full-time position will provide support to the library service at Success. The current level of staffing is performing at full capacity and population in the catchment area continues to grow. The service has also taken on the additional role of bookings officer for the community rooms and theatre at the complex. A role which was not identified in the original staffing plan for the service.	1
Governance & Community Services	Recreation Services	Senior Facilities and Reserves Bookings Officer – level 5	This position is required due to the increase in number of reserves and facilities over the past 5 years i.e. Success Regional Reserve, Aubin Grove Reserve, Botany Park and CCW community fields. In addition, the need in this area will only further increase as new reserves such as Banjup and Frankland are completed in 2018/9. This position is proposed to oversee the bookings of both the community facilities and reserves and will be a key component of an overall restructure in the reserves and facilities bookings management area.	1
Governance & Community Services	Community Development & Services	Seniors Centre Programs Booking Assistant-Level 3	Due to the delay in the Life Long Learning Centre and substantial growth of the Seniors Centre since it opened the works loads of the current staff have increased significantly. This position is critical to maintaining the high level of customer service that is expected at the centre.	1
Planning and Development	Environmental Health	Environmental Health Officer	There will be a need for an additional EHO in 2017/18 due to growth in population and premises and to coincide with extra workload brought about by wholesale change to all Health Local Laws and Regulations when the new Public Health Act is introduced. There is likely to be a need for a further EHO before 2020 to coincide with substantial development of Latitude 32, Cockburn Coast, Port Coogee and Calleya especially where new shopping centres are opened.	1

Planning and Development	Strategic Planning	Economic Development Officer	Strategic Planning prepared the Economic Development Directions Strategy for Council in 2014. This has a three stage implementation plan, with the key performance measures of: 1. Accurately understanding the City's current resources and capabilities in terms of economic development 2. Defining where we want to go in to the future - that is, our vision and highest level objectives for economic development 3. Preparation of the Economic Development Strategy, including Digital and Tourism elements, to achieve our vision.	1
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Financial Year - 2018 - 2019				
Division	Business Unit	Position Title and Level	Justification	FTE
Engineering & Works	Parks & Environment	Foreshore Maintenance Team – Level 5 &4	The City's population growth, shark barriers, pontoon and improvements to open space has increased the utilisation of the foreshore environment requiring daily cleaning and servicing. In addition regular maintenance of the park and streetscape infrastructure along the entire coastal precinct will increase its useful life and reduce risks associated with deterioration by coastal processes.	2
Engineering & Works	Parks & Environment	Verge Compliance Team – Level 6	The appointment of this team will allow a proactive approach to the management of the verges and ensure requests are centralised.	2
Finance and Corporate Services	Finance	Contracts Category Officer	Procurement in 2020 requires an addition resource to review, facilitate and implement category planning for aggregated expenditure to improve product / service innovation and value generation attributed to the engagement of strategic suppliers.	1
Finance and Corporate Services	Finance	Revenue Officer	Increasing payment volumes require additional resources for debt recovery and the administration of on-line payment channels.	1
Finance and Corporate Services	Information Services	Systems Support Officer	As an impact from the forthcoming RPAEC facility out at Cockburn Central and the City's undertaking of the Coogee Marina facility, additional ICT support may be required to provide adequate support for this and other satellite facilities.	1.5
Governance & Community Services	Communications	Customer Service Officer	to be determined following review of structure in advance of the depot opening and the relocation of Customer Service to behind the front desk. This has been held back in the hope that the use of technological solutions will reduce the number of manual customer requests; phone calls and transactions that are currently conduct. However, with the increase in population and customer expectations, it is still likely that additional resource will be required to maintain service levels.	1
Governance & Community Services	Recreation Services	Administration Officer – Level 2	This part time position is an increase on the existing casual position which is currently in place to manage the Kidsport administration process. Whilst the role will have a primary focus on managing the increase in volume of KidSport funding applications caused by clubs growing and the development of new clubs, it will also provide administration and customer service support across the Recreation Services area.	0.5
Governance and Community Services	Community Development & Services	Seniors Centre Kitchen Hand/Relief cook Level 2/3. Part time	The meals service at the seniors centre has experienced significant growth over the past few years and this is expected to continue. This will require the employment of a kitchen hand. The Volunteers currently provide support to the meals service but future growth will be beyond the capacity of volunteers.	0.6

Financial Year - 2019 - 2020				
Division	Business Unit	Position Title and Level	Justification	FTE
Governance & Community Services	Communications	Digital Communications Officer - L5	The ongoing growth in digital communications; the expansion of channels for communications; community expectations are likely to see the need for a second Digital Communications Officer.	1
Engineering & Works	Parks & Environment	Operation Projects Officer – level 6	As new public open space and streetscape, received through the subdivision process , is delivered under contracts for service a dedicated officer will be required to manage onsite performance, OHS compliance, risk mitigation and contract renewals	1
Finance and Corporate Services	Finance	Finance Officer	Need for a generalist finance officer to support the City's growing services and to assist a number of projects, including the new Tech1 Ci Anywhere upgrade and staff training.	1
Governance & Community Services	Community Development & Services	Family and Community Development Co-ordinator Aboriginal Cultural Centre – Level 7	This position will be the inaugural staff member as the facility is being planned, consulted and finally built - responsible for the fitting out and development of the Centre; and initial planning of programs and liaison with the community, businesses and relevant service providers. Will be responsible for the overall management of the Centre and staff.	1
Governance & Community Services	Ranger Services	Parking Compliance Officer 3/4	This full time position is required due to increases in demand to deal with parking within the City. The additional Parking officer would enable the City to accommodate the ever increasing parking issue demands in and around the Port Coogee area, Adventure World, Cockburn central CBD developments including the new Parking Station in the Central West Recreation facility and new Aubin Grove train station development and the ongoing school parking demands in particular. It will also enable the City to maintain a constant 7 days a week presence to deal with parking related matters as well as the constant demands currently being undertaken the single parking officer in place .	1
Governance & Community Services	Ranger Services	Ranger	Due to increases in population the general demands expected to be placed on this service area for an additional Rangers' would be required by this time. It is anticipated that by around 2020 the City's population of the City would have increased to be around 150,000. With this increase in population would be an increase in overall demand in the number of Rangers required to perform and accommodate the City demands. As well as increases in both Cat, Dog law enforcement requirements and general local law matters such as Rubbish, Parking, related matters.	1
Planning and Development	Statutory Planning	Senior Planning Officer Level 7/8	Additional Senior Planner to accommodate an increase in planning applications expected to occur as a result of the proposed apartment/grouped dwellings (requiring planning approval) which are expected to be 500 per year based on Forecast ID estimates of 4819 additional dwellings from 2014-2023. Senior required as more of the infill development proposals are complex and require increased experience.	1

Financial Year - 2020 - 2021

Division	Business Unit	Position Title and Level	Justification	FTE
Engineering & Works	Parks & Environment	Golf Course Staff – 8 staff (TBA)	Construction of the golf course is listed on the LTFP for 2019/20 and will require a number of maintenance staff, including Manager. Defined staff levels will be refined following completion of the business case	8
Engineering & Works	Parks & Environment	Landscape Architect – Level 8	A landscape architect will be required to deliver designs and consultation forums for ongoing park and streetscape upgrades derived through revitalisation strategies.	1
Governance & Community Services	Community Development & Services	Family and Community Development Staff for the Aboriginal Cultural Centre Level 5 Community and Tourism Officer · Level 3 Reception/Administration Officer · Cultural Officers Casual Level 4	Decision of OCM 12-2010 and both Reconciliation Action Plans identified the need for the Aboriginal Cultural Centre. Staff will be required for the Aboriginal Cultural Centre. · Community & Tourism Officer (50D if possible): Programming; Marketing; Liaising with tour providers/businesses · Level 3 (50D if possible) : Reception/Admin · Casual Staff (50D) for delivering specialist cultural and language services/programs	2.5
Governance & Community Services	Community Development and Services	Youth Services Youth Outreach Worker, Level 5	There will be a need for an additional Youth Outreach worker due to growth in youth population. The Outreach Officer will increase community engagement at a distance from the Youth Centre and deliver needed programs.	1
Governance & Community Services	Ranger Services	Customer Service/ Administration Officer 2/3	Along with the increases in demand in the Ranger operation will also be a similar increase in demand of the administrative requirements of the ranger services area. Such expected demands will be in the area of animal registrations, general customer service contact with aggrieved members of the public, infringement processing and adjudication processes and general administrative duties, which currently is averaging 10 -15% increase per year.	1
Governance and Community Services	Recreation Services	Recreation Planning and Projects Officer	This position is required to assist in the delivery of a large number of recreation planning and development sport and recreation projects which have been identified to occur in the Community, Sport and Recreation Strategic Facilities Plan.	1

Financial Year - 2021 - 2022				
Division	Business Unit	Position Title and Level	Justification	FTE
Engineering and Works	Waste Collection	Bin Delivery L4S1	Cover growth of District	1
Engineering and Works	Waste Collection	Illegal Dumping L5S1	Cover growth of District	2
Engineering and Works	Waste Collection	Verge Supervisor L6S1	Management of 2 verge crews	1
Engineering and Works	Waste Collection	Waste Driver L5S1	Cover Growth of District	1
Engineering and Works	Waste Collection	Waste Drivers Small Rear Loader L5S1	Cover growth of District	4
Engineering and Works	Waste Collection	Waste Drivers Verge L5S1	Cover growth of District.	4
Engineering and Works	Waste Collection.	Full time Waste Collection Admin Support. L3S1	Admin Support dedicated to WC	1
Governance & Community Services	Library Service	Learning for Life Centre Staff	The redevelopment of Spearwood Library into the Learning for Life Centre will require an increase in staff. A mix of full and part time positions is anticipated (3 FTEs). An additional library technician will be added to support technology programs.	3
Governance and Community Services	Community Development and Services	Learning For Life Centre- Co-ordinator Level 7 Program Officer x2 Level 4	The Age Friendly Strategic Plan identified the need for a long term Seniors Centre with a variety of recreation and outreach activities for various age groups co-located with Library services in the new facility. Staff will be required to co-ordinate the centre and provide additional programs for Seniors, children, youth, and parents.	3
Planning and Development	Statutory Planning	Planning Officer 5/6	Additional Planner to accommodate an increase in planning applications expected to occur as a result of the proposed apartment/grouped a dwelling (requiring planning approval) which is expected to be 500 per year based on Forecast ID estimates of 4819 additional dwellings from 2014-2023.	1

Grant / Fee Funded Roles					
Year	Division	Business Unit	Position Title and Level	Justification	FTE
2017/2018	Governance & Community Services	Community Development and Services	Childcare Services – Fee Funded FDC ESO x 1 FTE Level 4 12 month contract	The growth of the FDC Service necessitates an additional Educator Support Officer. (Grant Funded). The growth of the FDC Service necessitates the employment of a dedicated Resource Worker for Facilitated Play Sessions and Toy & Equipment Library. Grant Funded	1
2017/2018	Governance & Community Services	Community Development and Services	Childcare Services- Fee Funded Resource Worker Level 4 1 2month	The growth of the FDC Service necessitates the employment of a dedicated Resource Worker for Facilitated Play Sessions and Toy & Equipment Library. Grant Funded.	0.6
2017/2018	Governance and Community Services	Community Development & Services	Cockburn Community Care- Grant Funded Administration Support Level 3. - 12 month	Cockburn Community Care is expanding rapidly, placing added pressure on the Management and Administration Team. Along with the rapidly expanding NDIS My Way service, the Aged Care reform process will open up more Home Care Packages for CCC and the agency can expect a significant increase in service hours. The position will be fully grant funded across 3 funding bodies.	1
2017/2018	Governance and Community Services	Community Development & Services	Cockburn Community Care – Grant Funded L5 12 month	Cockburn Community Care secured a panel contract with DSC to provide NDIS My Way services commencing July 2015. Uptake has exceeded expectations with 5,800 hours of annual service contracted since July. The program will grow and will require a full time Coordinator. The position will be fully grant funded.	1
2018/2019	Governance & Community Services	Community Development and Services	Childcare Services – Fee Funded IHC ESO Level 4	Growth of IHC Service necessitates IHC Educator Support Worker	0.5
2018/2019	Governance & Community Services	Community Development & Services	Childcare Services – Fee Funded FDC Service Educator Support Co-ordinator Level 5 Resource Worker Level 4 (0.75)	Growth of FDC and IHC Services necessitates additional co-ordination and other staff.	1

Strategic Objectives	Delivery Tactics
Achievement of a Zero Harm Environment	Introduction of Gemba Walks
	Health information sessions
	Improve safety communication strategy
	Define safety roles and responsibilities and train to these
	Introduction of Safety Moments
	Ergonomic assessment of all work places
	Improve safety visual reminders
	Expansion of the Wellness program
	Complete review of Safety Manual
	Investigate the use of technology to improve safety culture and access
	Improve Take 5 process
	Review of hazard reporting processes
	Introduction of monthly Safety Themes
Optimising Processes and Practices	Email only payslips
	Develop a Payroll charter and Rules
	Review Position Description for every role
	Develop an end to end process for entering employee on tech 1.
	Review Leave management
	Migrate employee Records to ECM
	Improved HR Reporting
	Revise every HR document - currency and E format
	Improve employee exit processes
	Wages employees access to Intranet on site
	Review reclassification processes
	Improve and integrate induction
	Maximise functionality and use of LMS
	Implementation of L&D strategy objectives and changes
	Electronic Timesheets for all employees were applicable
	Develop Flow Charts for key HR processes
Building Leadership Quality At All Levels	Introduce mentoring program
	Introduce 360's
	Identification and development of potential talent
	Front Line Leadership development framework
	SBMG Development Day
	Different performance review process for leaders

Ensuring an Engaged, Inclusive and Diverse Workforce	Annual Employee Survey
	Code of conduct training
	Discipline processes training
	Introduce regular focus groups
	Values Awards
	Investigate workplace flexibility options
	Investigate Day Care / Crèche options
Developing Employee Capabilities	Review interview techniques , guides and training
	Training Plans for individuals
	Training calendar
	Improved coordination of HR/Safety training offerings
	TNA for every role
	Improved capture of training undertaken - matrix
Improve capabilities of HR Team	Improve information flow across functions within HR
	Ensure HR/Payroll/L&D and Safety input into next EA
	HR representation at all tool boxes
	Industry memberships and 'mailing lists' i.e. ATO etc
	Cross function training
Ensuring the RIGHT person, at the RIGHT time, at the RIGHT place and Retain	Retention Strategy
	Review advertising strategy
	Review full recruitment cycle (end to end)
	Implementation of the HR Business partner model
	Workforce Plan
	Introduction of Continuous Improvement Teams
	Develop the City of Cockburn EVP
	Review EA to ensure it supports these aspirations
	Review and integrate EEO Plan/RAP and DAIP
	Succession Planning

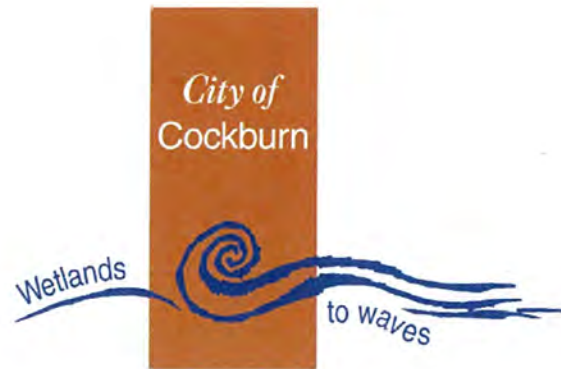
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Review Date	



City of COCKBURN

STANDING ORDERS

Amended 10th November 2005

Local Government Act, 1995

City of Cockburn

Local Law Relating to Standing Orders

In pursuance of the powers conferred upon it by the abovementioned Act and all other powers enabling it, the Council of the City of Cockburn hereby records having resolved on the 10th November, 2005, to amend its Local Law Relating to Standing Orders, as published in the Government Gazette of 10th August, 1999 including subsequent amendments, and adopt the following new Local Law.

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PART 1 - PRELIMINARY

1.1 SHORT TITLE

In the clauses to follow, this Local Law is referred to as “the Standing Orders”.

1.2 APPLICATION

The proceedings and business of the Council must be conducted according to these Standing Orders.

1.3 INTERPRETATION

In these Standing Orders, unless the context otherwise requires -

“absolute majority” means a majority comprising enough of the members for the time being of the council for their number to be more than 50% of the number of offices (whether vacant or not) of member of the Council.

“Act” – Means The Local Government Act, 1995, (as amended)

"agenda paper" in relation to any proposed meeting means a paper setting out the terms of business to be transacted at the meeting and the order of that business. The notice calling a special meeting may stand as the agenda paper for that meeting;

"business papers" in relation to any proposed meeting means the agenda paper for that meeting and any minute of any previous meeting required to be considered at the proposed meeting and details relating to any order of the day for the proposed meeting;

"CEO" means the Chief Executive Officer of the City of Cockburn;

"committee" means any committee appointed in accordance with the provisions of Part 5 Division 2, subdivision 2 of the Act;

“Council” means the Council of the City of Cockburn.

"Council delegate" means a councillor or officer of the Council appointed as a delegate or representative of the Council on or to any external body, conference or meeting;

"councillor" means a council member of the Council excluding the Mayor;

"Mayor" unless the context otherwise requires, includes in the absence of the Mayor the Deputy Mayor or the councillor chosen by the Council to preside at a meeting of the Council;

"meeting" includes any ordinary or special meeting of the Council or of a committee held pursuant to the Act;

"member" means the Mayor or any councillor.

"minor amendment" in relation to a motion to amend another motion ("the primary motion") shall be one which does not alter the primary or basic intent of the primary motion as determined by the person presiding at the meeting;

"negatived motion" means a motion which, having been voted upon, is declared as lost.

"ordinary meeting" has the meaning given to that term in clause 2.2;

"presiding member" means the presiding member of a meeting or the deputy presiding member, or a member when performing a function of the presiding member in accordance with the Act.

"recommendation" refers to the recommended outcome on any item presented to a Council or committee meeting for consideration or a recommended outcome forwarded by a committee for Council consideration.

"Regulation" means any of those matters contained in the Local Government (Administration) Regulations 1996, and as amended from time to time.

"simple majority" is more than 50% of the members present and voting.

"special meeting" has the meaning given to that term in clause 2.2;

"substantive motion" means an original motion or an original motion as amended, but does not include an amendment or a procedural motion.

"urgent business" means business dealt with in accordance with the provisions of clause 4.11; and

"without discussion" means without debate but does not preclude a member from asking such questions as the person presiding at the meeting permits, with there being no discussion, debate or challenge on the ruling of the person presiding.

1.4 REPEAL

The Standing Orders of the City of Cockburn published in the Government

Gazette on 10th August, 1999 and as amended from time to time are repealed.

PART 2 - MEETINGS OF COUNCIL

2.1 MAYOR TO PRESIDE

Subject to the Act the Mayor, or if the Mayor is not available or is unable or unwilling the Deputy Mayor, or if the Deputy Mayor is not available or is unable or unwilling a councillor chosen by the councillors present, shall preside at any meeting of the Council (**sections 5.6, 5.34 and 5.35 of the Act**).

2.2 KIND OF MEETING AND CALLING OF MEETING

- (1) Meetings of the Council shall be of two kinds, "ordinary" and "special".
- (a) ordinary meetings are those called under **subsection 5.5(1)** of the Act at such place and at such times as the Council, from time to time, appoints for the transaction of the ordinary business of the Council.
- (b) special meetings are those called under **subsection 5.5(2)** of the Act to consider special business, the nature of which shall be specified in the notice convening the meeting. Subject to the provisions of the Act and these Standing Orders relating to the rescission or alteration of a resolution, no business shall be transacted at a special meeting other than that for which the special meeting has been called.

2.3 CALLING COUNCIL MEETINGS

An ordinary or special meeting of council is to be held –

- (a) if called for by either;
- (i) the mayor; or
- (ii) at least $\frac{1}{3}$ (three) of the councillors,
- in a notice to the CEO setting out the date and purpose of the proposed meeting; or
- (b) if so decided by the council. (S5.4)

2.4 NOTICE OF ORDINARY MEETING

- (1) Notice of an ordinary meeting of the Council shall be given to members in writing and shall be signed by the CEO, and shall state the date, time, and place of holding the meeting, and shall contain an agenda paper either separately or incorporated in the business papers. The notice shall be given to each of the members together with a copy of the business papers (if any) at least 72 hours before the time of the commencement of the meeting. **(S5.5(I))**
- (2) The business papers for an ordinary meeting of the Council shall be made available for inspection by a ratepayer or elector of the City during office hours at the office of the Council from the time of service of the business papers on members. **(S5.25(J)) and Admin. Reg. 14**

2.5 CALLING OF SPECIAL MEETING

- (1) The CEO is to convene a special meeting by giving each member notice, before the meeting, of the date, time, place and purpose of the meeting. **(S5.5(2))**
- (2) Notice of a special meeting may be given at any time prior to the time of the meeting given in the notice.
- (3) Notice of a special meeting should be given in writing if the time available for giving notice and the circumstances permit.

2.6 NOTICE OF ADJOURNED MEETING

When a meeting of the Council is adjourned by Council to a day and hour other than the next ordinary meeting of the Council, notice of the adjourned meeting shall, if time permits, be sent in the manner provided by clause 2.4(1) of these Local Laws, to each member, specifying the nature of the business to be transacted.

2.7 NOTICES

Where the Standing Orders provide for a notice or any other paper or thing to be given or delivered to or served upon a member, unless the context or the Act otherwise require, the notice, paper or thing may be:

- (a) delivered to the member personally or to the member's ordinary residence or other designated place in Western Australia within the minimum time stipulated; or

- (b) sent by facsimile or other means of electronic transmission as may be operable from time to time or posted to the ordinary residence or the usual place of business (if any) of the member.

Where the notice, paper or thing is sent:

- (a) by delivery to the ordinary residence or other designated place or by facsimile or other electronic transmission, it shall be considered to have been given, delivered or served at the time of delivery or transmission;
- (b) by post, it shall be considered to have been given, delivered or served within the time stipulated if it is posted by prepaid post to the member's ordinary residence or other designated place in Western Australia not less than 2 Council working days before expiration of the minimum time stipulated.

PART 3 - QUORUM

3.1 NUMBER REQUIRED FOR QUORUM

- (1) The quorum for a meeting of a Council or committee is at least 50% of the number of offices (whether vacant or not) of member of the Council or a committee. **(S.5.19)**.
- (2) The Minister may reduce the number of offices of member required for a quorum at a Council meeting specified by the Minister if there would not otherwise be a quorum for the meeting. **(S.5.7(1))**.
- (3) The Minister may reduce the number of offices of member required at a Council meeting to make a decision specified by the Minister if the decision is one which would otherwise be required to be made by an absolute majority and a sufficient number of members would not otherwise be present or able to vote at the meeting. **(S.5.7(2))**.
- (4) The Council may resolve by absolute majority to reduce the number of offices of committee member required for a quorum at a committee meeting specified by the local government if there would not otherwise be a quorum for the meeting. **(S.5.15)**.

3.2 QUORUM MUST BE PRESENT

- (1) The Council shall not transact business at a meeting unless a quorum is present.
- (2) Subject to the provisions of clause 3.2(3) every meeting shall proceed to business at the time appointed in the notice of meeting.

- (3) If at the expiration of half an hour from the time fixed for the commencement of a meeting of the Council a quorum is not present, the Mayor or in the Mayor's absence, the Deputy Mayor, or in the Deputy Mayor's absence, the majority of councillors present, or any councillor present alone, or in the absence of the Mayor and all the councillors, the CEO or a person authorised by the CEO, may adjourn the meeting to some future time or date. Business which could have been transacted had there been a quorum at the meeting may be transacted at the resumption of the adjourned meeting or at the next ordinary meeting if that occurs first. If the business is transacted at the next ordinary meeting the adjourned meeting shall lapse.

3.3 LOSS OF QUORUM DURING MEETING

(1) **Count Out**

If at any time during a meeting of the Council a quorum is not present, the Mayor upon becoming aware of that fact shall thereupon suspend the proceedings of the meeting for a period of ten minutes and if a quorum is not present at the expiration of that period, the meeting shall be deemed to have been counted out, and the Mayor shall adjourn it to some future time or date.

(2) **Debate on Motion to be Resumed**

Where the debate on any motion, is interrupted by the Council being counted out, that debate shall be resumed at the next meeting at the point where it was so interrupted. Where the interruption occurs at an ordinary meeting the resumption shall be at the next ordinary meeting unless a special meeting is called earlier for the purpose. Where the interruption is at a special meeting, the resumption shall be at the next special meeting called to consider the same business or at the next ordinary meeting if it occurs before a special meeting can be called.

3.4 NAMES TO BE RECORDED

At any meeting at which there is not a quorum of members present, or at which the Council is counted out for want of a quorum, the names of the members then present shall be recorded in the Minute Book.

PART 4 - BUSINESS OF THE MEETING

4.1 BUSINESS AT ORDINARY MEETING

No business shall be transacted at any meeting of the Council other than specified in the notice relating thereto, except -

- (a) matters which the Act permits to be dealt with without notice; and
- (b) matters which these Local Laws expressly permit to be dealt with without notice.
- (c) the order of business at an ordinary meeting of the Council shall, unless for the greater convenience of the Council, altered by resolution to that effect, be nearly as practicable to the order, as detailed in clause 4.2

4.2 ORDER OF BUSINESS

- (1) Declaration of opening.
- (2) Appointment of presiding member (if required).
- (3) Disclaimer (to be read aloud by presiding member).
- (4) Acknowledgement of receipt of written declarations of financial interests and conflicts of interest (by presiding member).
- (5) Apologies and leave of absence.
- (6) Response to previous public questions taken on notice.
- (7) Public question time.
- (8) Confirmation of minutes.
- (9) Written requests for leave of absence.
- (10) Deputations and petitions.
- (11) Business left over from previous meeting (if adjourned).
- (12) Declaration by councillors who have not given due consideration to matters contained in the business paper presented before the meeting.
- (13) Council matters.

- (14) Planning and Development Division issues.
- (15) Finance and Corporate Services Division issues.
- (16) Engineering and Works Division issues.
- (17) Community Services Division issues.
- (18) Executive Division issues.
- (19) Motions of which previous notice has been given.
- (20) Notices of motion given at the meeting for consideration at next meeting.
- (21) New business of an urgent nature
- (22) Matters to be noted for investigation, without debate.
- (23) Confidential business.
- (24) Resolution of compliance (section 3.18(3)) Local Government Act, 1995.
- (25) Closure of meeting.

4.3 ORDER OF BUSINESS AT SPECIAL MEETING

The order of business at any special meeting of the Council shall be the order in which that business stands in the notice of the meeting.

4.4 PUBLIC QUESTION TIME (AGENDA ITEM 7)

(1) Public Address Session

1. Fifteen minutes shall be allocated for issues to be raised by members of the public and responded to at -
 - (a) every ordinary meeting of the Council; and
 - (b) every special meeting of the Council; and
 - (c) every meeting of a committee to which the Council has delegated a power or duty; and
 - (d) every other meeting prescribed for the purpose of section

5.24(1) of the Act.

2. The presiding member may extend the time, subject to time constraints or limitations imposed by the presiding member.
3. Once all the issues raised by members of the public have been presented and responded to at a meeting, any unused portion of the time period may be used for other matters.
4. Each member of the public who wishes to raise an issue at a meeting referred to in paragraph (1) shall be given equal and fair opportunity to raise the issue and receive a response, subject to time constraints or limitations imposed by the presiding member or otherwise by resolution of the meeting.
5. In addition to raising issues without notice at meetings, a member of the public wishing to raise an issue may register that interest by notification in writing to the CEO in advance, setting out the text or substance of the issue. The order in which registrations of interest are received by the CEO shall determine the order of issues to be raised unless the presiding member determines otherwise. Persons submitting issues to be raised pursuant to this clause shall be invited by the presiding member to present their issue at the beginning of this session. If the person is not present at the time, the matter shall lapse.
6. A member of the public having raised an issue shall return to a seat in the gallery unless otherwise directed by the presiding member at the meeting.
7. Subclause (4) only requires the Council or committee to answer a question that relates to a matter affecting the Local Government, with priority being given to items listed on the meeting agenda paper being considered.
8. Subject to the procedural matters previously set out in this subsection, the procedures for the raising of and responding to issues raised by members of the public at a meeting referred to in subclause (1) are to be determined -
 - (a) by the presiding member at the meeting; or
 - (b) in the case where the majority of members present at the meeting disagree with the presiding member, by the majority of these members.
9. Every reasonable effort should be made to provide a substantive response to an issue raised by a member of the public, but if the

meeting is unable to provide an informative response to the whole of the issue, it may -

- (a) respond to that part (if any) for which it has a substantive response;
- (b) respond otherwise that the response or part to which no substantive response has been supplied will be responded to substantively in a manner and at a time indicated.

(2) Questions and Answers to be Brief

All questions and answers shall be given as briefly and concisely as possible, and no discussion shall be allowed thereon. Questions requiring a written response shall be taken on notice and responded to as soon as practicable thereafter. Action taken shall be noted on the order of business at the following ordinary meeting of the Council in relation to written responses.

(3) Issues Not to Involve Bad Language, Argument or Opinion, or Adverse Reflection on Integrity of any Councillor or Employee

1. In submitting any issues, no bad language, argument or expression of opinion shall be used or offered, nor any facts stated except so far as may be necessary to explain the issue. The presiding member may modify a question to make it comply with this subsection.
2. An issue shall not contain any statement reflecting adversely on the integrity of any member or employee.
3. If in the opinion of a councillor, false information or any adverse reflection is contained in any issue raised, then through the presiding member, the councillor may offer comment by way of correction.

(4) No Discussion on Questions

Subject to paragraph (3) of the preceding subsection, no discussion or further questions shall be allowed on any question or the response thereto.

(5) Councillors' Questions on Notice

Notwithstanding the preceding paragraphs, a councillor desirous of putting a question as to the business of the Council shall give notice thereof in writing to the CEO at least eight hours before the hour fixed

for the commencement of the next ordinary meeting. If such question is in order in the opinion of the presiding member, the answer shall, as far as practicable be read by the presiding member at the ordinary meeting of the Council occurring next after the notice was given. If in the opinion of the presiding member the question is not in order, the presiding member shall give reasons for that opinion and as far as practicable the question, the ruling and those reasons shall be read by the presiding member at the ordinary meeting of the Council occurring next after the notice was given.

4.5 MINUTES (AGENDA ITEM 8)

(1) Confirmation of Minutes

1. The minutes of a meeting of the Council, whether of an ordinary or a special meeting, shall be submitted to the next ordinary meeting of the Council for confirmation, subject to time constraints associated with preparation of the meeting agenda. **(S.5.22(2))**.
2. The minutes of a meeting of a committee shall be submitted to the next meeting of the committee for confirmation. **(S.5.22(2))**.
3. Discussion of any minutes other than discussion as to their accuracy as a record of proceedings shall not be permitted, and when confirmed the minutes shall thereupon be signed and certified by the Mayor in the case of Council minutes or by the presiding member in the case of a committee. In addition, that person shall initial each page of the minutes.

(2) Keeping of Minutes

1. Minutes may be pasted or otherwise permanently affixed to or as the leaves of a book which may be known as the "Minute Book".
2. Minutes may be otherwise kept in the records of the Council in a manner which ensures that they are permanently and securely recorded, and available for inspection, copying, and production in evidence in any court. Such record of the minutes may be referred to as "Minute Book", whether it is in book form or not.

(3) Reading of Minutes May be Dispensed With

In submitting minutes to a meeting for confirmation, the reading of minutes at a meeting is to be dispensed with when members have been supplied with copies of the minutes at least 24 hours before the

holding of the meeting at which they are to be submitted, or otherwise by resolution of the Council.

(4) **Content of Minutes**

The content of minutes of a meeting of the Council or a committee is to include the matters contained in regulation 11 of the Regulations.

(5) **Preservation of Minutes**

Minutes including the agenda of each Council and committee meeting are to be kept as a permanent record of the activities of the local government and are to be transferred to the Public Records Office, being a directorate of the Library and Information Service of Western Australia, in accordance with the retention and disposal policy determined by that office from time to time

4.6 PETITIONS (AGENDA ITEM 10)

- (1) Every petition shall be respectful and temperate in its language and shall be presented to the Council or CEO by a member who shall acquaint himself or herself with the contents thereof and ascertain that it does not contain language disrespectful to the Council. In addition, any individual may present a petition in the form mentioned in clause (2) direct to the CEO who shall inform the Mayor and ward councillors in which the subject matter relates of the content of the petition and any action taken in response to the subject matter contained in the petition.
- (2) A petition must -
 - (a) contain the name, address and signature of each petitioner; and
 - (b) have the name of the person who lodged the petition with the Council shown at the top of each page thereof but need not otherwise be in any particular form.
- (3) On the presentation of a petition, the member presenting it shall be confined to reading the petition, and the only motions that are in order are that the petition be received and if necessary that it be referred for officer report.

4.7 DEPUTATIONS (AGENDA ITEM 10)

- (1) Any person or persons wishing to be received as a deputation by Council shall, in the first instance, send to the CEO a memorial, setting out the subject matter to be raised by the deputation in concise terms,

but nevertheless in sufficient detail to enable the Council to have a general understanding of the purpose of the deputation.

- (2) Where the CEO receives a memorial in terms of the preceding subsection but not otherwise, the CEO shall refer it to the presiding member of the appropriate meeting, and
 - (a) give a precis of the memorial to that person;
 - (b) recommend, with an explanation, whether or not the deputation should be received; and
 - (c) request advice from the presiding member within a stated time whether or not he or she considers the deputation should be received.
- (3) In the event that the presiding member indicates agreement, the person or persons wishing to be received as a deputation shall be invited to meet the Council at its next meeting.
- (4) A deputation shall not exceed five in number and only two thereof shall be at liberty to address the Council except in reply to questions from members and the matter shall not be further considered by the Council, until all other business of the meeting has been finalised.
- (5) A Council shall not make a resolution arising from the subject of a deputation at the meeting at which the deputation is received unless the matter is the subject of an officer report contained in the business papers of the meeting.

4.8 BUSINESS AT ADJOURNED MEETING (AGENDA ITEM 11)

At an adjourned meeting of the Council no business shall be transacted other than that specified in the notice of the meeting of which it is an adjournment, and which remains indisposed of, save and except in the case of an adjournment to the next ordinary meeting of the Council, when the business undisposed of at the adjourned meeting shall have the precedence at such ordinary meeting.

4.9 DECLARATION OF DUE CONSIDERATION (AGENDA ITEM 12)

Any member who is not familiar with the substance of any report, minutes or other information provided for consideration at a meeting shall declare that fact at the time declarations of due consideration are called for in the order of business of the meeting.

4.10 NOTICES OF MOTION (AGENDA ITEM 19)

(1) Giving Notice of Motion

- (a) A member may have business included in the agenda of a meeting by forwarding a notice of motion in writing to the CEO.
- (b) The notice of motion must include a draft version of the motion proposed to be moved by the member.
- (c) The notice of motion must be accompanied by sufficient information to enable an officer report to be prepared and included in the agenda of the meeting at which Council will consider the motion.
- (d) Except in the case of a special meeting of the Council, the notice of motion must be given –
 - (1) at least 7 clear days before the meeting at which it is considered; or
 - (2) at the previous Council meeting, and is to be read at agenda Item 20 of the order of business.

(2) Amendment of Notices

The CEO may on his or her own initiative make such amendments to the form of the motion, but not its substance, to bring the motion into proper form.

(3) Motion to Lapse

Subject to the provisions of clause 16.12, any motion of which notice has been given pursuant to clause 4.10(1) lapses unless -

- (a) the member who provided the notice, or some other member authorised by the member in writing, is present to move the motion when called on; or
- (b) the Council on a motion agrees to defer consideration of the motion to a later stage or date.

(4) Dealing with Lapsed Motion

- (a) If a notice of motion is given and lapses in the circumstances referred to in the preceding subsection, notice of motion in the same terms or to the same effect may be given for consideration at a subsequent meeting of the Council.

- (b) If a motion lapses and is in the same terms or to the same effect as a motion which lapsed at a previous meeting of the Council, the Council shall not entertain a motion in the same terms or to the same effect at a subsequent meeting until at least three months have elapsed from the date of the meeting at which the motion last lapsed. This provision shall not apply to motions to rescind or alter a resolution and to which clause 22.3 applies.

(5) Amendments to Notice of Motion

- (a) An amendment to a motion of which notice has been given pursuant to clause 4.10(1), other than a minor amendment, must not be considered at a meeting unless notice in writing of the amendment is received by the CEO no later than 12.00 noon on the day preceding the day of the meeting at which the motion is to be considered, excluding any day on which the Council's administrative office is not open for business, in which case notice may be given no later than 12.00 noon on the day of the relevant meeting.
- (b) In accordance with the procedures for debate of motions under part 10 of these Standing Orders, a motion of which notice has been given pursuant to clause 4.10(1) is not considered to have been moved until a member has stated the motion at the relevant Council meeting.
- (c) The Mayor shall decide whether any amendment moved without notice given in accordance with the preceding paragraphs of this subsection is a minor amendment, but the Council may dissent from the Mayor's ruling in accordance with the provisions of clause 10.15(3).
- (d) No amendment to a motion can be moved which negates the original motion or the intent of the original motion.

4.11 URGENT BUSINESS (AGENDA ITEM 21)

(1) When Introduced

A member may move a motion involving urgent business that is not included in the agenda paper for that meeting provided that:

- (a) the presiding member at the meeting has requested the member to move the motion or has first consented to the business being raised having taken due regard to;

- (i) the urgency of the business is such that the business cannot await inclusion in the agenda paper for the next meeting of the Council; or
 - (ii) if the business was to be deferred to the next meeting, such delay could result in legal or financial implications to the City; or
- (b) the business could not normally be dealt with by an officer of Council during Council office hours.

(2) When Absolute Majority Required

If at an ordinary meeting a councillor objects that a motion introduced as urgent business and moved without notice does not deal with urgent ordinary business within the meaning of that term in clause 4.11(a)(i) or (ii) of these Standing Orders, the motion shall be of no effect unless it is agreed to at the meeting by an absolute majority of the Council.

(3) Items Decided Under Delegated Authority

Items dealt with by officers under the delegated authority of Council, will only be permitted for addition to an agenda of Council, following the matter being discussed by a member at the request of a third party, with the appropriate staff member responsible for the delegation and no agreeable resolution being forthcoming from those discussions.

4.12 MATTERS TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE (AGENDA ITEM 22)

A member may request that any matter be listed on the minutes of the Council meeting under this heading and, upon being listed, such matters will be referred to an appropriate staff member for research and response for consideration by Council.

4.13 CONFIDENTIAL BUSINESS (AGENDA ITEM 23)

(1) Obligation of Confidentiality

Every matter dealt with by, or brought before the Council sitting otherwise than with open doors, shall be treated as strictly confidential.

(2) CEO Restricting Documents

Any report, correspondence or other document which is to be placed before the Council and which in the opinion of the CEO is of a

confidential nature may at the CEO's discretion be marked as such and shall then be treated as strictly confidential.

(3) **Non-disclosure of Matters or Documents which are Strictly Confidential**

No person, without the authority of the Council, is to disclose any matter or any report, correspondence or other document, which is treated as strictly confidential under the terms of subclause (1) or subclause (2), to any person other than the Mayor, any Councillor or any employee of the City (and in the case of employees, only so far as may be necessary for the performance of their duties). The confidentiality of any matter under the provisions of subclause (1) ceases upon that matter being discussed at a meeting of the Council held with open doors.

(4) **Freedom of Information Act 1992 and Discovery**

The provisions of this clause 4.13 do not apply to restrict access to documents the City might otherwise be required to give under the *Freedom of Information Act 1992*, or under the discovery processes of any Court, Tribunal or Commission, or under a subpoena *duces tecum*, or pursuant to a lawful direction, order or request of an Inquiry under Part 8 of the Act.

(5) **Committees**

Notwithstanding clause 17.1, this clause 4.13 does not operate to authorise the disclosure of confidential information or documents to a committee member other than the Mayor, or Councillor or any employee of the City.

4.14 CLOSURE OF MEETING (AGENDA ITEM 25)

Should a meeting of Council still be in progress 2 (two) hours after the opening of the meeting, the presiding member shall request the meeting for an extension of time to enable the business of the meeting which remains unresolved to be considered. A motion must be carried to this effect and stipulate a time to a maximum extension of 1 (one) further hour up until which business of the meeting may be considered, at which time the presiding member shall close the meeting, if still in progress, and any business remaining unresolved shall be adjourned and re-considered to a day and time as determined by Council or at the next ordinary meeting of the Council.

PART 5 - PUBLIC ACCESS TO AGENDA MATERIAL

5.1 INSPECTION ENTITLEMENT

Members of the public have access to agenda material in the terms set out in regulation 14 of the Regulations.

5.2 CONFIDENTIALITY OF INFORMATION WITHHELD

A member of the Council or a committee or an employee of the Council in receipt of confidential information is not to disclose such information to any person other than a member of the Council or the committee or an employee of the Council to the extent necessary for the purpose of carrying out his or her duties.

Penalty \$5,000

PART 6 - PRODUCTION OF DOCUMENTS

6.1 INTERPRETATIONS

In this section:

- (a) the term "document" means a deed, book, report, paper or any other written material whatsoever or any other recorded or stored information;
- (b) the term "other thing" means any thing whatsoever other than a document as hereinbefore defined, which relates to a matter or question under consideration or discussion by the Council or, by virtue of a notice of meeting given, to be considered or discussed by the Council; and
- (c) the term "laid on the table" means laid or deposited at a place within the Council's administrative building designated from time to time for that purpose by the CEO and at which place a tabled document or other thing may be perused or inspected by a member during Council office hours or at other times on application to the CEO and inflections of that term shall have a like meaning.

6.2 MEMBER MAY REQUIRE PRODUCTION

On giving to the CEO not less than 4 hours notice, a member is entitled to have laid on the table a document or other thing which is under consideration

by Council and the CEO on receiving that notice shall lay the document on the table for a period of 24 hours commencing as soon as practicable after the receipt by the CEO of the notice.

6.3 CIRCUMSTANCES IN WHICH CEO TO COMPLY

The CEO shall comply with a request made pursuant to clause 6.2 unless the CEO is of the opinion that it would not be in order to do so in which case the CEO shall refer the request to the Mayor for determination, except in the case where the Mayor has made the request, in which circumstances the CEO shall refer the request to Council for determination.

6.4 MAYOR'S RULING

On the reference to the Mayor of a request made pursuant to clause 6.2 or 6.3 the Mayor shall rule whether it is in order and accordingly whether it should be granted or refused and the ruling is final but where the request is refused the CEO shall report the fact to the next meeting of Council.

6.5 ACCESS BY MEMBER TO TABLED DOCUMENTS

When a document or other thing is laid on the table in accordance with this Part then that document or other thing may be perused or inspected by a member in the place designated at any time during Council's office hours or at any other reasonable time on application to the CEO but the document or other thing shall not be copied or removed.

PART 7 - OPEN DOORS - EXCEPT AS PROVIDED

7.1 GENERAL OBLIGATION

Subject to the provisions of clause 7.2 the business of the Council shall be conducted with open doors. **(S5.23(1))**

7.2 RESOLUTION TO CLOSE DOORS

The Council may by resolution decide to conduct behind closed doors any business of a meeting dealing with any of the matters referred to in **section 5.23(2)** of the Act.

7.3 PERSONS TO LEAVE CHAMBER

Upon the carrying of a resolution referred to in clause 7.2 the Mayor shall direct all persons other than councillors, the CEO and any other person nominated in the resolution to leave the Council chamber and every such person shall forthwith comply with the direction.

7.4 REMOVAL OF PERSON BY ORDER

Any person who fails to comply with the direction made pursuant to clause 7.3 may, by order of the Mayor be removed from the Council chamber.

7.5 DURATION OF CLOSURE

- (1) After the carrying of a resolution referred to in clause 7.2 at a meeting, the business of that meeting of the Council shall proceed behind closed doors, until the Council, by resolution, decides to proceed with open doors.
- (2) If the resolution was to conduct specified business behind closed doors the meeting shall revert to open doors upon the completion of the specified business unless the Council resolves to do so earlier.

7.6 NOTICE OF MOTION NOT REQUIRED

Any resolution mentioned in this section may be moved without notice.

7.7 CONDUCT OF BUSINESS BEHIND CLOSED DOORS

- (1) The following business shall be conducted behind closed doors unless the Council in any particular case resolves otherwise:
 - (a) matters of a personal nature touching the conduct in employment of an employee of the Council or the relationship or contract with the Council of an employee;
 - (b) consideration of legal advice;
 - (c) any matter which in the opinion of the person presiding at the meeting requires consideration of the personal private affairs of a person in circumstances likely to cause unreasonable embarrassment to that person if the consideration did not occur behind closed doors; and
 - (d) a matter that if disclosed, could be reasonably expected to -

- (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law;
 - (ii) endanger the security of the local government's property; or
 - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety.
- (2) The Council may in any case resolve to conduct behind closed doors any other matter referred to in section **S5.23(2)** of the Act.

7.8 RECORDING DECISION IN MINUTES

A decision to close a meeting or part of a meeting and the reason for the decision shall be recorded in the minutes of the meeting.

PART 8 - CONDUCT OF PERSONS AT COUNCIL AND COMMITTEE MEETINGS

8.1 OFFICIAL TITLES TO BE USED

Members and employees of the Council are to speak of each other at Council meetings by their respective titles.

8.2 LEAVING MEETINGS

During the course of a meeting of the Council or a committee no member is to enter or leave the meeting without first advising the presiding member, in order to facilitate the recording in the minutes of the time of entry or departure.

8.3 ADVERSE REFLECTION

- (1) No member of the Council is to reflect adversely upon a decision of the Council except on a motion that the decision be revoked or changed.
- (2) No member of the Council is to use offensive or objectionable expressions in reference to any member, employee of the Council, or any other person.
- (3) If a member of the Council specifically requests, immediately after their use, that any particular words used by a member be recorded in the minutes, the presiding member is to cause the words used to be taken down and read to the meeting for verification and to then be recorded in the minutes.

8.4 RECORDING OF PROCEEDINGS

- (1) No person is to use any electronic, visual or vocal recording device or instrument to record the proceedings of the Council without the permission of the presiding member, or in the case where the majority of members then present at the meeting disagree, by the majority of those members..

8.5 PREVENTION OF DISTURBANCE

- (1) Any member of the public addressing the Council is to extend due courtesy and respect to the Council and the processes under which they operate and must take direction from the presiding member whenever called upon to do so.
Penalty \$1,000
- (2) No person observing a meeting, is to create a disturbance at a meeting, by interrupting or interfering with the proceedings, whether by expressing approval or dissent, by conversing or by any other means.
Penalty \$1,000

8.6 DISTINGUISHED VISITORS

If a distinguished visitor is present at a meeting of the Council, the presiding member may invite such person to sit beside the presiding member or at the Council table.

8.7 OBJECTIONABLE BUSINESS

If the Mayor at any meeting of the Council is of the opinion, or a councillor draws to the Mayor's attention, that any motion or business proposed to be made or transacted thereat is of an objectionable character, the Mayor either before or after the same is brought forward may declare that the same shall not be entertained provided always that any member of the Council may move dissent from the declaration made from the Mayor, whereupon the motion to dissent shall forthwith be put without debate, and in the event of the same being carried by a majority of the councillors present the business referred to shall thereupon be entertained but not otherwise.

PART 9 - CONDUCT OF MEMBERS DURING DEBATE

9.1 MEMBERS TO INDICATE

Every member of the Council wishing to speak is to indicate by show of hands or other method agreed upon by the Council. When invited by the presiding member to speak, members are to address the Council through the presiding member.

9.2 PRIORITY

In the event of two or more members of the Council wishing to speak at the same time, the presiding member is to decide which member is entitled to be heard first. The decision is not open to discussion or dissent.

9.3 THE PRESIDING MEMBER TO TAKE PART IN DEBATES

Unless otherwise prohibited by the Act, and subject to compliance with procedures for the debate of motions contained in these Standing Orders, the presiding member may take part in a discussion of any matter before the Council as the case may be.

9.4 RELEVANCE

Every member of the Council is to restrict his or her remarks to the motion or amendment under discussion, or to a personal explanation or point of order.

9.5 LIMITATION OF NUMBER OF SPEECHES

No member of the Council is to address the Council more than once on any motion or amendment before the Council except the mover of a substantive motion, in reply, or to a point of order, or in explanation.

9.6 LIMITATION OF DURATION OF SPEECHES

All addresses are to be limited to a maximum of five minutes. Extension of time is permissible only with the agreement of a simple majority of members present.

9.7 MEMBERS NOT TO SPEAK AFTER CONCLUSION OF DEBATE

No member of the Council is to speak to any question after it has been put by the presiding member.

9.8 MEMBERS NOT TO INTERRUPT

No member of the Council is to interrupt another member of the Council whilst speaking unless -

- (a) to raise a point of order;
- (b) to call attention to the absence of a quorum;
- (c) to make a personal explanation under clause 10.15; or
- (d) to move a motion under clause 11(1).

9.9 RE-OPENING OF DISCUSSION ON DECISIONS

No member of the Council is to re-open discussion on any decision of the Council taken at the same meeting, except for the purpose of moving that the decision be revoked or changed.

PART 10 - PROCEDURES FOR DEBATE OF MOTIONS

10.1 MOTIONS TO BE STATED

Any member of the Council who moves a substantive motion or amendment to a substantive motion is to state the substance of the motion before speaking to it. Where in the opinion of the presiding member, an amendment or modification of a recommendation alters the substance or effect of the recommendation, the presiding member shall, where practicable, require the proposed motion to be in writing and ready to be handed to the CEO, for recording in the minutes of the meeting. Such written notice shall also contain the reason for the proposed amendment, as required by paragraph 11(da) of the Regulations.

10.2 MOTIONS TO BE SUPPORTED

No motion or amendment to a substantive motion is open to debate until it has been seconded, or, in the case of a motion to revoke or change the decision made at a Council meeting, unless the motion has the support required under regulation 10 of the Regulations.

10.3 UNOPPOSED BUSINESS

- (1) Upon a motion being moved and seconded, the presiding member is to ask the meeting if any member opposes it.

- (2) If no member signifies opposition to the motion the presiding member may declare the motion in subclause (1) carried without debate and without taking a vote on it.
- (3) If a member signifies opposition to a motion the motion is to be dealt with according to this part (part 10).
- (4) This clause does not apply to any motion or decision to revoke or change a decision which has been made at a Council meeting.

10.4 ONLY ONE SUBSTANTIVE MOTION CONSIDERED

When a substantive motion is under debate at any meeting of the Council or a committee, no further substantive motion is to be accepted.

10.5 BREAKING DOWN OF COMPLEX MOTIONS

The presiding member may order a complex motion to be broken down and put in the form of several motions, which are to be put in sequence.

10.6 ORDER OF CALL IN DEBATE

- (1) The presiding member is to call speakers to a substantive motion in the following order:
 - (a) The mover to state the motion;
 - (b) A seconder to the motion;
 - (c) The mover to speak to the motion;
 - (d) A speaker against the motion;
 - (e) A speaker for the motion;
 - (f) Other speakers against and for the motion in alternating order until there is no member (excluding the mover) wishing to speak who is of the opposite view than the last preceding speaker;
 - (g) Mover takes right of reply which closes the debate; and
 - (h) No member (other than the mover who may elect to open debate and speak in reply) may speak twice.
- (2) The presiding member may offer the right of reply and put the motion to the vote if he or she believes sufficient discussion has taken place even though all members may not have spoken.

10.7 MEMBERS MAY REQUIRE MOTIONS TO BE READ

Any member may require the motion under discussion to be read at any time during a debate, but not so as to interrupt any other member whilst speaking.

10.8 CONSENT OF SECONDER REQUIRED TO ACCEPT ALTERATION OF WORDING

The mover of a substantive motion may not alter the wording of the motion without the consent of the seconder.

10.9 ORDER OF AMENDMENTS

Any number of amendments may be proposed to a motion, but when an amendment is moved to a substantive motion, no second or subsequent amendment is to be moved or considered until the first amendment has been withdrawn or determined.

10.10 AMENDMENTS MUST NOT NEGATE ORIGINAL MOTION

No amendment to a motion can be moved which negates the original motion or the intent of the original motion.

10.11 MOVER OF A MOTION NOT TO SPEAK ON AMENDMENT

On an amendment being moved, any member may speak to the amendment, provided that if the person who moved the substantive motion does choose to speak to the amendment, the right of reply is forfeited by that person.

10.12 SUBSTANTIVE MOTION

If an amendment to a substantive motion is carried, the motion as amended then becomes the substantive motion, on which any member may speak and any further amendment may be moved.

10.13 WITHDRAWAL OF MOTION AND AMENDMENTS

Council may, without debate, grant leave to withdraw a motion or amendment upon request of the mover of the motion or amendment and with the approval of the seconder provided that there is no voice expressed to the contrary view by any member, in which case discussion on the motion or amendment is to continue.

10.14 LIMITATION OF WITHDRAWAL

Where an amendment has been proposed to a substantive motion, the substantive motion is not to be withdrawn, except by consent of the majority of members present, until the amendment proposed has been withdrawn or lost.

10.15 PERSONAL EXPLANATIONS

- (1) No member or employee is to speak at any meeting of the Council, except upon the matter before the council, unless it is to make a personal explanation. Any member or employee of the Council who is permitted to speak under these circumstances is to confine the observations to a succinct statement relating to a specific part of the former speech which may have been misunderstood. When a member or employee of the Council is invited to speak, no reference is to be made to matters unnecessary for that purpose.
- (2) A member or employee of the Council wishing to make a personal explanation of matters referred to by any member of the Council then speaking, is entitled to be heard immediately, if the member of the Council then speaking consents at the time, but if the member of the Council who is speaking declines to give way, the explanation is to be offered at the conclusion of that speech.
- (3) The ruling of the presiding member on the admissibility of a personal explanation is final unless a motion of dissent with the ruling is carried before any other business proceeds.

10.16 RIGHT OF REPLY

- (1) The mover of a substantive motion has the right of reply. After the mover of the substantive motion has commenced the reply, no other member is to speak on the question.
- (2) The right of reply is to be confined to rebutting arguments raised by previous speakers and no new matter is to be introduced.

10.17 RIGHT OF REPLY PROVISIONS

The right of reply is governed by the following provisions-

- (a) if no amendment is moved to the substantive motion, the mover may reply at the conclusion of the discussion on the motion;

- (b) subject to clause 10.11 if an amendment is moved to the substantive motion the mover of the substantive motion is to take the right of reply at the conclusion of the vote on any amendments carried;
- (c) the mover of any amendment does not have a right of reply;
- (d) once the right of reply has been taken, there can be no further discussion, nor any other amendment and the original motion or the original motion as amended is immediately put to the vote.

PART 11 - PROCEDURAL MOTIONS

11.1 PERMISSIBLE PROCEDURAL MOTIONS

In addition to proposing a properly worded amendment to a substantive motion, it is permissible for a member to move the following procedural motions-

- (a) that the question be adjourned;
- (b) that the Council now adjourn;
- (c) that the question now be put;
- (d) that the Council meet behind closed doors, if the meeting or part of the meeting to which the motion relates is a matter in respect of which the meeting may be closed to members of the public under section 5.23 of the Act:-

except if the motion is in conflict with clause 11.3

11.2 NO DEBATE ON PROCEDURAL MOTIONS

- (1) The mover of a motion stated in each of paragraphs (a), (b) and (d) of clause 11.1 may speak to the motion for not more than five minutes, the seconder is not to speak other than to formally second the motion, and there is to be no debate on the motion.
- (2) The mover of a motion stated in paragraph (c) of clause 11.1 may not speak to the motion, the seconder is not to speak other than to formally second the motion and there is to be no debate on the motion.

11.3 PROCEDURAL MOTIONS - CLOSING DEBATE - WHO MAY MOVE

No person who has moved, seconded, or spoken for or against the substantive motion, or any amendment may move any procedural motion which, if carried, would close the debate on the substantive motion or amendment.

11.4 PROCEDURAL MOTIONS - RIGHT OF REPLY ON SUBSTANTIVE MOTION

The carrying of a procedural motion which closes debate on the substantive motion or amendment and forces a decision on the substantive motion or amendment does not deny the right of reply to the mover of the substantive motion.

PART 12 - EFFECT OF PROCEDURAL MOTIONS

12.1 QUESTION TO BE ADJOURNED - EFFECT OF MOTION

- (1) The motion "that the question be adjourned", if carried, causes all debate on the substantive motion or amendment to cease but to continue at a time stated in the motion.
- (2) If the motion is carried at a meeting of the Council -
 - (a) the names of members who have spoken on the matter are to be recorded in the minutes; and
 - (b) the provisions of clause 9.5 apply when the debate is resumed.

12.2 COUNCIL TO NOW ADJOURN - EFFECT OF MOTION

- (1) The motion "that the Council now adjourn", if carried, causes the meeting to stand adjourned until it is re-opened at which time the meeting continues from the point at which it was adjourned, unless the presiding member or a majority of members then present at the meeting, upon vote, determine otherwise.
- (2) Where debate is to be resumed at the next meeting at the point where it was so interrupted; and
 - (i) the names of members who have spoken on the matter prior to the adjournment are to be recorded in the minutes; and

- (ii) the provisions of clause 9.5 to apply when the debate is resumed.

12.3 QUESTION TO BE PUT - EFFECT OF MOTION

- (1) The motion "that the question be now put", if carried during discussion of a substantive motion without amendment, causes the presiding member to offer the right of reply and then immediately put the matter under consideration without further debate.
- (2) This motion, if carried during discussion of an amendment, causes the presiding member to put the amendment to the vote without further debate.
- (3) This motion, if lost, causes debate to continue.

12.4 COUNCIL TO MEET BEHIND CLOSED DOORS - EFFECT OF MOTION

- (1) Subject to any decision under clause 7.7 or other decision of the Council, this motion, if carried, causes persons to leave the room pursuant to clause 7.3.
- (2) While a decision made under this clause is in force the operation of clause 9.5 limiting the number of speeches a member of the Council may make, is suspended unless the Council decides otherwise.
- (3) Upon the public again being admitted to the meeting the person presiding, unless the Council decides otherwise, is to cause the motions passed by the Council whilst it was proceeding behind closed doors to be read out including the vote of a member or members to be recorded in the minutes under section 5.21 of the Act.
- (4) A person who is a Council member, or an employee is not to publish, or make public any of the discussion taking place on a matter discussed behind closed doors, but this prohibition does not extend to the actual decision made as a result of such discussion and other information properly recorded in the minutes.

Penalty \$5,000.

PART 13 - MAKING DECISIONS

13.1 QUESTION - WHEN PUT

When the debate upon any question is concluded and the right of reply has been exercised the presiding member shall immediately put the question to the Council, and, if so desired by any member of the Council, shall again state it.

13.2 QUESTION - METHOD OF PUTTING

If a decision of the Council is unclear or in doubt, the presiding member shall put the motion or amendment as often as necessary to determine the decision from a show of hands before declaring the decision.

PART 14 - VOTING

14.1 PROCEDURE

- (1) The Mayor shall cast a deliberative vote on any question in respect of which the Mayor is not precluded by the Act.
- (2) If the votes of members present at a Council or committee meeting are equally divided, the presiding member may cast a second vote. **(S.5.21(3))**.
- (3) Subject to part 19, each member and each member of a committee to which a local government power or duty has been delegated who is present at a meeting of the Council or committee is to vote. **(S.5.21)**.
- (4) Voting at a Council or committee meeting is to be conducted so that no voter's vote is secret. **(Admin.Reg.9)**.

14.2 METHOD OF TAKING VOTE

- (1) The Mayor shall, in taking the vote on any motion or amendment, put the question, first in the affirmative, and then in the negative, and the Mayor may do so as often as is necessary to enable the Mayor to form and declare his or her opinion as to whether the affirmative or the negative has the majority by a show of hands.
- (2) The result of voting openly is determined on the count of raised hands.
- (3) Upon a vote on a show of hands being taken, a member may call for
 - (a) his or her vote; or

- (b) the vote of all members present to be recorded in the minutes, whereupon the Mayor shall cause the vote or votes to be so recorded. **(S5.21(4))**

PART 15 - PRESERVING ORDER

15.1 THE PRESIDING MEMBER TO PRESERVE ORDER

The presiding member is to preserve order, and may call any member or other person in attendance to order, whenever, in his or her opinion, there is cause for so doing.

15.2 DEMAND FOR WITHDRAWAL

A member at a meeting of the Council may be required by the presiding member, or by a decision of the Council, to apologise and unreservedly withdraw any expression which is considered to reflect offensively on another member or an employee, and if the member declines or neglects to do so, the presiding member may refuse to hear the member further upon the matter then under discussion and call upon the next speaker.

15.3 POINTS OF ORDER - WHEN TO RAISE - PROCEDURE

Upon a matter of order arising during the progress of a debate, any member may raise a point of order including interrupting the speaker. Any member who is speaking when a point of order is raised, is to immediately stop speaking and be seated while the presiding member listens to the point of order.

15.4 POINTS OF ORDER - WHEN VALID

The following are to be recognised as valid points of order -

- (a) that the discussion is of a matter not before the Council;
- (b) that offensive or insulting language is being used;
- (c) drawing attention to the violation of any written law, or policy of the local government, provided that the member making the point of order states the written law or policy believed to be breached.

15.5 POINTS OF ORDER - RULING

The presiding member is to give a decision on any point of order which is raised by either upholding or rejecting the point of order.

15.6 POINTS OF ORDER - RULING CONCLUSIVE, UNLESS DISSENT MOTION IS MOVED

The ruling of the presiding member upon any question of order is final, unless a majority of the members support a motion of dissent with the ruling.

15.7 POINTS OF ORDER TAKE PRECEDENCE

Notwithstanding anything contained in these Standing Orders to the contrary, all points of order take precedence over any other discussion and until decided, suspend the consideration and decision of every other matter.

15.8 PRECEDENCE OF PRESIDING MEMBER

- (1) When the presiding member rises during the progress of a debate, any member of the Council then speaking, or offering to speak, is to immediately sit down and every member of the Council present shall preserve strict silence so that the presiding member may be heard without interruption.

Penalty \$500

- (2) Subclause (1) is not to be used by the presiding member to exercise the right provided in clause 9.3, but to preserve order.

15.9 RIGHT OF THE PRESIDING MEMBER TO ADJOURN WITHOUT EXPLANATION TO REGAIN ORDER

- (1) If a meeting ceases to operate in an orderly manner, the presiding member may use discretion to adjourn the meeting for a period of up to fifteen minutes without explanation, for the purpose of regaining order. Upon resumption, debate is to continue at the point at which the meeting was adjourned. If, at any one meeting, the presiding member has cause to further adjourn the meeting, such adjournment may be to a later time on the same day or to any other day.
- (2) Where debate of a motion is interrupted by an adjournment under sub-clause (1), in the case of a Council meeting -

- (a) the names of members who have spoken in the matter prior to the adjournment are to be recorded; and
- (b) the provisions of clause 9.5 apply when the debate is resumed.

PART 16 - MOTION FOR REVOCATION

16.1 "SUBSTANTIVE RESOLUTION" DEFINED

In this section the term "substantive resolution" refers to a resolution which is the subject of a motion of revocation or change.

16.2 REVOCATION OR CHANGE

The Council may, at the same meeting at which it is passed, revoke or change a resolution if all members of the Council who were present in the Council chamber at the time the resolution was passed are also present in the Council chamber at the time the revocation or change is proposed and that number of persons who are, in accordance with clause 16.4 required to support the motion, indicate their support by a show of hands.

16.3 REVOCATION OR CHANGE - NOTICE

- (1) If a revocation or change is to be moved at a subsequent meeting, notice of the motion to revoke or change must be given to the CEO at least 7 days before the meeting, and must be signed by the number of persons who are by the next succeeding subsection required to support the motion.
- (2) This subsection does not apply to the change of a substantive resolution unless the effect of the change would be that the substantive resolution would be revoked or would become substantially different.

16.4 SUPPORT FOR REVOCATION OR CHANGE

- (1) If a substantive resolution has been passed at a meeting then any motion to revoke or change the substantive resolution must be supported -
 - (a) in the case where an attempt to revoke or change the substantive resolution has been made within the previous 3 months but has failed, by an absolute majority; or
 - (b) in any other case, by at least $\frac{1}{3}$ of the number of offices (whether vacant or not) of members of the Council

inclusive of the mover. Otherwise the motion shall not be entertained.

- (2) If a substantive resolution has been passed at a meeting then any resolution to revoke or change the substantive resolution must be passed -
 - (a) in the case where the decision to be revoked or changed was required to be made by an absolute majority or by a special (75%) majority; or
 - (b) in any other case, by an absolute majority.
- (3) This subsection does not apply to the change of a substantive resolution unless the effect of the change would be that the substantive resolution would be revoked or would become substantially different. **(Admin.Reg.10)**.

16.5 TERMS OF AND REASONS FOR REVOCATION OR CHANGE AT THE SAME MEETING TO BE STATED

When moving a motion of revocation or change at the same meeting at which the substantive resolution was passed or at a subsequent meeting without notice, the member moving the revocation or change shall state in clear terms:

- (a) the terms of the motion of revocation or change identifying the substantive resolution proposed to be revoked or changed; and
 - (b) the reason or reasons for seeking revocation or change,
- and the Mayor shall not accept a motion for revocation or change which does not comply with those requirements.

16.6 TERMS AND REASONS FOR REVOCATION AT SUBSEQUENT MEETING TO BE STATED IN NOTICE

When giving notice of motion of revocation or change the member giving notice shall record in writing in clear terms:

- (a) the terms of the motion of revocation or change identifying the substantive resolution proposed to be revoked or changed; and
- (b) the reason or reasons for seeking the revocation or change.

The CEO shall not accept a notice of motion of revocation or change

which does not comply with the above mentioned requirements and is not supported in accordance with clause 16.4(1).

16.7 WRITTEN NOTICES RECEIVED DURING SAME MEETING

- (1) If the CEO receives a written notice of motion to revoke or change a substantive resolution before the close of the meeting at which the substantive resolution was passed, then provided the notice complies with the preceding subsections, the CEO shall forthwith deliver the notice to the Mayor who shall at the earliest opportunity notify the meeting of the notice, and thereafter at the first available opportunity the Mayor shall bring on the motion before the close of the meeting.
- (2) If the CEO receives a written notice of motion to revoke or change a substantive resolution after the closure of the meeting at which the substantive resolution was passed, then provided the notice complies with the preceding subsections the CEO shall do all things necessary to ensure that the motion is considered at a special or ordinary meeting of the Council held at the earliest opportunity after the meeting at which the substantive resolution was passed.

16.8 DELAY IN IMPLEMENTING SUBSTANTIVE RESOLUTION

If a notice of motion to revoke or change a substantive resolution is received by the CEO before any step has been taken thereafter to implement the substantive resolution, then no step shall be taken to implement or give effect to the substantive resolution until the motion to revoke or change has been dealt with.

16.9 RESTRAINTS ON NOTICES OF REVOCATION OR CHANGE

The CEO shall not receive a notice of motion to revoke or change a substantive resolution if any step has been taken in accordance with these Local Laws to implement or give effect to the substantive resolution.

16.10 RESTRAINTS ON MOTIONS FOR REVOCATION OR CHANGE

Without affecting the generality of the preceding subclause, the Council shall not entertain a motion for revocation or change of a substantive resolution if:

- (a) at the time the motion is moved any step has been taken in accordance with these Standing Orders by the CEO or any other officer of the Council to implement the substantive resolution; or

- (b) the substantive resolution concerns an application for planning consent or a building licence or for any consent approval or licence of a similar nature, where notification of the resolution to grant the consent approval or licence has been sent to the applicant by the Council in writing, or has been communicated orally to the applicant or the applicant's representative by an employee of the Council having authority to give such notification in ordinary circumstances.

16.11 MULTIPLE NOTICES TO REVOKE OR CHANGE

The CEO may receive more than one notice of motion to revoke or change the same substantive resolution.

16.12 ABSENCE OF MOVER OR SECONDER

If a motion to revoke or change a substantive resolution fails to be considered by the Council by reason that at the time the motion is called on:

- (a) the member who gave notice of the motion is not present or is not willing to move the motion; and
- (b) there is no other member present willing to move the motion; or
- (c) if the motion is not supported by the number of members required by the preceding provisions of this section,

then the motion shall lapse.

16.13 NO RESCISSION OF PROCEDURAL RESOLUTION OR A RESOLUTION TO REVOKE

The Council shall not entertain a motion to revoke a substantive resolution which is merely procedural in its form and effect, or a resolution to revoke another resolution.

16.14 MOTION TO CHANGE HAVING EFFECT OF REVOCATION

If a motion to change a substantive resolution in its form or effect would amount to a motion to revoke the substantive resolution then it shall be treated as if it was a motion to revoke the substantive resolution.

PART 17 - COMMITTEES

17.1 STANDING ORDERS APPLY TO COMMITTEES

Except in so far as they limit the number of times a member may speak, the Standing Orders applying to the Council shall apply to committees.

17.2 COMMITTEES

- (1)
 1. The Council may establish committees of 3 or more persons to assist the Council and to exercise the powers and discharge the duties of the Council that can be delegated to committees. **(S.5.8)**.
 2. Any resolution to establish a committee or to appoint members requires an absolute majority of the Council. **(S.5.8)**
- (2) A person appointed member as an ordinary member shall hereafter in this clause be referred to as "member" or an ordinary member, and a person appointed member as a deputy member shall hereinafter be referred to as "deputy" or "deputy member" unless the deputy is acting in place of an ordinary member.
- (3)
 1. In this subsection "other person" means a person who is not a councillor or an employee of the Council.
 2. A committee is to comprise -
 - (a) Council members only;
 - (b) Council members and employees;
 - (c) Council members, employees and other persons;
 - (d) Council members and other persons;
 - (e) employees and other persons; or
 - (f) other persons only. **(S.5.9)**.
- (4) At any given time each member is entitled to be an ordinary member of at least one committee referred to in item (a) of the preceding subclause, and if a councillor nominates himself or herself to be a member of one or more of such committees, the Council shall include that councillor to at least one of those committees as the Council determines. **(S.5.10(2))**.

- (5) If at a meeting of the Council appointments are to be made to a committee that has or could have a councillor as a member and the Mayor informs the Council of his or her wish to be a member of the committee, the Council shall appoint the Mayor to be a member of the committee. **(S.5.10(4))**.
- (6) If at a meeting of the Council an appointment is to be made to a committee that has or will have an employee as a member and the CEO informs the Council of his or her wish -
- (a) to be a member of the committee; or
- (b) that a representative of the CEO be a member of the committee,
- the Council shall appoint the CEO or the CEO's representative, as the case may be, to be a member of the committee. **(S.5.10(5))**.
- (7) The Council may appoint a deputy as referred to in clause 17.2(2)
- (a) as a deputy having office for the same period as a relevant ordinary member to act in place of the relevant ordinary member whenever the relevant ordinary member is unable to be present at a meeting of the committee; or
- (b) as a deputy to a member who is presently unable or expected to become unable for any cause to perform the functions of a member and such a deputy shall have office during the period that the ordinary member is unable to perform the functions of a member, unless a shorter term is stipulated by the Council.
- (8) The Council may only appoint a person to be a member of a committee as deputy who would be qualified to be appointed as an ordinary member.
- (9) In the event that the Council appoints 2 or more deputies to any member of a committee, they shall have seniority in the order determined by the Council.
- (10) If a member of a committee does not attend a meeting, during the member's absence any deputy of that member is entitled to attend the meeting in place of the member and act for the member at the meeting, and while so acting has all the powers of that member. For all purposes under the Standing Orders a deputy acting for a member shall be treated as and included in any reference to the members or a member of the committee as if the deputy was the ordinary member, and the deputy member's vote shall have effect accordingly.

- (11) If a deputy has commenced to act in place of a member at a committee meeting and the member attends the meeting, the member takes precedence and assumes the seat and the deputy shall thereupon cease to act as a member at that meeting.
- (12) A deputy who is one of two or more deputies of a member of a committee is not entitled to attend a meeting of the committee in place of that member if the meeting is attended by another deputy of that member who has precedence over that deputy in the order of seniority determined under clause 17.2 (9).
- (13) A person who is a member of a committee is not eligible to be appointed a deputy for another member of that committee.
- (14) An absolute majority of the Council is required for the appointment of any member to a committee including a deputy member, with the exception of members appointed pursuant to clause 17.2(5) and 17.2(6) **(S5.10(1))**

17.3 MEMBER ATTENDING COMMITTEE AS OBSERVER

- (1) A member may attend as an observer at meetings of a committee notwithstanding that the member is not a member of that committee. A member attending a committee meeting as an observer may speak on nominated issues by resolution of the committee, but shall not vote on any question before the committee unless the member is a deputy of a member excluded from a meeting pursuant to clause 19 and he or she is invited by the committee to participate pursuant to clause 19.4.4.
- (2) Subject to the preceding subclause a member attending a committee as an observer shall sit in an area set aside by the presiding member for observers separated from the committee members.

17.4 TERM OF APPOINTMENT

- (1) Whenever possible committees should be established at the first meeting of the Council held after the ordinary election day.
- (2) Where a person is appointed as a member of a committee under clause 17.2(5) or 17.2(6), the person's membership of the committee continues until -
 - (a) in the case of the Mayor, the person no longer holds that office;
 - (b) in the case of the CEO or the CEO's representative, the person no longer holds that position;

- (c) the person resigns from membership of the committee;
 - (d) the committee is disbanded; or
 - (e) the next ordinary elections day,
- whichever happens first. **(S.5.11(1))**.
- (3) Where a person is appointed as a member of a committee as ordinary member or deputy member other than under clause 17.2(5) or 17.2(6), (or item (b) of clause 17.2(7)) the person's membership of the committee continues until -
- (a) the term of the person's appointment as a committee member expires;
 - (b) the Council removes the person from the office of committee member or the office of committee member otherwise becomes vacant;
 - (c) the committee is disbanded; or
 - (d) the next ordinary elections day,
- whichever happens first. **(S.5.11(2))**.

17.5 RESIGNATION OF COMMITTEE MEMBER

- (1) A committee member may resign from membership of the committee by giving the CEO or the committee's presiding member written notice of the resignation. **(Adm.Reg.4)**.
- (2) A resignation takes effect upon the delivery of the notice to the CEO or the presiding member, or on a later date if specified in the notice.
- (3) If received by the presiding member, any letter of resignation is to be passed to the CEO for record keeping purposes.

17.6 COMMITTEE MEMBERSHIP MAY BE CHANGED

The Council may by an absolute majority, change the membership of any committee provided that the Council may not remove as members persons appointed pursuant to clause 17.2(5) or 17.2(6).

17.7 CONSTITUTION OF COMMITTEE

A Council resolution to establish a committee shall include details of its constitution including:

- (a) the number of members;
- (b) qualifications for membership; and
- (c) terms of reference specifying duties, powers and reporting requirements.

17.8 DELEGATION OF POWERS AND DUTIES

- (1) Subject to the next following subclause the Council by absolute majority may delegate to a committee powers and duties other than this power of delegation. **(S.5.16(1))**.
- (2) The procedure associated with the making of the delegation its duration and revocation by the Council shall be so provided in **s.5.16** of the Act.
- (3) The Council may delegate -
 - (a) to a committee comprising Council members only, any of the Council's powers or duties under the Act except -
 - (i) any power or duty that requires a decision of an absolute majority or a 75% majority of the Council; and
 - (ii) any other power or duty that is prescribed under the Act;
 - (b) to a committee comprising Council members and employees, any of the Council's powers or duties that can be delegated to the CEO under Division 4 of the Act; and
 - (c) to a committee which includes any Council member or employee, any of the Council's powers or duties that are necessary or convenient for the proper management of -
 - (i) the City's property; or
 - (ii) an event in which the City or the Council is involved.
(S5.17(1))
- (4) The Council cannot delegate any of its powers or duties to a committee which does not include a councillor or employee in its membership.

(S.5.17)(2).

- (5) The Council shall keep a register of the delegations made under the preceding subsection and shall review the delegations at least once every financial year. **(S.5.18)**.

17.9 MEETINGS OF COMMITTEES

(1) **Quorum**

The quorum for meetings of committees shall be as provided in clause 3.1(1) and 3.1(4).

(2) **Meetings**

A meeting of a committee shall be held in accordance with clause 17.10 when called by the presiding member or as determined by the committee or Council.

- (3) Meetings of a committee to which a power or duty of the Council has been delegated, shall be open to the public except where that committee decides by resolution to conduct its business or any specified part thereof behind closed doors in which case the provisions of clauses 7.2 to 7.8 inclusive apply .

17.10 CALLING MEETING OF COMMITTEE

(1) **CEO to Call Meeting**

The CEO shall call a meeting of any committee when requested to do so by the presiding member of the committee or in accordance with a resolution of the committee or Council. The CEO shall give notice of the meeting to every member of the committee and to any elected member who is not a member.

(2) **Papers for Committee Meeting to be put to all Members of Council**

When a meeting of any committee is called the business paper for the meeting together with copies of all officers' reports relating to matters on the agenda for that meeting shall be forwarded to all elected members and not just to the members of the committee.

17.11 QUORUM OF COMMITTEES

(1) Quorum Required

No meeting of a committee may proceed to business unless sufficient members are present to establish a quorum pursuant to the provisions of clause 17.9(1).

(2) Failure of Quorum

Every meeting shall proceed to business as soon after the time stated in the summons as a quorum is constituted; but if a quorum is lacking 30 minutes after the hour at which a meeting of any committee is appointed to be held, no meeting shall take place, and the meeting shall stand adjourned until the day and time fixed for the next ordinary meeting of the committee, unless the presiding member convenes a special meeting of the committee for the transaction of the business standing adjourned.

17.12 UNFINISHED BUSINESS OF FORMER COMMITTEES

It shall be competent for every committee of the Council to take up matters referred by the Council to the preceding committee which may not have been entered upon or fully discharged at the time such committee went out of office.

17.13 VOTING BY COMMITTEES

- (1) A decision of a committee does not have effect unless it has been made by a simple majority, or if another kind of majority has been prescribed by regulations or these Standing Orders for the particular kind of decision by that kind of majority. **(S.5.20(2))**.
- (2) If the votes of members present at a committee meeting are equally divided, the presiding member may cast a second vote. **(S.5.21(3))**.

17.14 CONFERENCE OF COMMITTEES

Any two or more committees may confer together by mutual agreement and resolution of the committees on any matter of joint interest.

17.15 MINUTES OF COMMITTEES

The presiding member of a committee shall cause minutes of the proceedings

of the committee to be recorded and kept in a minute book. **(S.5.22(1))**

17.16 COMMITTEES TO REPORT

(1) Obligation to Report

A committee is answerable to the Council and shall, as and when required by the Council to do so, report fully on its activities to the Council .

(2) Preparation of Report

When it has reached a decision on each matter referred to it by the Council the committee shall as soon as possible prepare a report containing recommendations and submit it to the Council.

17.17 REPORTS OF COMMITTEES

(1) Minutes to be Report

Subject to clause 4.5 the CEO shall enter the minutes of all committees in the Minute Book. The minutes of each committee shall be deemed to be the report of the committee to Council, where issues contained in such minutes require a resolution of Council to be effective.

(2) Committee Minutes to be Sent to Councillors

All minutes of committee meetings to be presented at any meeting of the Council shall be sent to each councillor at least 24 hours before the commencement of the meeting at which they are to be presented.

(3) Presentation of Reports

1. Minutes of a committee shall be presented to the Council for consideration of its recommendations.
2. The presiding member shall -
 - (a) call for requests by any member or the CEO to withdraw any recommendation contained in the report, and where such a request is made the subject recommendation shall be withdrawn;
 - (b) put the question that the recommendations be adopted with the exception of any recommendations withdrawn pursuant to item (a) of this paragraph;

and in relation to a recommendation or those recommendations in the report which are the subject of a request by a member or the CEO pursuant to item (a), those recommendations shall be individually dealt with in accordance with these Local Laws.

PART 18 - ELECTORS' MEETINGS

18.1 STANDING ORDERS APPLY

The Standing Orders apply, so far as is practicable, to any meeting of electors, but where there is any inconsistency between the provisions of these Standing Orders and the provisions of subdivision 4 of part 5 and regulations of the Act, the provisions of the Act and the regulations prevail.

18.2 RESTRICTION ON VOTING AND SPEAKING

A person who is not an elector as that term is defined in section 5.26 of the Act (including ratepayers) is not entitled to vote at a meeting of electors, and he or she may not take any part in any discussion at that meeting, unless the meeting, by a resolution, allows the person to do so.

PART 19 - DISCLOSURE OF MEMBERS' INTERESTS

19.1 INTERPRETATION

In this section the term "member" refers to either a Council member or a member of a committee.

19.2 OBLIGATION TO DISCLOSE AN INTEREST

- (1) Any member who has an interest within the meaning of **section 5.60** but subject to **section 5.63** of the Act ("interest") in a matter to be discussed at any meeting that will be attended by the member must disclose the nature of the interest.
- (2) The member must disclose the interest at the meeting immediately before the matter is discussed, or if there is no discussion, immediately before the matter is voted upon.
- (3) The obligation to disclose an interest at a meeting immediately before discussion of the matter does not apply to a member who has disclosed the member's interest by written notice in accordance with section 5.66 of the Act, nor to a member who has an interest in any matter raised during public question time, except if a question is

directed to that member, in which case another member or employee present not having an interest pursuant to these Local Laws, is allowed to respond to the question.

- (4) Where a member has provided written notice of an interest pursuant to clause (3), the presiding member at the meeting is to bring the notice and its contents to the attention of persons present immediately before the relative disclosure matters are discussed.
- (5) If a member has an interest in a matter raised by way of amendment to a motion or an interest in a matter raised otherwise without notice, the member must disclose that interest at the earliest possible time after the matter is raised, but in any event before discussion or voting on the matter takes place.
- (6) The obligation to disclose an interest shall apply to all members present at the meeting including a member attending a committee meeting in the capacity of an observer.
- (7) The obligation to disclose an interest applies in regard to each meeting at which the matter the subject of the interest arises.

19.3 DETAILS OF INTEREST

- (1) At the time of disclosing an interest, a member is required to disclose the nature of the interest, but is not required to state the extent of the interest including its value and amount, unless the member wishes the meeting to consider and resolve upon the question whether the member -
 - (a) should be allowed to be present during any discussion or decision-making procedure relating to the matter; or
 - (b) may be allowed to participate in discussions and the decision-making procedures relating to the matter,in which case the member shall comply with paragraph (2) hereof.
- (2) If a member wishes the meeting to consider and resolve upon the questions referred to in either (a) or (b) of paragraph (1) of this section the member shall first disclose to the meeting the nature and extent of the interest, including its value and amount, in sufficient detail to enable the meeting to make a fair and informed decision on the question.
- (3) If a member wishes the Council or the CEO to apply to the Minister under **section 5.69** of the Act the member shall provide to the Council or the CEO as the case may be the same details of the nature and

extent of the member's interest as referred to in paragraph (2).

19.4 DISCLOSING MEMBER NOT TO PARTICIPATE IN MEETING

- (1) A member who makes a disclosure under clause 19.2 hereof must not-
 - (a) preside at the part of the meeting relating to the matter; or
 - (b) participate in, or be present during, any discussion or decision-making procedure relating to the matter,

unless, and to the extent that, the disclosing member is allowed to do so by resolution of the Council under clause 19.6 hereof, or by the Minister under section 5.69 of the Act. **(S.5.67)**.

- (2) A member who has disclosed an interest in a matter and who has not been permitted by resolution of the meeting or by the Minister under section 5.69 of the Act to participate in the discussion or decision-making procedures relating to the matter, shall depart from and remain absent from the chamber or room where the meeting is held while the matter is under consideration and until a vote on the matter has been taken.
- (3) If it is resolved at a meeting that a member who has disclosed an interest in a matter be permitted to participate in the discussion or decision-making procedures on the matter or both, then the member may return and participate to the extent permitted.
- (4) Where a member has disclosed an interest in a matter and has departed from the chamber or room, the meeting may resolve to invite the member to return to provide information in respect of the matter or in respect of the member's interest in the matter, but in such case the member must withdraw after providing the information requested.

19.5 SUBSTITUTION OF DEPUTY AT COMMITTEE

Where a member withdraws from a meeting of a committee in respect of a matter under consideration by that committee in accordance with the provisions of this clause, the meeting may resolve to invite another member present at the meeting who was a deputy of the excluded member for that committee to participate as a member of the committee in the absence of the excluded member.

19.6 MEETING ALLOWING DISCLOSING MEMBER TO PARTICIPATE

- (1) If a member has disclosed, under clause 19.3 hereof, an interest in a matter, the members present at the meeting who are entitled to vote on the matter -
 - (a) may allow the disclosing member to be present during any discussion or decision-making procedure relating to the matter; and
 - (b) may allow, to the extent decided by those members, the disclosing member to preside at the meeting (if otherwise qualified to preside) or to participate in discussions and the decision-making procedures relating to the matter - if
 - (i) the disclosing member also discloses the extent of the interest; and
 - (ii) those members decide that the interest -
 - (I) is so trivial or insignificant as to be unlikely to influence the disclosing member's conduct in relation to the matter; or
 - (II) is common to a significant number of electors or ratepayers.
- (2) A decision under the preceding paragraph of this subsection is to be recorded in the minutes of the meeting relating to the matter together with the extent of any participation allowed by the Council or committee.
- (3) This subsection does not prevent the disclosing member from discussing, or participating in the decision-making process on, the question of whether an application should be made to the Minister under section 5.69 of the Act. **(S.5.68)**.

19.7 EXEMPTION BY MINISTER

- (1) Where the Minister allows a member who has disclosed an interest to participate in a meeting in any capacity, in the case of any inconsistency between the provisions of this clause and the Minister's determination, the Minister's determination shall prevail.
- (2) The terms of any determination by the Minister shall be recorded in the minutes in the same manner as a disclosure of interest.

19.8 RECORDING DETAILS OF INTEREST IN MINUTES

The minutes of a meeting shall record in summary form the details of the interest disclosed by a councillor in respect of a matter arising at that meeting in accordance with the provisions of this section, unless the meeting resolves that the details should be recorded in full.

PART 20 - DISCLOSURE OF EMPLOYEE'S INTERESTS

20.1 INTERPRETATION

- (1) In this section the term "employee" includes a person who, under a contract for services with the City, provides advice or a report on a matter. **(S.5.70(1))**
- (2) An employee who has an interest in any matter in respect of which the employee is providing advice or a report directly to the Council or a committee shall disclose the nature of the interest when giving the advice or report. **(S.5.70(2))**.
- (3) An employee who discloses an interest under this section must, if required to do so by the Council or committee, as the case may be, disclose the extent of the interest. **(S.5.70(3))**.
- (4) An employee if called upon to disclose the extent of an interest shall disclose full detail including the value and amount of the interest so as to enable the meeting to make a fair and informed evaluation of the nature and extent of the employee's interest and any effect that interest might be thought to have upon the advice or report given.
- (5) The details of the interest of an employee disclosed under the preceding provisions of this section shall be recorded in the minutes of the meeting relating to the disclosure. **(S.5.73)**.
- (6) If, under Division IV of the Act, an employee has been delegated a power or duty relating to a matter and the employee has an interest in the matter, the employee must not exercise the power or discharge the duty and -
 - (a) in the case of the CEO, must disclose to the Mayor the nature of the interest as soon as practicable after becoming aware that the CEO has the interest in the matter; and
 - (b) in the case of any other employee, must disclose to the CEO the nature of the interest as soon as practicable after becoming aware that the employee has the interest in the matter. **(S.5.71)**.

- (7) The requirement to disallow an interest under this part does not apply to the public question time period of a meeting unless a question is directed to an employee with an interest in the matter being the subject of the question. In these circumstances, the employee will declare the interest and another employee present at the meeting will be allowed to respond to the question.

PART 21 - DECLARATION OF CONFLICT OF INTEREST

21.1 WHEN TO BE CONSIDERED

- (1) In this section:

"interest under this section" means an interest of a personal nature which a member or employee has in a matter which is not required to be disclosed under part 19 or part 20, but which a reasonable person knowing the facts might assume would influence the consideration of that matter by the member or employee. (Examples are applications for an approval consent or licence by a parent, sibling, adult child or close friend of a member or employee.)
- (2) If a member or employee attending a meeting of the Council has an interest under this clause in any matter proposed to be considered at that meeting the member or employee should disclose that interest at the meeting before the discussion of the relevant matter that requires a decision to be made by the Council.
- (3) A member or employee expected to disclose an interest under this clause in a matter shall leave the chamber or room of the meeting while the matter is discussed and voted upon, unless the meeting resolves to request that the person remain to give an explanation or for any other purpose, in which case the person shall leave the meeting immediately afterwards until the matter has been voted upon.
- (4) Notwithstanding clause (3) above, the meeting may, by resolution of a simple majority of members present and not having declared a conflict of interest in the matter under consideration, allow, to the extent decided by the meeting, the disclosing member(s) or employee(s) to preside, if applicable, be present and/or participate in discussions and/or the decision making procedures (i.e. voting) relating to the matter, having considered that the interest is either:
 - (i) so trivial or insignificant it would be unlikely to influence the disclosing member's or employee's conduct, or;
 - (ii) is common to a significant number of electors or ratepayers

- (5) In applying the preceding clause, a member must bear in mind the obligation under section 5.21(2) of the Act to vote at meetings where the member is present, and any problem the Council might have in achieving a quorum or an absolute or special majority in connection with the matter.
- (6) The decision to disclose an interest under this section is a decision to be made by the member or employee and is not to be determined by resolution of the meeting.

PART 22 - ADMINISTRATIVE MATTERS

22.1 SUSPENSION OF STANDING ORDERS

- (1) The Council may decide, by simple majority vote, to suspend temporarily one or more of the Standing Orders.
- (2) The mover of a motion to suspend temporarily any one or more of the Standing Orders is to state the clause or clauses to be suspended, and the purpose of the suspension.

22.2 CASES NOT PROVIDED FOR IN STANDING ORDERS

The presiding member is to decide questions of order, procedure, debate, or otherwise in cases where these Standing Orders and the Act and Regulations are silent. The decision of the presiding member in these cases is final.

22.3 NEGATIVED MOTION NOT TO BE ENTERTAINED WITHIN THREE MONTHS

A motion to the same effect as any motion, (other than a motion moved in pursuance of a report of a committee of the Council) which has been lost at a meeting of the Council shall not again be entertained within a period of 3 months unless an absolute majority of the councillors signify to the CEO in writing before a meeting their consent to the motion being entertained at that meeting.

22.4 DEPUTATIONS BY COUNCIL

- (1) In the event that the Council resolves to seek a meeting with any Minister or government department or agency, federal, state or local, or any other body or person the request for the meeting should be made in writing within 2 working days after the date of the resolution.
- (2) The CEO should report to the next Council meeting the measures taken to arrange the requested meeting and should present a report on the

requested meeting to the next Council meeting occurring after the requested meeting.

22.5 DISPUTE RESOLUTION PROCEDURE

- (1) A member or employee who is aggrieved by the manner in which any particular issue under consideration by Council is being administered, may, in the first instance report his or her concerns to the CEO in writing, with a copy of the report being provided to the Mayor.
- (2) Within seven (7) days of receipt of a written report pursuant to paragraph (1), the CEO is to take whatever action is considered appropriate to mediate the aggrieved parties.

In undertaking this process, the function of the CEO, pursuant to sec. 5.41 of the Local Government Act 1995, is to be clearly understood as the role of the CEO only.

- (3) Upon the completion of the mediation process referred to in paragraph (2), the CEO is to prepare a report to be provided to the aggrieved parties and the Mayor.
- (4) The report referred to in paragraph (3) is to contain the outcomes achieved by the mediation process, together with any recommended course of action to be further initiated by the CEO.
- (5) In the event that no agreement can be reached to the mutual satisfaction of the parties concerned, the CEO may refer the matter to Council for further consideration. In addition, each or any of the parties may request the matter be referred to Council for consideration, if following the conclusion of this procedure, they remain dissatisfied.



STANDING ORDERS

Amended 10 November 2005

Local Government Act, 1995

City of Cockburn

Local Law Relating to Standing Orders

In pursuance of the powers conferred upon it by the abovementioned Act and all other powers enabling it, the Council of the City of Cockburn hereby records having resolved on the ~~10th November, 2005~~, to amend its Local Law Relating to Standing Orders, as published in the Government Gazette of 10th August, 1999 including subsequent amendments, and adopt the following new Local Law.

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PART 1 - PRELIMINARY

1.1 SHORT TITLE

In the clauses to follow, this Local Law is referred to as “the Standing Orders”.

1.2 APPLICATION

The proceedings and business of the Council must be conducted according to these Standing Orders.

1.3 INTERPRETATION

In these Standing Orders, unless the context otherwise requires -

“absolute majority” means a majority comprising enough of the members for the time being of the council for their number to be more than 50% of the number of offices (whether vacant or not) of member of the Council.

“Act” – means The Local Government Act, 1995, (as amended)

"agenda paper" in relation to any proposed meeting means a paper setting out the terms of business to be transacted at the meeting and the order of that business. ~~The notice calling a special meeting may stand as the agenda paper for that meeting;~~

"business papers" in relation to any proposed meeting means the agenda paper for that meeting ~~and any minute of any previous meeting required to be considered at the proposed meeting~~ and details relating to any ~~order~~ other business of the day for the proposed meeting;

"CEO" means the Chief Executive Officer of the City of Cockburn;

"City" means the corporate name for the City of Cockburn

"committee" means any committee appointed in accordance with the provisions of Part 5 Division 2, subdivision 2 of the Act;

"Council" means the Council of the City of Cockburn.

"Council delegate" means a ~~councillor~~ "member" or officer of the ~~Council-City of Cockburn~~ appointed as a delegate or representative of the ~~Council-City~~ or to any external body, conference or meeting;

"councillor" means a council member of the ~~Council-City of~~ Cockburn excluding the Mayor;

"Mayor" unless the context otherwise requires, means the Mayor elected by the electors of the district ~~includes in the absence of the Mayor the Deputy Mayor or the councillor chosen by the Council to preside at a meeting of the~~

Council;

"meeting" includes any ordinary or special meeting of the Council or of a committee held pursuant to the Act;

"member" means the Mayor or any councillor.

"minor amendment" in relation to a motion to amend another motion ("the primary motion") shall be one which does not alter the primary or basic intent of the primary motion as determined by the person presiding at the meeting;

"negatived motion" means a motion which, having been voted upon, is declared as lost.

"ordinary meeting" has the meaning given to that term in clause 2.2;

"presiding member" means the presiding member of a meeting or the deputy presiding member, or a member when performing a function of the presiding member in accordance with the Act.

"procedural motion" means a motion as described in clause 11.1

"recommendation" refers to the recommended outcome on any item presented to a Council or committee meeting for consideration or a recommended outcome forwarded by a committee for Council consideration.

"Regulation" means any of those matters contained in the Local Government (Administration) Regulations 1996, and as amended from time to time.

"simple majority" is more than 50% of the members present and voting.

"special majority" means a majority comprising enough of the members for the time being of the council for their number to more than 75% of the number of offices (whether vacant or not) of member of the council.

"special meeting" has the meaning given to that term in clause 2.2;

"substantive motion" means an original motion or an original motion as amended, but does not include an amendment or a procedural motion.

"urgent business" means business dealt with in accordance with the provisions of clause 4.11; and

"without discussion" means without debate but does not preclude a member from asking such questions as the person presiding at the meeting permits, with there being no discussion, debate or challenge on the ruling of the person presiding.

1.4 REPEAL

The Standing Orders of the City of Cockburn published in the Government Gazette on 10th August, 1999 and as amended from time to time are repealed.

PART 2 - MEETINGS OF COUNCIL

2.1 MAYOR TO PRESIDE

Subject to the Act the Mayor, or if the Mayor is not available or is unable or unwilling the Deputy Mayor, or if the Deputy Mayor is not available or is unable or unwilling a councillor chosen by the councillors present, shall preside at any meeting of the Council (sections 5.6, 5.34 and 5.35 of the Act).

2.2 KIND OF MEETING AND CALLING OF MEETING

- (1) Meetings of the Council shall be of two kinds, "ordinary" and "special".
 - (a) ordinary meetings are those called under subsection 5.5(1) of the Act at such place and at such times as the Council, from time to time, appoints for the transaction of the ordinary business of the Council.
 - (b) special meetings are those called under subsection 5.5(2) of the Act to consider special-business- Council business which is urgent, complex, for a particular purpose or confidential, the nature of which shall be specified in the notice convening the meeting. Subject to the provisions of the Act and these Standing Orders relating to the rescission or alteration of a resolution, no business shall be transacted at a special meeting other than that for which the special meeting has been called.

2.3 CALLING COUNCIL MEETINGS

An ordinary or special meeting of council is to be held –

- (a) if called for by either;
 - (i) the mayor; or
 - (ii) at least $\frac{1}{3}$ (~~three~~) of the councillors,
in a notice to the CEO setting out the date and purpose of the proposed meeting; or
- (b) if so decided by the council. **(S5.4)**

2.4 NOTICE OF ORDINARY MEETING

- (1) Notice of an ordinary meeting of the Council shall be given to members ~~in writing and shall be signed~~ by the CEO, and shall state the date, time, and place of holding the meeting, ~~and shall contain an agenda paper either separately or incorporated in the business papers~~. The

notice shall be given to each of the members together with a copy of ~~the Agenda and~~ the business papers ~~(if any)~~ at least 72 hours before the time of the commencement of the meeting. **(S5.5(I))**

- (2) The business papers for an ordinary meeting of the Council shall be made available for inspection by a ratepayer or elector of the City during office hours at the office of the ~~Council~~ City from the time of service of the business papers on members. **(S5.25(J)) and Admin. Reg. 14**

2.5 CALLING CONVENING OF SPECIAL MEETING

- (1) The CEO is to convene a special meeting by giving each member notice, before the meeting, of the date, time, place and purpose of the meeting. **(S5.5(2))**
- (2) Notice ~~of Ato convene a~~ special meeting may be given at any time prior to the time of the meeting given in the notice.
- (3) Notice ~~of ato convene a~~ special meeting should be given in writing if the time available for giving notice and the circumstances permit.

2.6 NOTICE OF ADJOURNED MEETING

When a meeting of the Council is adjourned by Council to a day and hour other than the next ordinary meeting of the Council, notice of the adjourned meeting shall, if time permits, be sent in the manner provided by clause 2.4(1) of these Local Laws, to each member, specifying the ~~nature~~ details of the business to be transacted.

2.7 NOTICES

(1) Where the Standing Orders provide for a notice or any other paper or thing to be given or delivered to or served upon a member, unless the context or the Act otherwise require, the notice, paper or thing may be:

- (a) delivered to the member personally or to the member's ordinary residence or other designated place in Western Australia within the minimum time stipulated; or
- (b) sent by ~~facsimile or other~~ means of electronic transmission as may be operable from time to time or posted to the ordinary residence or the usual place of business (if any) of the member.

(2) Where the notice, paper or thing is sent:

- (a) by delivery to the ordinary residence or other designated place or ~~by facsimile or~~ by other electronic transmission, it shall be considered to have been given, delivered or served at the time of delivery or transmission;

- (b) by post, it shall be considered to have been given, delivered or served within the time stipulated if it is posted by prepaid post to the member's ordinary residence or other designated place in Western Australia not less than 25 Council working days before expiration of the minimum time stipulated.

PART 3 - QUORUM

3.1 NUMBER REQUIRED FOR QUORUM

- (1) The quorum for a meeting of a Council or committee is at least 50% of the number of offices (whether vacant or not) of member of the Council or a committee. (S.5.19).
- (2) The Minister may reduce the number of offices of member required for a quorum at a Council meeting specified by the Minister if there would not otherwise be a quorum for the meeting. (S.5.7(1)).
- (3) The Minister may reduce the number of offices of member required at a Council meeting to make a decision specified by the Minister if the decision is one which would otherwise be required to be made by an absolute majority and a sufficient number of members would not otherwise be present or able to vote at the meeting. (S.5.7(2)).
- ~~(4) The Council may resolve by absolute majority to reduce the number of offices of committee member required for a quorum at a committee meeting specified by the local government if there would not otherwise be a quorum for the meeting. (S.5.15).~~

3.2 QUORUM MUST BE PRESENT

- (1) The Council shall not transact business at a meeting unless a quorum is present.
- (2) Subject to the provisions of clause 3.2(3) every meeting shall proceed to business at the date and time appointed in the notice of meeting.
- (3) If at the expiration of half an hour from the time fixed for the commencement of a meeting of the Council a quorum is not present, the Mayor or in the Mayor's absence, the Deputy Mayor, or in the Deputy Mayor's absence, the majority of councillors present, or any councillor present alone, or in the absence of the Mayor and all the councillors, the CEO or a person authorised by the CEO, may adjourn the meeting to some future time or date. Business which could have been transacted had there been a quorum at the meeting may be transacted at the resumption of the adjourned meeting or at the next ordinary meeting if that occurs first. If the business is transacted at the next ordinary meeting the adjourned meeting shall lapse.

3.3 LOSS OF QUORUM DURING MEETING

(1) Count Out

If at any time during a meeting of the Council a quorum is not present, the Mayor upon becoming aware of that fact shall thereupon suspend the proceedings of the meeting for a period of ten minutes and if a

quorum is not present at the expiration of that period, the meeting shall be deemed to have been counted out, and the Mayor shall adjourn it to some future time or date and time.

(2) **Debate on Motion to be Resumed**

Where the debate on any motion, is interrupted by the Council being counted out, that debate shall be resumed at the next meeting at the point where it was so interrupted. Where the interruption occurs at an ordinary meeting the resumption shall be at the next ordinary meeting unless a special meeting is called earlier for the purpose. Where the interruption is at a special meeting, the resumption shall be at the next special meeting called to consider the same business or at the next ordinary meeting if it occurs before a special meeting can be called.

3.4 **NAMES TO BE RECORDED**

At any meeting at which there is not a quorum of members present, or at which the Council is counted out for want of a quorum, the names of the members then present shall be recorded in the Minute Book.

PART 4 - BUSINESS OF THE MEETING

4.1 BUSINESS AT ORDINARY MEETING

~~No business shall be transacted at any meeting of the Council other than specified in the notice relating thereto, except-~~

~~(a) matters which the Act permits to be dealt with without notice; and~~

~~(b) matters which these Local Laws expressly permit to be dealt with without notice.~~

~~(c)~~ tThe order of business at an ordinary meeting of the Council shall, unless for the greater convenience of the Council, altered by resolution to that effect, be nearly as practicable to the order, as detailed in clause 4.2

4.2 ORDER OF BUSINESS

(1) Declaration of Opening.

(2) Appointment of presiding member (if required).

(3) Disclaimer (to be read aloud by presiding member).

(4) Acknowledgement of receipt of written declarations of financial interests and conflicts of interest (by presiding member).

(5) Apologies and leave of absence.

(6) Written requests for leave of absence

~~(67)~~ Response to previous public questions taken on notice.

~~(78)~~ Public question time.

~~(89)~~ Confirmation of minutes.

~~(9)~~ ~~Written requests for leave of absence.~~

(10) Deputations ~~and petitions.~~

(11) Petitions

~~(142)~~ Business left over from previous meeting (if adjourned).

~~(123)~~ Declaration by councillors-members who have not given due consideration to matters contained in the business paper presented before the meeting.

- | (134) Council matters.
- | (145) Planning and Development Division issues.
- | (156) Finance and Corporate Services Division issues.
- | (167) Engineering and Works Division issues.
- | (178) Community Services Division issues.
- | (189) Executive Division issues.
- | (1920) Motions of which previous notice has been given.
- | (210) Notices of motion given at the meeting for consideration at next meeting.
- | (221) New business of an urgent nature introduced by Members or Officers
- | (232) Matters to be noted for investigation, without debate.
- | (243) Confidential business.
- | (254) Resolution of compliance (section 3.18(3)) Local Government Act, 1995.
- | (266) Closure of meeting.

4.3 ORDER OF BUSINESS AT SPECIAL MEETING

The order of business at any special meeting of the Council shall be the order in which that business stands in the notice of the meeting.

4.4 PUBLIC QUESTION TIME (AGENDA ITEM 7)

- | (1) **Public ~~Address Session~~ Question Time**
 - | 1. Fifteen minutes shall be allocated for issues questions to be raised by members of the public and responded to at -
 - | (a) every ordinary meeting of the Council; and
 - | (b) every special meeting of the Council as related to the purpose of the meeting; and
 - | (c) every meeting of a committee to which the Council has delegated a power or duty; and
 - | (d) every other meeting prescribed for the purpose of section 5.24(1) of the Act.

2. The presiding member may extend the time, subject to time constraints or limitations imposed by the presiding member.
3. Once all the issues-questions raised by members of the public have been presented and responded to at a meeting, any unused portion of the time period may be used for other matters.
4. Each member of the public who wishes to raise an issue a question or questions at a meeting referred to in paragraph (1) shall be given equal and fair opportunity to raise the issue question or questions and receive a response, subject to time constraints or limitations imposed by the presiding member or otherwise by resolution of the meeting.
5. In addition to raising issues a question or questions without notice at meetings, a member of the public wishing to raise an issue a question or questions may register that interest by notification in writing to the CEO in advance, setting out the text or substance of the issue question or questions. The order in which registrations of interest are received by the CEO shall determine the order of issues-questions to be raised unless the presiding member determines otherwise. Persons submitting issues-questions to be raised pursuant to this clause shall be invited by the presiding member to present their issue question or questions at the beginning of this session. If the person is not present at the time, the matter shall lapse and any response prepared forwarded to the person in writing.
6. A member of the public having raised a issue question or questions shall return to a seat in the gallery unless otherwise directed by the presiding member at the meeting.
7. Subclause (4) only requires the Council or committee to answer a question that relates to a matter affecting the Local Government, with priority being given to items listed on the meeting agenda paper being considered.
8. Subject to the procedural matters previously set out in this subsection, the procedures for the raising of and responding to issues-questions raised by members of the public at a meeting referred to in subclause (1) are to be determined -
 - (a) by the presiding member at the meeting; or
 - (b) in the case where the majority of members present at the meeting disagree with the presiding member, by the majority of these members.
9. Every reasonable effort should be made to provide a substantive response to an issue a question or questions raised by a

member of the public, but if the meeting is unable to provide an informative response to the whole of the issue, it may -

- (a) respond to that part (if any) for which it has a substantive response;
- (b) respond otherwise that the response or part to which no substantive response has been supplied will be responded to substantively in a manner and at a time indicated.

(2) **Questions and Answers to be Brief**

All questions and answers shall be given as briefly and concisely as possible, and no discussion shall be allowed thereon. Questions requiring a written response shall be taken on notice and responded to as soon as practicable thereafter. Action taken shall be noted on the order of business at the following ordinary meeting of the Council in relation to written responses taken on notice.

(3) **Issues Questions Not to Involve Bad Language, Argument or Opinion, or Adverse Reflection on Integrity of any Councillor Member or Employee**

1. In submitting any issues questions, no bad language, argument or expression of opinion shall be used or offered, nor any facts stated except so far as may be necessary to explain the issue. The presiding member may modify a question to make it comply with this subsection.
2. An issue Questions shall not contain any statement reflecting adversely on the integrity of any member or employee.
3. If in the opinion of a councillor member, false information or any adverse reflection is contained in any issue question or questions raised, then through the presiding member, the councillor member may offer comment by way of correction.

(4) **No Discussion on Questions**

Subject to paragraph (3) of the preceding subsection, no discussion or further questions shall be allowed on any question or the response thereto.

~~(5) **Councillors' Questions on Notice**~~

~~Notwithstanding the preceding paragraphs, a councillor desirous of putting a question as to the business of the Council shall give notice thereof in writing to the CEO at least eight hours before the hour fixed for the commencement of the next ordinary meeting. If such question~~

~~is in order in the opinion of the presiding member, the answer shall, as far as practicable be read by the presiding member at the ordinary meeting of the Council occurring next after the notice was given. If in the opinion of the presiding member the question is not in order, the presiding member shall give reasons for that opinion and as far as practicable the question, the ruling and those reasons shall be read by the presiding member at the ordinary meeting of the Council occurring next after the notice was given.~~

4.5 MINUTES (AGENDA ITEM 8)

(1) Confirmation of Minutes

1. The minutes of a meeting of the Council, whether of an ordinary or a special meeting, shall be submitted to the next ordinary meeting of the Council for confirmation as a true and accurate record, subject to time constraints associated with preparation of the meeting agenda. (S.5.22(2)).
2. The minutes of a meeting of a committee shall be submitted to the next meeting of the committee for confirmation. (S.5.22(2)).
3. Discussion of any minutes other than discussion as to their accuracy as a record of proceedings shall not be permitted, and when confirmed the minutes shall thereupon be signed and certified by the Mayor in the case of Council minutes or by the presiding member in the case of a committee. In addition, that person shall initial each page of the minutes.

(2) Keeping of Minutes

1. Minutes may be pasted or otherwise permanently affixed to or as the leaves of a book which may be known as the "Minute Book".
2. Minutes may be otherwise kept in the records of the Council-City in a manner which ensures that they are permanently and securely recorded, and available for inspection, copying, and production in evidence in any court. Such record of the minutes may be referred to as "Minute Book", whether it is in book form or not.

~~(3) Reading of Minutes May be Dispensed With~~

~~In submitting minutes to a meeting for confirmation, the reading of minutes at a meeting is to be dispensed with when members have been supplied with copies of the minutes at least 24 hours before the holding of the meeting at which they are to be submitted, or otherwise by resolution of the Council.~~

(4)~~(3)~~ Content of Minutes

The content of minutes of a meeting of the Council or a committee is to include the matters contained in regulation 11 of the Regulations.

(5)~~(4)~~ Preservation of Minutes

Minutes including the agenda of each Council and committee meeting are to be kept as a permanent record of the activities of the local government and are to be transferred to the Public Records Office, being a directorate of the Library and Information Service of Western Australia, in accordance with the retention and disposal policy determined by that office from time to time

4.6 PETITIONS (AGENDA ITEM 110)

(1) Every petition shall be respectful and temperate in its language and shall be presented to the Council or CEO by a member who shall acquaint himself or herself with the contents thereof and ascertain that it does not contain language disrespectful to the ~~Council~~City.

In addition, any individual may present a petition in the form mentioned in clause (2) direct to the CEO who shall inform the Mayor and ~~councillors~~ ~~ward councillors in which the subject matter relates~~ of the content of the petition and any action taken in response to the subject matter contained in the petition.

(2) A petition must -

(a) contain each and every page the subject of the petition

(b) contain the name, address and signature of each petitioner; and

(c) have the name of the person who lodged the petition with the ~~Council~~City shown at the top of ~~each~~the front page thereof but need not otherwise be in any particular form.

(3) On the presentation of a petition, the member presenting it shall be confined to reading the petition, and the only motions that are in order are that the petition be received and if necessary that it be referred for an officer's report.

4.7 DEPUTATIONS (AGENDA ITEM 10)

(1) Any person or persons wishing to be received as a deputation by Council shall, in the first instance, send to the CEO a ~~memorial~~written request, setting out the subject matter to be raised by the deputation in concise terms, but nevertheless in sufficient detail to enable the Council to have a general understanding of the purpose of the deputation.

- (2) Where the CEO receives a memorial request in terms of the preceding subsection but not otherwise, the CEO shall refer it to the presiding member of the appropriate meeting, and
 - (a) give a written precis of the memorial request to that person the presiding member;
 - (b) recommend, with an a-written explanation, whether or not the deputation should be received; and
 - (c) request written advice from the presiding member within a stated time whether or not he or she considers the deputation should be received.
- (3) In the event that the presiding member indicates agreement, the person or persons wishing to be received as a deputation shall be invited to meet the Council at its next meeting or another meeting at which the subject matter is to be considered.
- (4) A deputation shall not exceed 10 minutes in length and will consist of no more than five in number and only two thereof shall be at liberty to address the Council except in reply to questions from members to be raised through the presiding member, ~~and the matter shall not be further considered by the Council, until all other business of the meeting has been finalised.~~
- (5) A Council shall not make a resolution arising from the subject of a deputation at the meeting at which the deputation is received unless the matter is the subject of an officer report contained in the business papers of the meeting.

4.8 BUSINESS AT ADJOURNED MEETING (AGENDA ITEM 121)

At an adjourned meeting of the Council no business shall be transacted other than that specified in the notice of the meeting of which it is an adjournment, and which remains indisposed of, save and except in the case of an adjournment to the next ordinary meeting of the Council, when the business undisposed of at the adjourned meeting shall have the precedence at such ordinary meeting.

4.9 DECLARATION OF DUE CONSIDERATION (AGENDA ITEM 123)

Any member who is not familiar with the substance of any report, minutes or other information provided for consideration at a meeting shall declare that fact at the time declarations of due consideration are called for in the order of business of the meeting.

4.10 NOTICES OF MOTION (AGENDA ITEM 2019)

(1) Giving Notice of Motion

- (a) A member may have business included in the agenda of a meeting by forwarding a notice of motion in writing to the CEO.
- (b) The notice of motion must include a draft version of the motion proposed to be moved by the member.
- (c) The notice of motion must be accompanied by sufficient information to enable an officer's report to be prepared and included in the agenda of the meeting at which Council will consider the motion.
- (d) Except in the case of a special meeting of the Council, the notice of motion must be given –
 - (1) at least 7-14 clear days before the meeting at which it is considered; or
 - (2) at the previous Council meeting, and is to be read at agenda Item 20-21 of the order of business.

(2) Amendment of Notices

The CEO may on his or her own initiative make such amendments to the form of the motion, but not its substance, to bring the motion into proper form.

(3) Motion to Lapse

Subject to the provisions of clause 16.12, any motion of which notice has been given pursuant to clause 4.10(1) lapses unless -

- (a) the member who provided the notice, or some other member authorised by the member in writing, is present to move the motion when called on; or
- (b) the Council on a motion agrees to defer consideration of the motion to a later stage of the meeting or date.

(4) Dealing with Lapsed Motion

- (a) If a notice of motion is given and lapses in the circumstances referred to in the preceding subsection, notice of motion in the same terms or to the same effect may be given for consideration at a subsequent meeting of the Council.
- (b) If a motion lapses and is in the same terms or to the same effect as a motion which lapsed at a previous meeting of the Council, the Council shall not entertain a motion in the same terms or to the same effect at a subsequent meeting until at least three

months have elapsed from the date of the meeting at which the motion last lapsed. This provision shall not apply to motions to rescind or alter a resolution and to which clause 22.3 applies.

(5) Amendments to Notice of Motion

- (a) An amendment to a motion of which notice has been given pursuant to clause 4.10(1), other than a minor amendment, must not be considered at a meeting unless notice in writing of the amendment is received by the CEO no later than ~~12.00 noon~~ **10am** on the day ~~preceding the day~~ of the meeting at which the motion is to be considered, ~~excluding any day on which the Council's administrative office is not open for business, in which case notice may be given no later than 12.00 noon on the day of the relevant meeting.~~
- (b) In accordance with the procedures for debate of motions under part 10 of these Standing Orders, a motion of which notice has been given pursuant to clause 4.10(1) is not considered to have been moved until a member has stated the motion at the relevant Council meeting.
- (c) The Mayor shall decide whether any amendment moved without notice given in accordance with the preceding paragraphs of this subsection is a minor amendment, but the Council may dissent from the Mayor's ruling in accordance with the provisions of clause 10.15(3).
- (d) No amendment to a motion can be moved which negates the original motion or the intent of the original motion.

4.11 URGENT BUSINESS (AGENDA ITEM 221)

(1) When Introduced

A member may move a motion involving urgent business that is not included in the agenda paper for that meeting provided that:

- (a) the presiding member at the meeting has requested the member to move the motion or has first consented to the business being raised having taken due regard to:
 - (i) the urgency of the business is such that the business cannot await inclusion in the agenda paper for the next meeting of the Council; or
 - (ii) if the business was to be deferred to the next meeting, such delay could result in legal or financial implications to the City; or

- (b) the business could not normally be dealt with by an officer of Council during Council office hours.

(2) **When Absolute Majority Required**

If at an ordinary meeting a ~~councillor~~ member objects that a motion introduced as urgent business and moved without notice does not deal with urgent ordinary business within the meaning of that term in clause 4.11(a)(i) or (ii) of these Standing Orders, the motion shall be of no effect unless it is agreed to at the meeting by an absolute majority of the Council.

(3) **Items Decided Under Delegated Authority**

Items dealt with by officers under the delegated authority of Council, will only be permitted for addition to an agenda of Council, following the matter being discussed by a member at the request of a third party, with the appropriate staff member responsible for the delegation and no agreeable resolution being forthcoming from those discussions.

4.12 **MATTERS RECEIVED IN WRITING TO BE NOTED FOR INVESTIGATION, WITHOUT DEBATE (AGENDA ITEM 232)**

(1) When Introduced

A member seeking to have a matter related to the functions of the City investigated may do so in the following manner:

1. Forward a written request clearly domiciled "Matter for Investigation Without Debate" to the CEO, by no later than 10.00am on the day of the Ordinary Council Meeting
2. The request is to contain sufficient details of the matter to enable a clear understanding of the topic and any outcomes expected.
3. Within 7 days of receiving the request, the CEO shall respond to the member advising that the request has been assessed and, subject to being accepted as a matter related to the functions of the City, forwarded to an appropriate staff member for the provision of a response to the member within a further period of 7 days
- 4.3. Subject to the request complying with the requirements of sub-clauses 1 and 2 above, the CEO shall ensure a listing of requests received pursuant to these provisions is reported to members as part of the next scheduled ordinary Council meeting process.
5. Where a member is not satisfied with the response received pursuant to sub-clause 3 above A the member may request that

~~any matter be listed on the minutes of the Council meeting under this heading and, upon being listed, such matters will be referred to an appropriate staff member for research and response for consideration by Council. as considered appropriate by the CEO.~~

4. Matters for Investigation Without Debate received in accordance with these requirements are to be listed in the Minutes of the Council Meeting under this heading and upon being listed, shall be referred to an appropriate staff member for research and a subsequent response to be prepared for consideration by Council.

5. Officer Reports prepared in response to Matters for Investigation Without Debate will subsequently appear on the Council Agenda under this heading and all outstanding Matters for Investigation Without Debate will remain on the record of Agendas and Minutes under this heading until addressed in an Officer Report and formally considered at a Council Meeting, after which time they will be removed.

4.13 CONFIDENTIAL BUSINESS (AGENDA ITEM 243)

(1) Obligation of Confidentiality

Every matter dealt with by, or brought before the Council sitting otherwise than with open doors, shall be treated as strictly confidential by members and officers.

(2) CEO Restricting Documents

Any report, correspondence or other document which is to be placed before the Council and which in the opinion of the CEO is of a confidential nature may at the CEO's discretion be marked as such and shall then be treated as strictly confidential by members and officers.

(3) Non-disclosure of Matters or Documents which are Strictly Confidential

No person, without the authority of the Council, is to disclose any matter or any report, correspondence or other document, which is treated as strictly confidential under the terms of subclause (1) or subclause (2), to any person other than the Mayor, any Councillor or any employee of the City (and in the case of employees, only so far as may be necessary for the performance of their duties). The confidentiality of any matter under the provisions of subclause (1) ceases upon that matter being discussed at a meeting of the Council held with open doors.

(4) **Freedom of Information Act 1992 and Discovery**

The provisions of this clause 4.13 do not apply to restrict access to documents the City might otherwise be required to give under the *Freedom of Information Act 1992*, or under the discovery processes of any Court, Tribunal or Commission, or under a subpoena *duces tecum*, or pursuant to a lawful direction, order or request of an Inquiry under Part 8 of the Act.

(5) **Committees**

Notwithstanding clause 17.1, this clause 4.13 does not operate to authorise the disclosure of confidential information or documents to a committee member other than the Mayor, or Councillor or any employee of the City.

4.14 CLOSURE OF MEETING (AGENDA ITEM 265)

Should a meeting of Council still be in progress 2 (two) hours after the opening of the meeting, the presiding member shall request the meeting for an extension of time to enable the business of the meeting which remains unresolved to be considered. A motion must be carried to this effect and stipulate a time up to a maximum extension of 1 (one) further hour ~~up~~-until which business of the meeting may be considered, at which time the presiding member shall close the meeting, if still in progress, and any business remaining unresolved shall be adjourned and re-considered to a day and time as determined by Council or at the next ordinary meeting of the Council.

PART 5 - PUBLIC ACCESS TO AGENDA MATERIAL

5.1 INSPECTION ENTITLEMENT

In addition to information posted on the City of Cockburn website, Members of the public have access to agenda material in the terms set out in regulation 14 of the Regulations: and may inspect the material at the City of Cockburn Administration Building or the Coolbellup, Spearwood and Success Public Libraries on the Friday prior to each Ordinary Council Meeting.

5.2 CONFIDENTIALITY OF INFORMATION WITHHELD

A member of the Council or a committee or an employee of the Council in receipt of confidential information is not to disclose such information to any person other than a member of the Council or the committee or an employee of the Council to the extent necessary for the purpose of carrying out his or her duties.

Penalty \$5,000

PART 6 - PRODUCTION OF DOCUMENTS

6.1 INTERPRETATIONS

In this section:

- (a) the term "document" means a deed, book, report, paper or any other written material whatsoever or any other recorded or stored information;
- (b) the term "other thing" means anything whatsoever other than a document as hereinbefore defined, which relates to a matter or question under consideration or discussion by the Council or, by virtue of a notice of meeting motion given, to be considered or discussed by the Council; and
- (c) the term "laid on the table" means laid or deposited at a place within the Council's City's administrative building designated from time to time for that purpose by the CEO and at which place a tabled document or other thing may be perused or inspected by a member during Council office hours or at other times on application to the CEO and inflections of that term shall have a like meaning.

6.2 MEMBER MAY REQUIRE PRODUCTION

On giving to the CEO not less than 4 hours' notice, a member is entitled to have laid on the table a document or other thing which is under consideration by Council and the CEO on receiving that notice shall lay the document on the table for a period of 24 hours, or as otherwise agreed, commencing as soon as practicable after the receipt by the CEO of the notice.

6.3 CIRCUMSTANCES IN WHICH CEO TO COMPLY

The CEO shall comply with a request made pursuant to clause 6.2 unless the CEO is of the opinion that it would not be in order to do so in which case the CEO shall refer the request to the Mayor for determination, except in the case where the Mayor has made the request, in which circumstances the CEO shall refer the request to Council for determination.

6.4 MAYOR'S RULING

On the reference to the Mayor of a request made by a councillor pursuant to clause 6.2 or 6.3 the Mayor shall rule whether it is in order and accordingly whether it should be granted or refused and the ruling is final but where the request is refused the CEO shall report the fact to the next meeting of Council.

6.5 ACCESS BY MEMBER TO TABLED DOCUMENTS

When a document or other thing is laid on the table in accordance with this

Part then that document or other thing may be perused or inspected by a member in the place designated at any time during Council's office hours or at any other reasonable time on application to the CEO but the document or other thing shall not be copied or removed.

PART 7 - OPEN DOORS - EXCEPT AS PROVIDED

7.1 GENERAL OBLIGATION

Subject to the provisions of clause 7.2 the business of the Council shall be conducted with open doors. (S5.23(1))

7.2 RESOLUTION TO CLOSE DOORS

The Council may by resolution decide to conduct behind closed doors any business of a meeting dealing with any of the matters referred to in section 5.23(2) of the Act.

7.3 PERSONS TO LEAVE CHAMBER

Upon the carrying of a resolution referred to in clause 7.2 the Mayor shall direct all persons other than councillors, the CEO and any other person nominated in the resolution to leave the Council chamber and every such person shall forthwith comply with the direction.

7.4 REMOVAL OF PERSON BY ORDER

Any person who fails to comply with the direction made pursuant to clause 7.3 may, by order of the Mayor, be removed from the Council chamber.

7.5 DURATION OF CLOSURE

- (1) After the carrying of a resolution referred to in clause 7.2 at a meeting, the business of that meeting of the Council shall proceed behind closed doors, until the Council, by resolution, decides to proceed with open doors.
- (2) If the resolution was to conduct specified business behind closed doors the meeting shall revert to open doors upon the completion of the specified business unless the Council resolves to do so earlier.

7.6 NOTICE OF MOTION NOT REQUIRED

Any resolution mentioned in this section may be moved without notice.

7.7 CONDUCT OF BUSINESS BEHIND CLOSED DOORS

- (1) The following business ~~shall~~ may be conducted behind closed doors ~~unless the Council in any particular case resolves otherwise:~~
 - (a) matters of a personal nature touching the conduct in employment of an employee of the Council or the relationship or contract with the Council of an employee;

- (b) consideration of legal advice;
 - (c) any matter which in the opinion of the person presiding at the meeting requires consideration of the personal private affairs of a person in circumstances likely to cause unreasonable embarrassment to that person if the consideration did not occur behind closed doors; and
 - (d) a matter that if disclosed, could be reasonably expected to -
 - (i) impair the effectiveness of any lawful method or procedure for preventing, detecting, investigating or dealing with any contravention or possible contravention of the law;
 - (ii) endanger the security of the local government's property; or
 - (iii) prejudice the maintenance or enforcement of a lawful measure for protecting public safety.
- (2) The Council may in any case resolve to conduct behind closed doors any other matter referred to in section **S5.23(2)** of the Act.

7.8 RECORDING DECISION IN MINUTES

A decision to close a meeting or part of a meeting and the reason for the decision shall be recorded in the minutes of the meeting.

PART 8 - CONDUCT OF PERSONS AT COUNCIL & COMMITTEE MEETINGS

8.1 OFFICIAL TITLES TO BE USED

Members and employees of the Council are to speak of each other at Council meetings by their respective titles.

8.2 LEAVING MEETINGS

During the course of a meeting of the Council or a committee no member is to enter or leave the meeting without first advising the presiding member indicating to the presiding member, in order to facilitate the recording in the minutes of the time of their entry or departure.

8.3 ADVERSE REFLECTION

- (1) No member of the Council is to reflect adversely during the meeting upon a decision of the Council, - except on a motion that the decision be revoked or changed.
- (2) No member of the Council is to use offensive or objectionable expressions in reference to any member, employee of the Council, or any other person.
- (3) If a member of the Council specifically requests, immediately after their use, that any particular words used by a member be recorded in the minutes, the presiding member is to cause the words used to be taken down and read to the meeting for verification and to then be recorded in the minutes.

8.4 RECORDING OF PROCEEDINGS

- (1) No person-member of the public is to use any electronic, visual or vocal recording device or instrument to record the proceedings of the Council without the permission of the presiding member, or in the case where the majority of members then present at the meeting disagree, by the majority of those members..-

8.5 PREVENTION OF DISTURBANCE

- (1) Any member of the public addressing the Council is to extend due courtesy and respect to the Council and the processes under which they operate and must take direction from the presiding member whenever called upon to do so.
Penalty \$1,000
- (2) No person observing a meeting, is to create a disturbance at a meeting, by interrupting or interfering with the proceedings, whether by expressing approval or dissent, by conversing or by any other means.

Penalty \$1,000

8.6 DISTINGUISHED VISITORS

If a distinguished visitor is present at a meeting of the Council, the presiding member may invite such person to sit beside the presiding member or at the Council table.

8.7 OBJECTIONABLE BUSINESS

If the Mayor at any meeting of the Council is of the opinion, or a councillor draws to the Mayor's attention, that any motion or business proposed to be made or transacted thereat is of an objectionable ~~character~~ nature, the Mayor either before or after the same is brought forward may declare that the same shall not be entertained provided always that any member of the Council may move dissent from the declaration made from the Mayor, whereupon the motion to dissent shall forthwith be put without debate, and in the event of the same being carried by a majority of the ~~councillors~~ members present the business referred to shall thereupon be entertained but not otherwise.

8.8 USE OF ELECTRONIC EQUIPMENT IN MEETINGS

Electronic equipment provided for the use of elected members and officers in attendance at meetings is to be used only for the purposes associated with the business of the meeting. Mobile phones are to be switched off or to silent mode for the duration of the meeting and are not to be used during the meeting to distract attention away from the meeting. Should the presiding member become aware of any deviation from these requirements by members or officers in attendance, the presiding member may direct the person or persons responsible to immediately discontinue any non - compliant activity and immediately resume attention to the meeting proceedings.

PART 9 - CONDUCT OF MEMBERS DURING DEBATE

9.1 MEMBERS TO INDICATE

Every member of the Council wishing to speak is to indicate by show of hands or other method agreed upon by the Council. When invited by the presiding member to speak, members are to address the Council through the presiding member.

9.2 PRIORITY

In the event of two or more members of the Council wishing to speak at the same time, the presiding member is to decide which member is entitled to be heard first. The decision is not open to discussion or dissent.

9.3 THE PRESIDING MEMBER TO TAKE PART IN DEBATES

Unless otherwise prohibited by the Act, and subject to compliance with procedures for the debate of motions contained in these Standing Orders, the presiding member may take part in a discussion of any matter before the Council as the case may be.

9.4 RELEVANCE

Every member of the Council is to restrict his or her remarks to the motion or amendment under discussion, or to a question, a personal explanation or point of order.

9.5 LIMITATION OF NUMBER OF SPEECHES

No member of the Council is to address the Council more than once on any motion or amendment before the Council except the mover of a substantive motion, in reply, or to a question, a personal explanation or point of order, ~~or in-explanation.~~

9.6 LIMITATION OF DURATION OF SPEECHES

All addresses are to be limited to a maximum of five minutes. Extension of time is permissible only with the agreement, by motion, of a simple majority of members present.

9.7 MEMBERS NOT TO SPEAK AFTER CONCLUSION OF DEBATE

No member of the Council is to speak to any question after it has been put by the presiding member.

9.8 MEMBERS NOT TO INTERRUPT

No member of the Council is to interrupt another member of the Council whilst speaking unless:

- (a) to raise a point of order;
- (b) to call attention to the absence of a quorum;
- (c) to make a personal explanation under clause 10.15; or
- (d) to move a motion under clause 11(1).

9.9 RE-OPENING OF DISCUSSION ON DECISIONS

No member of the Council is to re-open discussion on any decision of the Council taken at the same meeting, except for the purpose of moving that the decision be revoked or changed.

PART 10 - PROCEDURES FOR DEBATE OF MOTIONS

10.1 MOTIONS TO BE STATED

Any member of the Council who moves a substantive motion or amendment to a substantive motion is to state the substance of the motion before speaking to it. Where in the opinion of the presiding member, an amendment or modification of a recommendation alters the substance or effect of the recommendation, the presiding member shall, where practicable, require the proposed motion to be in writing and ready to be handed to the CEO, for recording in the minutes of the meeting. Such written notice shall also contain the reason for the proposed amendment, as required by paragraph 11(da) of the Regulations.

10.2 MOTIONS TO BE SUPPORTED

No motion or amendment to a substantive motion is open to debate until it has been seconded, or, in the case of a motion to revoke or change the decision made at a Council meeting, unless the motion has the support required under regulation 10 of the Regulations.

10.3 UNOPPOSED BUSINESS

- (1) Upon a motion being moved and seconded, the presiding member is to ask the meeting if any member wishes to speak against ~~opposes~~ it.
- (2) If no member signifies opposition to the motion the presiding member may declare the motion in subclause (1) carried without debate and without taking a vote on it.
- (3) If a member signifies opposition to a motion the motion is to be dealt with according to this part (part clause 10.6).
- (4) This clause does not apply to any motion ~~or decision~~ to revoke or change a decision which has been made at a Council meeting.

10.4 ONLY ONE SUBSTANTIVE MOTION CONSIDERED

When a substantive motion is under debate at any meeting of the Council or a committee, no further substantive motion is to be accepted.

10.5 BREAKING DOWN OF COMPLEX MOTIONS

The presiding member may order a complex motion to be broken down and put in the form of several motions, which are to be put in sequence.

10.6 ORDER OF CALL IN DEBATE

- (1) The presiding member is to call speakers to a substantive motion in the following order:

- (a) The mover to state the motion;
 - (b) A seconder to the motion;
 - (c) The mover to speak to the motion;
 - (d) A speaker against the motion;
 - (e) A speaker for the motion;
 - (f) Other speakers against and for the motion in alternating order until there is no member (excluding the mover) wishing to speak who is of the opposite view than the last preceding speaker;
 - (g) Mover takes right of reply which closes the debate; and
 - (h) No member (other than the mover who may elect to open debate and speak in reply) may speak twice.
- (2) The presiding member may offer the right of reply and put the motion to the vote if he or she believes sufficient discussion has taken place even though all members may not have spoken.

10.7 MEMBERS MAY REQUIRE MOTIONS TO BE READ

Any member may require the motion under discussion to be read at any time during a debate, but not so as to interrupt any other member whilst speaking.

10.8 CONSENT OF SECONDER REQUIRED TO ACCEPT ALTERATION OF WORDING

The mover of a substantive motion may not alter the wording of the motion without the consent of the seconder.

10.9 ORDER OF AMENDMENTS

Any number of amendments may be proposed to a motion, but when an amendment is moved to a substantive motion, no second or subsequent amendment is to be moved or considered until the first amendment has been withdrawn or determined.

10.10 AMENDMENTS MUST NOT NEGATE ORIGINAL MOTION

No amendment to a motion can be moved which negates the original motion or the intent of the original motion.

10.11 MOVER OF A MOTION NOT TO SPEAK ON AMENDMENT

On an amendment being moved, any member may speak to the amendment, provided that if the person who moved the substantive motion does choose to speak to the amendment, the right of reply is forfeited by that person.

10.12 SUBSTANTIVE MOTION

If an amendment to a substantive motion is carried, the motion as amended then becomes the substantive motion, on which any member may speak and any further amendment may be moved.

10.13 WITHDRAWAL OF MOTION AND AMENDMENTS

Council may, without debate, grant leave to withdraw a motion or amendment upon request of the mover of the motion or amendment and with the approval of the seconder provided that there is no voice expressed to the contrary view by any member, in which case discussion on the motion or amendment is to continue.

10.14 LIMITATION OF WITHDRAWAL

Where an amendment has been proposed to a substantive motion, the substantive motion is not to be withdrawn, ~~except by consent of the majority of members present,~~ until the amendment proposed has been withdrawn or lost.

10.15 PERSONAL EXPLANATIONS AND QUESTIONS

- (1) No member or employee is to speak at any meeting of the Council, except upon the matter before the council, unless it is to make a personal explanation or ask a question related to the matter under direct consideration. Any member or employee of the Council who is permitted to speak under these circumstances is to confine the observations to a succinct statement relating to a specific part of the former speech which may have been misunderstood or to seek clarification on the matter under direct consideration. When a member or employee of the Council is invited to speak, no reference is to be made to matters unnecessary for that purpose.
- (2) A member or employee of the Council wishing to make a personal explanation of matters referred to by any member of the Council then speaking, is entitled to be heard immediately, if the member of the Council then speaking consents at the time, but if the member of the Council who is speaking declines to give way, the explanation is to be offered at the conclusion of that speech. Questions may only be introduced at the conclusion of any speech currently being heard.
- (3) The ruling of the presiding member on the admissibility of a personal explanation is final unless a motion of dissent with the ruling is carried before any other business proceeds.

10.16 RIGHT OF REPLY

- (1) The mover of a substantive motion has the right of reply. After the mover of the substantive motion has commenced the reply, no other member is to speak on the question.

- (2) The right of reply is to be confined to rebutting arguments raised by previous speakers and no new matter is to be introduced.

10.17 RIGHT OF REPLY PROVISIONS

The right of reply is governed by the following provisions-

- (a) if no amendment is moved to the substantive motion, the mover may reply at the conclusion of the discussion on the motion;
- (b) subject to clause 10.11 if an amendment is moved to the substantive motion the mover of the substantive motion is to take the right of reply at the conclusion of the vote on any amendments carried;
- (c) the mover of any amendment does not have a right of reply;
- (d) once the right of reply has been taken, there can be no further discussion, nor any other amendment and the original motion or the original motion as amended is immediately put to the vote.

PART 11 - PROCEDURAL MOTIONS

11.1 PERMISSIBLE PROCEDURAL MOTIONS

In addition to proposing a properly worded amendment to a substantive motion, it is permissible for a member to move the following procedural motions-

(a) ~~that the question be adjourned;~~

(b) (a) that the ~~Council Meeting~~ now adjourn;

(c) (b) that the question now be put;

(d) (c) that the Council meet behind closed doors, if the meeting or part of the meeting to which the motion relates is a matter in respect of which the meeting may be closed to members of the public under section 5.23 of the Act:-

except if the motion is in conflict with clause 11.3

11.2 NO DEBATE ON PROCEDURAL MOTIONS

(1) The mover of a motion stated in each of paragraphs (a), ~~(b)~~ and ~~(d)~~ (c) of clause 11.1 may speak to the motion for not more than five minutes, the seconder is not to speak other than to formally second the motion, and there is to be no debate on the motion.

(2) The mover of a motion stated in paragraph ~~(c)~~ (b) of clause 11.1 may not speak to the motion, the seconder is not to speak other than to formally second the motion and there is to be no debate on the motion.

11.3 PROCEDURAL MOTIONS - CLOSING DEBATE - WHO MAY MOVE

No person who has moved, seconded, or spoken for or against the substantive motion, or any amendment may move any procedural motion which, if carried, would close the debate on the substantive motion or amendment.

11.4 PROCEDURAL MOTIONS - RIGHT OF REPLY ON SUBSTANTIVE MOTION

The carrying of a procedural motion which closes debate on the substantive motion or amendment and forces a decision on the substantive motion or amendment does not deny the right of reply to the mover of the substantive motion.

PART 12 - EFFECT OF PROCEDURAL MOTIONS

~~12.1 QUESTION TO BE ADJOURNED - EFFECT OF MOTION~~

- ~~(1) The motion "that the question be adjourned", if carried, causes all debate on the substantive motion or amendment to cease but to continue at a time stated in the motion.~~
- ~~(2) If the motion is carried at a meeting of the Council—
 - ~~(a) the names of members who have spoken on the matter are to be recorded in the minutes; and~~
 - ~~(b) the provisions of clause 9.5 apply when the debate is resumed.~~~~

12.21 COUNCIL MEETING TO NOW ADJOURN - EFFECT OF MOTION

- (1) The motion "that the Council Meeting now adjourn", if carried, causes the meeting to stand adjourned until it is re-opened at which time the meeting continues from the point at which it was adjourned, unless the presiding member or a majority of members then present at the meeting, upon vote, determine otherwise.
- (2) Where debate is to be resumed at the next meeting at the point where it was so interrupted; **and**
 - (i) the names of members who have spoken on the matter prior to the adjournment are to be recorded in the minutes; and
 - (ii) the provisions of clause 9.5 to apply when the debate is resumed.

12.23 QUESTION TO BE PUT - EFFECT OF MOTION

- (1) The motion "that the question be now put", if carried during discussion of a substantive motion without amendment, causes the presiding member to offer the right of reply and then immediately put the matter under consideration without further debate.
- (2) This motion, if carried during discussion of an amendment, causes the presiding member to put the amendment to the vote without further debate.
- (3) This motion, if lost, causes debate to continue.

12.43 COUNCIL TO MEET BEHIND CLOSED DOORS - EFFECT OF MOTION

- (1) Subject to any decision under clause 7.7 or other decision of the Council, this motion, if carried, causes persons to leave the room pursuant to clause 7.3.

- (2) While a decision made under this clause is in force the operation of clause 9.5 limiting the number of speeches a member of the Council may make, is suspended unless the Council decides otherwise.
- (3) Upon the public again being admitted to the meeting the person presiding, unless the Council decides otherwise, is to cause the motions passed by the Council whilst it was proceeding behind closed doors to be read out including the vote of a member or members to be recorded in the minutes under section 5.21 of the Act.
- (4) A person who is a Council member, or an employee is not to publish, or make public any of the discussion taking place on a matter discussed behind closed doors, but this prohibition does not extend to the actual decision made as a result of such discussion and other information properly recorded in the minutes.

Penalty \$5,000.

PART 13 - MAKING DECISIONS

13.1 QUESTION - WHEN PUT

When the debate upon any question is concluded and the right of reply has been exercised the presiding member shall immediately put the question to the Council, and, if so desired by any member of the Council, shall again state it.

13.2 QUESTION - METHOD OF PUTTING

If a decision of the Council is unclear or in doubt, the presiding member shall put the motion or amendment as often as necessary to determine the decision from a show of hands before declaring the decision.

PART 14 - VOTING

14.1 PROCEDURE

- (1) The Mayor shall cast a deliberative vote on any question in respect of which the Mayor is not precluded by the Act.
- (2) If the votes of members present at a Council or committee meeting are equally divided, the presiding member ~~may~~ is to cast a second vote. **(S.5.21(3))**.
- (3) Subject to part 19, ~~each member~~ each member and each member of a committee to which a local government power or duty has been delegated who is present at a meeting of the Council or committee is to vote. **(S.5.21)**.
- (4) Voting at a Council or committee meeting is to be conducted so that no voter's vote is secret. **(Admin.Reg.9)**.

14.2 METHOD OF TAKING VOTE

- (1) The Mayor shall, in taking the vote on any motion or amendment, put the question, first in the affirmative, and then in the negative, and the Mayor may do so as often as is necessary to enable the Mayor to form and declare his or her opinion as to whether the affirmative or the negative has the majority by a show of hands.
- (2) The result of voting openly is determined on the count of raised hands.
- (3) Upon a vote on a show of hands being taken, a member may call for
 - (a) his or her vote; ~~or~~ or
 - (b) the vote of all members present to be recorded in the minutes, whereupon the Mayor shall cause the vote or votes to be so recorded. **(S5.21(4))**

15.7 POINTS OF ORDER TAKE PRECEDENCE

Notwithstanding anything contained in these Standing Orders to the contrary, all points of order take precedence over any other discussion and until decided, suspend the consideration and decision of every other matter.

15.8 PRECEDENCE OF PRESIDING MEMBER

(1) When the presiding member ~~ris~~~~es~~~~_~~~~dur~~~~ing~~~~s~~~~pe~~~~aks~~ speaks during the progress of a debate, any member of the Council then speaking, or offering to speak, is to immediately ~~sit-down~~be silent and every member of the Council present shall preserve strict silence so that the presiding member may be heard without interruption.

Penalty \$500

(2) Subclause (1) is not to be used by the presiding member to exercise the right provided in clause 9.3, but to preserve order.

15.9 RIGHT OF THE PRESIDING MEMBER TO ADJOURN WITHOUT EXPLANATION TO REGAIN ORDER

(1) If a meeting ceases to operate in an orderly manner, the presiding member may use discretion to adjourn the meeting for a period of up to fifteen minutes without explanation, for the purpose of regaining order. Upon resumption, debate is to continue at the point at which the meeting was adjourned. If, at any one meeting, the presiding member has cause to further adjourn the meeting, such adjournment may be to a later time on the same day or to any other day.

(2) Where debate of a motion is interrupted by an adjournment under sub-clause (1), in the case of a Council meeting -

(a) the names of members who have spoken in the matter prior to the adjournment are to be recorded; and

(b) the provisions of clause 9.5 apply when the debate is resumed.

PART 16 - MOTION FOR REVOCATION

16.1 "SUBSTANTIVE RESOLUTION" DEFINED

In this section the term "substantive resolution" refers to a resolution which is the subject of a motion of revocation or change.

16.2 REVOCATION OR CHANGE

The Council may, at the same meeting at which it is passed, revoke or change a resolution if all members of the Council who were present in the Council chamber at the time the resolution was passed are also present in the Council chamber at the time the revocation or change is proposed and that number of persons who are, in accordance with clause 16.4 required to support the motion, indicate their support by a show of hands.

16.3 REVOCATION OR CHANGE - NOTICE

- (1) If a revocation or change is to be moved at a subsequent meeting, notice of the motion to revoke or change must be given to the CEO at least 7-14 days before the meeting, and must be signed by the number of persons who are by the next succeeding subsection required to support the motion.
- (2) This subsection does not apply to the change of a substantive resolution unless the effect of the change would be that the substantive resolution would be revoked or would become substantially different.

16.4 SUPPORT FOR REVOCATION OR CHANGE

- (1) If a substantive resolution has been passed at a meeting then any motion to revoke or change the substantive resolution must be supported -
 - (a) in the case where an attempt to revoke or change the substantive resolution has been made within the previous 3 months but has failed, by an absolute majority; or
 - (b) in any other case, by at least $\frac{1}{3}$ of the number of offices (whether vacant or not) of members of the Councilinclusive of the mover. Otherwise the motion shall not be entertained.
- (2) If a substantive resolution has been passed at a meeting then any resolution to revoke or change the substantive resolution must be passed -
 - (a) in the case where the decision to be revoked or changed was required to be made by an absolute majority or by a special (75%) majority, by that majority; ~~or~~; or

- (b) in any other case, by an absolute majority.
- (3) This subsection does not apply to the change of a substantive resolution unless the effect of the change would be that the substantive resolution would be revoked or would become substantially different. **(Admin.Reg.10)**.

16.5 TERMS OF AND REASONS FOR REVOCATION OR CHANGE AT THE SAME MEETING TO BE STATED

When moving a motion of revocation or change at the same meeting at which the substantive resolution was passed ~~or at a subsequent meeting without notice~~, the member moving the revocation or change shall state in clear terms:

- (a) the terms of the motion of revocation or change identifying the substantive resolution proposed to be revoked or changed; and

- (b) the reason or reasons for seeking revocation or change,

and the Mayor shall not accept a motion for revocation or change which does not comply with those requirements.

16.6 TERMS AND REASONS FOR REVOCATION AT SUBSEQUENT MEETING TO BE STATED IN NOTICE

When giving notice of motion of revocation or change the member giving notice shall record in writing in clear terms:

- (a) the terms of the motion of revocation or change identifying the substantive resolution proposed to be revoked or changed; and

- (b) the reason or reasons for seeking the revocation or change.

The CEO shall not accept a notice of motion of revocation or change which does not comply with the above mentioned requirements and is not supported in accordance with clause 16.4(1).

16.7 WRITTEN NOTICES RECEIVED DURING SAME MEETING

- (1) If the CEO receives a written notice of motion to revoke or change a substantive resolution before the close of the meeting at which the substantive resolution was passed, then provided the notice complies with the preceding subsections, the CEO shall forthwith deliver the notice to the Mayor who shall at the earliest opportunity notify the meeting of the notice, and thereafter at the first available opportunity the Mayor shall bring on the motion before the close of the meeting.

- (2) If the CEO receives a written notice of motion to revoke or change a

substantive resolution after the closure of the meeting at which the substantive resolution was passed, then provided the notice complies with the preceding subsections the CEO shall ~~do all things necessary to~~ ensure that the motion is considered at a special or ordinary meeting of the Council held at the earliest opportunity after the meeting at which the substantive resolution was passed.

16.8 DELAY IN IMPLEMENTING SUBSTANTIVE RESOLUTION

If a notice of motion to revoke or change a substantive resolution is received by the CEO before any step has been taken thereafter to implement the substantive resolution, then no step shall be taken to implement or give effect to the substantive resolution until the motion to revoke or change has been dealt with.

16.9 RESTRAINTS ON NOTICES OF REVOCATION OR CHANGE

The CEO shall not receive a notice of motion to revoke or change a substantive resolution if any step has been taken in accordance with these Local Laws to implement or give effect to the substantive resolution.

16.10 RESTRAINTS ON MOTIONS FOR REVOCATION OR CHANGE

Without affecting the generality of the preceding subclause, the Council shall not entertain a motion for revocation or change of a substantive resolution if:

- (a) at the time the motion is moved any step has been taken in accordance with these Standing Orders by the CEO or any other officer of the Council to implement the substantive resolution; or
- (b) the substantive resolution concerns an application for planning consent or a building licence or for any consent approval or licence of a similar nature, where notification of the resolution to grant the consent approval or licence has been sent to the applicant by the Council in writing, or has been communicated orally to the applicant or the applicant's representative by an employee of the Council having authority to give such notification in ordinary circumstances.

16.11 MULTIPLE NOTICES TO REVOKE OR CHANGE

The CEO may receive more than one notice of motion to revoke or change the same substantive resolution.

16.12 ABSENCE OF MOVER OR SECONDER

If a motion to revoke or change a substantive resolution fails to be considered by the Council by reason that at the time the motion is called on:

- (a) the member who gave notice of the motion is not present or is not willing to move the motion; ~~and~~ and

- (b) there is no other member present willing to move the motion; ~~or~~ or
- (c) if the motion is not supported by the number of members required by the preceding provisions of this section,

then the motion shall lapse.

16.13 NO RESCISSION OF PROCEDURAL RESOLUTION OR A RESOLUTION TO REVOKE

The Council shall not entertain a motion to revoke a substantive resolution which is merely procedural in its form and effect, or a resolution to revoke another resolution.

16.14 MOTION TO CHANGE HAVING EFFECT OF REVOCATION

If a motion to change a substantive resolution in its form or effect would amount to a motion to revoke the substantive resolution then it shall be treated as if it was a motion to revoke the substantive resolution.

PART 17 - COMMITTEES

17.1 STANDING ORDERS APPLY TO COMMITTEES

Except in so far as they limit the number of times a member may speak, the Standing Orders applying to the Council shall apply to committees.

17.2 COMMITTEES

- (1)
 1. The Council may establish committees of 3 or more persons to assist the Council and to exercise the powers and discharge the duties of the Council that can be delegated to committees. **(S.5.8)**.
 2. Any resolution to establish a committee or to appoint members requires an absolute majority of the Council. **(S.5.8)**
- (2) A person appointed member as an ordinary member shall hereafter in this clause be referred to as "member" or an ordinary member, and a person appointed member as a deputy member shall hereinafter be referred to as "deputy" or "deputy member" unless the deputy is acting in place of an ordinary member.
- (3)
 1. In this subsection "other person" means a person who is not a ~~councillor-member~~ or an employee of the Council.
 2. A committee is to comprise -
 - (a) Council members only;
 - (b) Council members and employees;
 - (c) Council members, employees and other persons;
 - (d) Council members and other persons;
 - (e) employees and other persons; ~~or; or~~
 - (f) other persons only. **(S.5.9)**.
- (4) At any given time ~~each member~~ is entitled to be an ordinary member of at least one committee referred to in item (a) of the preceding subclause, and if a ~~councillor-member~~ nominates himself or herself to be a member of one or more of such committees, the Council shall include that ~~councillor-member~~ to at least one of those committees as the Council determines. **(S.5.10(2))**.
- (5) If at a meeting of the Council appointments are to be made to a committee that has or could have ~~a councillor~~ **an elected member** as a member and the Mayor informs the Council of his or her wish to be a

member of the committee, the Council shall appoint the Mayor to be a member of the committee. **(S.5.10(4))**.

- (6) If at a meeting of the Council an appointment is to be made to a committee that has or will have an employee as a member and the CEO informs the Council of his or her wish -
- (a) to be a member of the committee; ~~or~~ or
 - (b) that a representative of the CEO be a member of the committee,
- the Council shall appoint the CEO or the CEO's representative, as the case may be, to be a member of the committee. **(S.5.10(5))**.
- (7) The Council may appoint a deputy as referred to in clause 17.2(2)
- (a) as a deputy having office for the same period as a relevant ordinary member to act in place of the relevant ordinary member whenever the relevant ordinary member is unable to be present at a meeting of the committee; or
 - (b) as a deputy to a member who is presently unable or expected to become unable for any cause to perform the functions of a member and such a deputy shall have office during the period that the ordinary member is unable to perform the functions of a member, unless a shorter term is stipulated by the Council.
- (8) The Council may only appoint a person to be a member of a committee as deputy who would be qualified to be appointed as an ordinary member.
- (9) In the event that the Council appoints 2 or more deputies to any member of a committee, they shall have seniority in the order determined by the Council.
- (10) If a member of a committee does not attend a meeting, during the member's absence any deputy of that member is entitled to attend the meeting in place of the member and act for the member at the meeting, and while so acting has all the powers of that member. For all purposes under the Standing Orders a deputy acting for a member shall be treated as and included in any reference to the members or a member of the committee as if the deputy was the ordinary member, and the deputy member's vote shall have effect accordingly.
- (11) If a deputy has commenced to act in place of a member at a committee meeting and the member attends the meeting, the member takes precedence and assumes the seat and the deputy shall thereupon cease to act as a member at that meeting.

- (12) A deputy who is one of two or more deputies of a member of a committee is not entitled to attend a meeting of the committee in place of that member if the meeting is attended by another deputy of that member who has precedence over that deputy in the order of seniority determined under clause 17.2 (9).
- (13) A person who is a member of a committee is not eligible to be appointed a deputy for another member of that committee.
- (14) An absolute majority of the Council is required for the appointment of any member to a committee including a deputy member, with the exception of members appointed pursuant to clause 17.2(5) and 17.2(6) **(S.5.10(1))**

17.3 MEMBER ATTENDING COMMITTEE AS OBSERVER

- (1) A member may attend as an observer at meetings of a committee notwithstanding that the member is not a member of that committee. A member attending a committee meeting as an observer may speak on nominated issues by resolution of the committee, but shall not vote on any question before the committee unless the member is a deputy of a member excluded from a meeting pursuant to clause 19 and he or she is ~~invited by the committee then entitled~~ to participate pursuant to clause 19.4.4.
- (2) Subject to the preceding subclause a member attending a committee as an observer shall sit in an area set aside by the presiding member for observers, ~~separated from the committee members.~~

17.4 TERM OF APPOINTMENT

- (1) Whenever possible committees should be established at the first meeting of the Council held after the ordinary election day.
- (2) Where a person is appointed as a member of a committee under clause 17.2(5) or 17.2(6), the person's membership of the committee continues until -
 - (a) in the case of the Mayor, the person no longer holds that office;
 - (b) in the case of the CEO or the CEO's representative, the person no longer holds that position;
 - (c) the person resigns from membership of the committee;
 - (d) the committee is disbanded; ~~or; or~~
 - (e) the next ordinary elections day,

whichever happens first. **(S.5.11(1))**.

- (3) Where a person is appointed as a member of a committee as ordinary member or deputy member other than under clause 17.2(5) or 17.2(6), (or item (b) of clause 17.2(7)) the person's membership of the committee continues until -
- (a) the term of the person's appointment as a committee member expires;
 - (b) the Council removes the person from the office of committee member or the office of committee member otherwise becomes vacant;
 - (c) the committee is disbanded; ~~or;~~ or
 - (d) the next ordinary elections day,
- whichever happens first. **(S.5.11(2))**.

17.5 RESIGNATION OF COMMITTEE MEMBER

- (1) A committee member may resign from membership of the committee by giving the CEO or the committee's presiding member written notice of the resignation. **(Adm.Reg.4)**.
- (2) A resignation takes effect upon the delivery of the notice to the CEO or the presiding member, or on a later date if specified in the notice.
- (3) If received by the presiding member, any letter of resignation is to be passed to the CEO for record keeping purposes.

17.6 COMMITTEE MEMBERSHIP MAY BE CHANGED

The Council may by an absolute majority, change the membership of any committee provided that the Council may not remove as members persons appointed pursuant to clause 17.2(5) or 17.2(6).

17.7 CONSTITUTION OF COMMITTEE

A Council resolution to establish a committee shall include details of its constitution including:

- (a) the number of members;
- (b) qualifications for membership; and
- (c) terms of reference specifying duties, powers and reporting requirements.

17.8 DELEGATION OF POWERS AND DUTIES

- (1) Subject to the next following subclause the Council by absolute majority may delegate to a committee powers and duties other than this power of delegation. **(S.5.16(1))**.
- (2) The procedure associated with the making of the delegation, its duration and revocation by the Council shall be ~~seas~~ provided in **s.5.16** of the Act.
- (3) The Council may delegate -
 - (a) to a committee comprising Council members only, any of the Council's powers or duties under the Act except -
 - (i) any power or duty that requires a decision of an absolute majority or a 75% majority of the Council; ~~and;~~ and
 - (ii) any other power or duty that is prescribed under the Act;
 - (b) to a committee comprising Council members and employees, any of the Council's powers or duties that can be delegated to the CEO under Division 4 of the Act; ~~and;~~ and
 - (c) to a committee which includes any Council member or employee, any of the Council's powers or duties that are necessary or convenient for the proper management of -
 - (i) the City's property; ~~or;~~ or
 - (ii) an event in which the City or the Council is involved.
(S5.17(1))
- (4) The Council cannot delegate any of its powers or duties to a committee which does not include a ~~councillor~~ member or employee in its membership. **(S.5.17)(2))**.
- (5) The Council shall keep a register of the delegations made under the preceding subsection and shall review the delegations at least once every financial year. **(S.5.18)**.

17.9 MEETINGS OF COMMITTEES

(1) Quorum

The quorum for meetings of committees shall be as provided in clause 3.1(1) and 3.1(4).

(2) Meetings

A meeting of a committee shall be held in accordance with clause

17.10 when called by the CEO (for the inaugural meeting), presiding member or as determined by the committee or Council.

- (3) Meetings of a committee to which a power or duty of the Council has been delegated, shall be open to the public except where that committee decides by resolution to conduct its business or any specified part thereof behind closed doors in which case the provisions of clauses 7.2 to 7.8 inclusive apply .

17.10 CALLING MEETING NOTICE OF COMMITTEE MEETING

(1) CEO to ~~Call~~ Give Notice of Meeting

~~The CEO shall call a meeting of any committee when requested to do so by the presiding member of the committee or in accordance with a resolution of the committee or Council.~~ The CEO shall give notice of the meeting to every member of the committee and to any elected member who is ~~not a member,~~ a deputy member.

(2) ~~Papers for Committee Meeting to be put to all Members of Council~~

When a meeting of any committee is called the business paper for the meeting together with copies of all officers' reports relating to matters on the agenda for that meeting shall be forwarded to all ~~elected members and not just to the~~ members of the committee, including deputy members.

17.11 QUORUM OF COMMITTEES

(1) Quorum Required

No meeting of a committee may proceed to business unless sufficient members are present to establish a quorum pursuant to the provisions of clause 17.9(1).

(2) Failure of Quorum

Every meeting shall proceed to business as soon after the time stated in the summons as a quorum is constituted; but if a quorum is lacking 30 minutes after the hour at which a meeting of any committee is appointed to be held, no meeting shall take place, and the meeting shall stand adjourned until the day and time fixed for the next ordinary meeting of the committee, unless the presiding member convenes a special meeting of the committee for the transaction of the business standing adjourned.

17.12 UNFINISHED BUSINESS OF FORMER COMMITTEES

It shall be competent for every committee of the Council to take up matters referred by the Council to the preceding committee which may not have been

entered upon or fully discharged at the time such committee went out of office.

17.13 VOTING BY COMMITTEES

- (1) A decision of a committee does not have effect unless it has been made by a simple majority, or if another kind of majority has been prescribed by regulations or these Standing Orders for the particular kind of decision by that kind of majority. **(S.5.20(2))**.
- (2) If the votes of members present at a committee meeting are equally divided, the presiding member ~~may~~ **is to** cast a second vote. **(S.5.21(3))**.

17.14 CONFERENCE OF COMMITTEES

Any two or more committees may confer together by mutual agreement and resolution of the committees on any matter of joint interest.

17.15 MINUTES OF COMMITTEES

The presiding member of a committee shall cause minutes of the proceedings of the committee to be recorded and kept in a minute book. **(S.5.22(1))**

17.16 COMMITTEES TO REPORT

(1) **Obligation to Report**

A committee is answerable to the Council and shall, as and when required by the Council to do so, report fully on its activities to the Council.

(2) **Preparation of Report**

When it has reached a decision on each matter referred to it by the Council the committee shall as soon as possible prepare a report containing recommendations and submit it to the Council.

17.17 REPORTS OF COMMITTEES

(1) **Minutes to be Report**

Subject to clause 4.5 the CEO shall ~~enter-cause~~ the minutes of all committees **to be permanently fixed** in the Minute Book. The minutes of each committee shall be deemed to be the report of the committee to Council, where issues contained in such minutes require a resolution of Council to be effective.

~~(2) **Committee Minutes to be Sent to Councillors**~~

~~All minutes of committee meetings to be presented at any meeting of the Council shall be sent to each councillor at least 24 hours before the commencement of the meeting at which they are to be presented.~~

(32) Presentation of Reports

1. Minutes of a committee shall be presented to the Council for consideration of its recommendations.
2. The presiding member shall -
 - (a) call for requests by any member or the CEO to withdraw any recommendation contained in the report, and where such a request is made the subject recommendation shall be withdrawn;
 - (b) put the question that the recommendations be adopted with the exception of any recommendations withdrawn pursuant to item (a) of this paragraph;

and in relation to a recommendation or those recommendations in the report which are the subject of a request by a member or the CEO pursuant to item (a), those recommendations shall be individually dealt with in accordance with these ~~Local~~ Laws Standing Orders.

PART 18 - ELECTORS' MEETINGS

18.1 STANDING ORDERS APPLY

The Standing Orders apply, so far as is practicable, to any meeting of electors, but where there is any inconsistency between the provisions of these Standing Orders and the provisions of subdivision 4 of part 5 of the Act and regulations ~~of the Act~~, the provisions of the Act and the regulations prevail.

18.2 RESTRICTION ON VOTING AND SPEAKING

A person who is not an elector as that term is defined in section 5.26 of the Act (including ratepayers) is not entitled to vote at a meeting of electors, and he or she may not take any part in any discussion at that meeting, unless the meeting, by a resolution, allows the person to do so.

PART 19 - DISCLOSURE OF MEMBERS' FINANCIAL INTERESTS

19.1 INTERPRETATION

In this section the term "member" refers to either a Council member or a member of a committee.

19.2 OBLIGATION TO DISCLOSE ANA FINANCIAL INTEREST

- (1) Any member who has an interest within the meaning of section 5.60 but subject to section 5.63 of the Act ("interest") in a matter to be discussed at any meeting that will be attended by the member must disclose the nature of the interest.
- (2) The member must disclose the interest at the meeting immediately before the matter is discussed, or if there is no discussion, immediately before the matter is voted upon.
- (3) The obligation to disclose an interest at a meeting immediately before discussion of the matter does not apply to a member who has disclosed the member's interest by written notice in accordance with section 5.66 of the Act, nor to a member who has an interest in any matter raised during public question time, except if a question is directed to that member, in which case another member or employee present not having an interest pursuant to these Local Laws, is allowed to respond to the question.
- (4) Where a member has provided written notice of an interest pursuant to clause (3), the presiding member at the meeting is to bring the notice and its contents to the attention of persons present immediately before the relative disclosure matters are discussed.
- (5) If a member has an interest in a matter ~~raised by way of amendment to a motion or an interest in a matter~~ raised otherwise without notice, the member must disclose that interest at the earliest possible time after the matter is raised, but in any event before discussion or voting on the matter takes place.
- (6) The obligation to disclose an interest shall apply to all members present at the meeting including ~~a member~~ a member attending a committee meeting in the capacity of an observer.
- (7) The obligation to disclose an interest applies in regard to each meeting at which the matter the subject of the interest arises.

19.3 DETAILS OF FINANCIAL INTEREST

- (1) At the time of disclosing an interest, a member is required to disclose the nature of the interest, but is not required to state the extent of the interest including its value and amount, unless the member wishes the

meeting to consider and resolve upon the question whether the member -

- (a) should be allowed to be present during any discussion or decision-making procedure relating to the matter; ~~or;~~ or
- (b) may be allowed to participate in discussions and the decision-making procedures relating to the matter,

in which case the member shall comply with paragraph (2) hereof.

- (2) If a member wishes the meeting to consider and resolve upon the questions referred to in either (a) or (b) of paragraph (1) of this section the member shall first disclose to the meeting the nature and extent of the interest, including its value and amount, in sufficient detail to enable the meeting to make a fair and informed decision on the question.
- (3) If a member wishes the Council or the CEO to apply to the Minister under **section 5.69** of the Act the member shall provide to the Council or the CEO as the case may be the same details of the nature and extent of the member's interest as referred to in paragraph (2).

19.4 DISCLOSING MEMBER NOT TO PARTICIPATE IN MEETING

- (1) A member who makes a disclosure under clause 19.2 hereof must not-
 - (a) preside at the part of the meeting relating to the matter; ~~or;~~ or
 - (b) participate in, or be present during, any discussion or decision-making procedure relating to the matter,

unless, and to the extent that, the disclosing member is allowed to do so by resolution of the Council under clause 19.6 hereof, or by the Minister under section 5.69 of the Act. **(S.5.67)**.

- (2) A member who has disclosed an interest in a matter and who has not been permitted by resolution of the meeting or by the Minister under section 5.69 of the Act to participate in the discussion or decision-making procedures relating to the matter, shall depart from and remain absent from the chamber or room where the meeting is held while the matter is under consideration and until a vote on the matter has been taken.
- (3) If it is resolved at a meeting that a member who has disclosed an interest in a matter be permitted to participate in the discussion or decision-making procedures on the matter or both, then the member may return and participate to the extent permitted.
- (4) Where a member has disclosed an interest in a matter and has departed from the chamber or room, the meeting may resolve to invite the member to return to provide information in respect of the matter or

in respect of the member's interest in the matter, but in such case the member must withdraw after providing the information requested.

19.5 SUBSTITUTION OF DEPUTY AT COMMITTEE

Where a member withdraws from a meeting of a committee in respect of a matter under consideration by that committee in accordance with the provisions of this clause, ~~the meeting may resolve to invite~~ another member present at the meeting who ~~was is~~ a deputy of the excluded member for that committee ~~to is entitled to~~ participate as a member of the committee in the absence of the excluded member.

19.6 MEETING ALLOWING DISCLOSING MEMBER TO PARTICIPATE

- (1) If a member has disclosed, under clause 19.3 hereof, an interest in a matter, the members present at the meeting who are entitled to vote on the matter -
 - (a) may allow the disclosing member to be present during any discussion or decision-making procedure relating to the matter;
~~and; and~~
 - (b) may allow, to the extent decided by those members, the disclosing member to preside at the meeting (if otherwise qualified to preside) or to participate in discussions and the decision-making procedures relating to the matter - if
 - (i) the disclosing member also discloses the extent of the interest;
~~and; and~~
 - (ii) those members decide that the interest -
 - (I) is so trivial or insignificant as to be unlikely to influence the disclosing member's conduct in relation to the matter;
~~or; or~~
 - (II) is common to a significant number of electors or ratepayers.
- (2) A decision under the preceding paragraph of this subsection is to be recorded in the minutes of the meeting relating to the matter together with the extent of any participation allowed by the Council or committee.
- (3) This subsection does not prevent the disclosing member from discussing, or participating in the decision-making process on, the question of whether an application should be made to the Minister under section 5.69 of the Act. **(S.5.68)**.

19.7 EXEMPTION BY MINISTER

- (1) Where the Minister allows a member who has disclosed an interest to participate in a meeting in any capacity, in the case of any inconsistency between the provisions of this clause and the Minister's determination, the Minister's determination shall prevail.
- (2) The terms of any determination by the Minister shall be recorded in the minutes in the same manner as a disclosure of interest.

19.8 RECORDING DETAILS OF FINANCIAL INTEREST IN MINUTES

The minutes of a meeting shall record in summary form the details of the interest disclosed by a councillor member in respect of a matter arising at that meeting in accordance with the provisions of this section, unless the meeting resolves that the details should be recorded in full.

PART 20 - DISCLOSURE OF EMPLOYEES' FINANCIAL INTERESTS

20.1 INTERPRETATION

- (1) In this section the term "employee" includes a person who, under a contract for services with the City, provides advice or a report on a matter. (S.5.70(1))
- (2) An employee who has an interest in any matter in respect of which the employee is providing advice or a report directly to the Council or a committee shall disclose the nature of the interest when giving the advice or report. (S.5.70(2)).
- (3) An employee who discloses an interest under this section must, if required to do so by the Council or committee, as the case may be, disclose the extent of the interest. (S.5.70(3)).
- (4) An employee if called upon to disclose the extent of an interest shall disclose full detail including the value and amount of the interest so as to enable the meeting to make a fair and informed evaluation of the nature and extent of the employee's interest and any effect that interest might be thought to have upon the advice or report given.
- (5) The details of the interest of an employee disclosed under the preceding provisions of this section shall be recorded in the minutes of the meeting relating to the disclosure. (S.5.73).
- (6) If, under Division IV of the Act, an employee has been delegated a power or duty relating to a matter and the employee has an interest in the matter, the employee must not exercise the power or discharge the duty and -
 - (a) in the case of the CEO, must disclose to the Mayor the nature of the interest as soon as practicable after becoming aware that the CEO has the interest in the matter; and
 - (b) in the case of any other employee, must disclose to the CEO the nature of the interest as soon as practicable after becoming aware that the employee has the interest in the matter. (S.5.71).
- (7) The requirement to disallow an interest under this part does not apply to the public question time period of a meeting unless a question is directed to an employee with an interest in the matter being the subject of the question. In these circumstances, the employee will declare the interest and another employee present at the meeting will be allowed to respond to the question.

PART 21 - DECLARATION OF ~~CONFLICT OF~~ IMPARTIALITY INTEREST

21.1 WHEN TO BE CONSIDERED

- (1) In this section:

"interest under this section" means an interest of a personal nature which a member or employee has in a matter which is not required to be disclosed under part 19 or part 20, but which a reasonable person knowing the facts might assume would influence the consideration of that matter by the member or employee. (Examples are applications for an approval consent or licence by a parent, sibling, adult child or close friend of a member or employee.)

- (2) If a member or employee attending a meeting of the Council has an interest under this clause in any matter proposed to be considered at that meeting the member or employee should disclose that interest at the meeting before the discussion of the relevant matter that requires a decision to be made by the Council.

- (3) A member expected to disclose an interest under this clause in a matter shall ~~leave~~ remain in the chamber or room of the meeting while the matter is discussed and voted upon, ~~unless the meeting resolves to request that the person remain to give an explanation or for any other purpose, in which case the person shall leave the meeting immediately afterwards until the matter has been voted upon.~~

- (4) ~~Notwithstanding clause (3) above, the meeting may, by resolution of a simple majority of members present and not having declared a conflict of interest in the matter under consideration, allow, to the extent decided by the meeting, the disclosing member(s) or employee(s) to preside, if applicable, be present and/or participate in discussions and/or the decision making procedures (i.e. voting) relating to the matter, having considered that the interest is either:~~

(i) ~~so trivial or insignificant it would be unlikely to influence the disclosing member's or employee's conduct, or;~~

(ii) ~~is common to a significant number of electors or ratepayers~~

- (~~54~~) In applying the preceding clause, a member must bear in mind the obligation under section 5.21(2) of the Act to vote at meetings where the member is ~~present~~, present, and any problem the Council might have in achieving a quorum or an absolute or special majority in connection with the matter.

- (~~65~~) The decision to disclose an interest under this section is a decision to be made by the member or employee and is not to be determined by resolution of the meeting.

PART 22 - ADMINISTRATIVE MATTERS

22.1 SUSPENSION OF STANDING ORDERS

- (1) The Council may decide, by simple majority vote, to suspend temporarily one or more clauses of these Standing Orders.
- (2) The mover of a motion to suspend temporarily any one or more of the clauses in these Standing Orders is to state the clause or clauses to be suspended, and the purpose of the suspension.

22.2 CASES NOT PROVIDED FOR IN STANDING ORDERS

The presiding member is to decide questions of order, procedure, debate, or otherwise in cases where these Standing Orders and the Act and Regulations are silent. The decision of the presiding member in these cases is final.

22.3 NEGATED MOTION NOT TO BE ENTERTAINED WITHIN THREE MONTHS

A motion to the same effect as any motion, (other than a motion moved in pursuance of a report of a committee of the Council) which has been lost at a meeting of the Council shall not again be entertained within a period of 3 months unless an absolute majority of the councillors signify to the CEO in writing before a meeting their consent to the motion being entertained at that meeting.

22.4 DEPUTATIONS BY COUNCIL

- (1) In the event that the Council resolves to seek a meeting with any Minister or government department or agency, federal, state or local, or any other body or person the request for the meeting should be made in writing within 2 working days after the date of the resolution.
- (2) The CEO should report to the next Council meeting members the measures taken to arrange the requested meeting and should present a report on the requested meeting to the next Council meeting occurring after the requested meeting, should a resolution of Council be required as an outcome of the meeting.

22.5 DISPUTE RESOLUTION PROCEDURE

- (1) A member or employee who is aggrieved by the manner in which any particular issue under consideration by Council is being administered, may, in the first instance report his or her concerns to the CEO in writing, with a copy of the report being provided to the Mayor.
- (2) Within seven (7) days of receipt of a written report pursuant to paragraph (1), the CEO is to take whatever action is considered appropriate to mediate the aggrieved parties.

In undertaking this process, the function of the CEO, pursuant to sec. 5.41 of the Local Government Act 1995, is to be clearly understood as the role of the CEO only.

- (3) Upon the completion of the mediation process referred to in paragraph (2), the CEO is to prepare a report to be provided to the aggrieved parties and the Mayor.
- (4) The report referred to in paragraph (3) is to contain the outcomes achieved by the mediation process, together with any recommended course of action to be further initiated by the CEO.
- (5) In the event that no agreement can be reached to the mutual satisfaction of the parties concerned, the CEO may refer the matter to Council for further consideration. In addition, each or any of the parties may request the matter be referred to Council for consideration, if following the conclusion of this procedure, they remain dissatisfied.

FILE NO: 025/001

SUMMARY OF MINUTES

CITY OF COCKBURN STANDING ORDERS REFERENCE GROUP MEETING HELD ON WEDNESDAY, 16 MARCH 2016 FROM 5.00- 6.00 PM IN THE BOARDROOM

1. MEMBERS PRESENT

Mr L Howlett	Mayor
Mrs C Reeve-Fowkes	Deputy Mayor
Mr S Portelli	Councillor
Mrs S Sweetman	Councillor
Mr D Green	Director Governance & Community Services

Additional Attendees

Mr J Ngoroyemoto	Governance & Risk Coordinator
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2. APOLOGIES / LEAVE OF ABSENCE

Nil

3. APPOINTMENT OF CHAIRSPERSON

Mayor Logan Howlett was agreed as Chairperson by all the members

4. DISCUSSION ON DRAFT AMENDED "STANDING ORDERS" DOCUMENT

4.1 Introduction

Mayor L Howlett – thanked the members of reference group on the work that has been completed so far in relation to the draft copy. The Mayor raised the need for usage of consistent and proper term in regards to 'Council' or 'Local Government'.

Mr Don Green - thanked the members of their attendance, and explained the scoping process and the reason for the review of the standing orders, highlighting the need to tailor the standing orders to reflect the City's current meeting practices to match conventional practices, procedures and legislative changes.

Deputy Mayor Reeve Fowlkes – requested for more time to review the draft document in more detail.

Mr D Green - agreed, and explained the intent of the first meeting was primarily to peruse and identify any areas of concern within the document and to introduce sections that have already been drafted for amendment. The generics of the whole document are scheduled to be discussed in the following meeting.

- 4.2 **Section 2.7 (b)** Notices discussion– flagged for further discussion noting that the posting of documents needs to be considered in the context of the new Australia Post delivery schedules.
- 4.3 **Section 4.4 (3)** discussion – flagged to replace the word ‘issue’ with ‘question’ and for this top apply consistently within this Section.
- 4.4 **Section 4.10 (5)** discussion– Deputy Mayor C Reeve Fowlkes questioned the need for change of this section from 7 days to 14 days. Mr D Green explained how this meets timelines associated with Agenda preparation. All members acknowledged this.
- 4.5 **Section 4.12** Discussion – Cr S Portelli requested clarification in reference to policy for providing information to Elected Members. Mr D Green explained the intent was to stop possibility of more “personal” interests, rather than the broader strategic focus of the City of Cockburn. This section was agreed to be discussed further in detail with the draft amendment including an option for an administrative process as point (1) requiring prior consultation with the relevant senior officer and leaving the current text as a secondary option, as point (2).
- 4.6 **Section 5.1** – Cr L Sweetman raised the need to include an electronic option through the website. All agreed.
- 4.7 **Section 8.8** discussion– all members were happy to proceed and accept proposed changes.
- 4.8 **Section 19.1 & 19.3** – Cr S Portelli suggested to include the word ‘financial’ in the heading for these 2 sections and all members agreed.

5. NEXT STEP

- 5.1 Mr D Green to incorporate accepted and recommended changes into the draft for presentation at the next meeting
- 5.2 All members to go through the Draft Standing Orders in detail and provide feedback at the next meeting at a date to be advised.

6. MEETING CLOSURE

6.00 pm.

SUMMARY OF MINUTES

CITY OF COCKBURN STANDING ORDERS REFERENCE GROUP MEETING HELD ON TUESDAY, 3 MAY 2016 FROM 5.30 PM IN COMMITTEE ROOM 1

1. MEMBERS PRESENT

Mr L Howlett	Mayor
Mrs C Reeve-Fowkes	Deputy Mayor
Mr S Portelli	Councillor
Mrs L Sweetman	Councillor
Mr D Green	Director Governance & Community Services

Additional Attendees

Mr J Ngoroyemoto	Governance & Risk Coordinator
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2. APOLOGIES / LEAVE OF ABSENCE

Nil

3. APPOINTMENT OF CHAIRSPERSON

N/A

4. DISCUSSION ON DRAFT AMENDED "STANDING ORDERS" DOCUMENT

4.1 Introduction

Mayor L Howlett –declared the meeting open at 530pm, thanked the members of reference group on participation and attendance. Mr Don Green - thanked the members of their attendance, and moved on to address matters received by email as follows:

- 4.2 Deputy Mayor Reeve- Fowkes query on the use of the term ‘members’– D Green provided clarification on the term in accordance with the Local Government Act as the Head of power, and its official interpretation. Councillor is an Elected Member excluding Mayor, and member is all elected members inclusive of Mayor. Deputy Mayor Reeve- Fowkes agreed to keep the term in the document, however requested for removal of reference to the public as members of public throughout the document, in order to avoid inconsistency in the use of the term ‘member’. D. Green explained that would be done where there the term “member” was used in the same Clause, to ensure clarity of the intention.

- 4.3 **Section 4.12** Cr L Sweetman query requested clarification on the main to the timeframe for matters for investigation. D Green explained the addition of the amendment to the Clause that will require these to be submitted in writing and enables greater guidance to members on appropriate matters and proper form. Cr L Sweetman was satisfied with the response.

Section 10.15 Cr L Sweetman second Inquiry in regards to further strengthening this clause to ensure debate is not entered into under the premise of asking a question or seeking clarification. D Green responded and explained how the clause was intended for providing the ability to ask relevant and concise questions and / or seek clarification. When control is needed then the presiding member may instruct the councillor or other members could call a point of order on these grounds. Cr Sweetman was satisfied with the response.

At this point Deputy Mayor Reeve- Fowkes requested for all penalties to be checked for accuracy throughout the document

- 4.4 **Section 15.4** Mayor L Howlett questioned why the point of order provisions did not provide provisions on grounds of bringing new information. D Green replied that this was covered in the Debate Procedures section 10.16 – no new information to be introduced in closing debate and that debate should be confined to matters already discussed.

Section 4.12 Deputy Mayor Reeve -Fowkes questioned the intention of the amendment, and whether this would limit members' power. D Green replied that this Clause was based on the principle of high level community interest issues, to be used where no other convenient way is available. Deputy Mayor Reeve- Fowkes suggested for point 5 under 14.12 to be kept as a last resort avenue for matters of investigation. D Green explained how the standing orders had other provisions such as urgent council matters or amendment to recommendations procedure. Removal of point 5 and suggested amendments to 4.12 eliminates ill-conceived motions. D Green emphasised there were adequate available options for raising matters through either a Notice of Motion, Customer Request or Urgent Business.

- 4.5 **Section 1.3** Deputy Mayor Reeve- Fowkes requested for a definition for 'procedural motion' to be inserted. Mayor L Howlett requested for the definition of Mayor to be amended to reflect what Mayor means.
- 4.6 **Section 2.3** Deputy Mayor Reeve- Fowkes requested for the word 'three' to be removed, as it is possible this figure could change, should the number of elected members alter.
- 4.7 **Section 2.4** Deputy Mayor Reeve- Fowkes requested for this section to be modified to reflect our current practice on notice of ordinary meeting, in specific to the clause on the signing of the Notice by CEO.
- 4.8 **Section 2.5** Deputy Mayor Reeve- Fowkes requested clarification on time and Mayor L Howlett requested tieback of this section to section 2.3. D Green also suggested change of title for this section to **Convening of Special Meeting**.

- 4.9 **Section 2.7** Deputy Mayor Reeve -Fowkes requested for renumbering of the two parts in this section to avoid confusion.
- 4.10 **Section 3.1** Mayor L Howlett requested for the reference to member to be changed to the plural form to 'members' in sub clause (1) (2), & (3).
- 4.11 **Section 4.2** Mayor L Howlett requested for the heading **Deputations and Petitions** to be separated
- 4.12 **Section 4.6** Deputy Mayor Reeve- Fowkes requested for a template on petitions to be provided. Mayor L Howlett responded how this should not be covered in the Standing Orders, but dealt with and provided administratively.
- 4.13 **Section 4.7(i)** request to change reference to 'memorial' throughout section 4.7
- 4.14 **Section 4.7(2) (a)** Deputy Mayor Reeve- Fowkes request to change the wording 'to that person' to 'presiding member'.
- 4.15 **Section 4.9** Mayor L Howlett requested for the reference to (Agenda Item 12) to be amended accordingly, due to the changes agreed to Section 4.2 on Order of Agenda Items. To also make sure other references throughout the document are checked and amended.
- 4.16 **Section 14.2 (3) (b)** Deputy Mayor Reeve- Fowkes requested clarification on the recording of votes in regards to name taking. D Green explained how this was not required unless specifically requested.
- 4.17 **Section 16.4** Deputy Mayor Reeve- Fowkes requested clarification on revoked motions. D Green explained the options of 3 month wait rule for negated motions or Absolute Majority support.
- 4.18 **Section 16.4 (2)(a)** In regards to this section Deputy Mayor Reeve Fowkes requested for a definition of Special Majority to be included in the definitions section.
- 4:19 **6:58PM** At this point during the meeting Deputy Mayor Reeve-Fowkes declared that she had not read the document thoroughly from page 41 onwards and would provide any feedback on those clauses at a later time.

5. NEXT STEP

- 5.1 Mr D Green to incorporate accepted and recommended changes into the draft, and circulate to the members for feedback prior to the next meeting, to be convened as soon as conveniently possible.

6. MEETING CLOSURE

7.00 pm.

SUMMARY OF MINUTES

CITY OF COCKBURN STANDING ORDERS REFERENCE GROUP MEETING HELD ON THURSDAY, 19
MAY 2016 FROM 5.30 PM- 6.00 PM IN COMMITTEE ROOM 1

1. MEMBERS PRESENT

Mr L Howlett	Mayor
Mrs C Reeve-Fowkes	Deputy Mayor
Mr S Portelli	Councillor
Mrs S Sweetman	Councillor
Mr D Green	Director Governance & Community Services

Additional Attendees

Mr J Ngoroyemoto	Governance & Risk Coordinator
Mrs B Pinto	PA to Directors – Fin. & Corp. Services & Governance & Comm. Services

2. APOLOGIES / LEAVE OF ABSENCE

Nil

3. APPOINTMENT OF CHAIRSPERSON

N/A

4. DISCUSSION ON DRAFT AMENDED “STANDING ORDERS” DOCUMENT

4.1 Introduction

Mayor L Howlett –declared the meeting open at 530pm, thanked the members of reference group on participation and attendance, and moved on to open the floor for any comments on the recently circulated Standing Orders document with all changes incorporated from the previous meeting

- 4.2 Section 15.4 Cr S Portelli suggested adding a section in regards to Point of Order on the basis of non- factual information. D Green agreed to take the request on notice and to incorporate a new sub section to address the request, and to be circulated to

the members of the group. All other members of the group agreed to the suggestion.

- 4.3 **Section 4.2 (22)** Cr S Portelli requested for this sub section to be clarified by adding the words 'introduced by Members or Officers' for New business of an urgent nature. All members agreed to the suggested change.

5. NEXT STEP

- 5.1 Mr D Green to incorporate accepted and recommended changes into the draft, and circulates to the members.

6. MEETING CLOSURE

6.45 pm.



Acoustics & Audio Production
ABN: 42 797 265 577
Phone: 0466 660 629
acoustics.ap@gmail.com
www.acoustics-ap.com.au

Ref: VIBE001
04 February 2016

Attention: Suman Dandu
Vibe Petroleum
Level 3, IBM Building,
WEST PERTH, WA 6005

**VIBE PETRO STATION 114 ROCKINGHAM ROAD, HAMILTON HILL
NOISE IMPACT ASSESSMENT**

ACOUSTIC ENVIRONMENT

The surrounding area is primarily affected by road traffic noise from Rockingham Road and Carrington Road. Both are busy arterial roads.

EQUIPMENT

The following equipment was used to record noise levels:

- Brüel & Kjær 2250 Type 1 Sound Level Meter
- Brüel & Kjær 4231 Acoustic Calibrator

The Brüel & Kjær Sound Level Meter holds current NATA Laboratory Certification, and was field calibrated before and after the noise monitoring period. No significant drift from the reference signal was recorded.

RECEIVERS & NOISE MONITORING PROCEDURES

RECEIVER LOCATIONS

The nearest residential receiver location was identified as the following:

1. Single storey house approximately 10 meters East of the site on Rockingham Road, Hamilton Hill (R1).
2. Single storey house approximately 30 meters North of the site on Blackwood Avenue, Hamilton Hill (R2)

This location was chosen as representative of the nearest noise sensitive residential receiver to the proposed development. Refer to Figure 2 below for location.

Figure 2: Receivers and Noise Monitoring Locations



Table 3 – Applicable Assigned Outdoor Noise Level

Premises Receiving Noise	Time of Day	Assigned Level (dB)		
		L ₁₀	L ₅	L _{1max}
Noise Sensitive Premises	0700 – 1900 hours Monday to Saturday	52	62	72
	0900 – 1900 hours Sunday and Public Holidays (Sunday / Public Holiday Period)	47	57	72
	1900 – 2200 hours all days (Evening)	47	57	62

BACKGROUND CREEP

Background creep is progressive increase of background noise levels over time with the establishment of new developments in the area.

The Background Creep criterion is as follows;

Time-varying noise:

$$L_{Aeq,adj,T} \leq \text{Ambient } L_{A50,T} + 5\text{dB(A)}$$

Steady-state noise:

$$L_{Aeq,adj,T} \leq \text{Ambient } L_{A50,T}$$

The time period (T) is a time interval of at least 15 minutes, or if the noise continues for less than 15 minutes, the duration of the noise source is used.

Based on the results of the ambient noise monitoring, the project specific background creep noise limits are shown in Table 4.

Table 4: Background creep noise limits

Time Period	Noise Level Limits SPL dB(A)	
	Ambient L _{A50,T}	L _{Aeq,T} (Ambient L _{A50,T} + 5dB(A))
Day 7am – 6pm	54	61
Evening 6pm – 10pm	52	57

ENVIRONMENTAL ASSESSMENT

ONSITE ACTIVITIES

Noise associated with the proposed development was assessed based on previous investigations of similar activities. The assessment assumes simultaneous operation for all activities occurring within the development. The calculations assume the activities are located at the closest point within the site to each receiver location in each case. Any relevant shielding and transmission loss are taken into account for these activities.

ACOUSTIC QUALITY OBJECTIVES

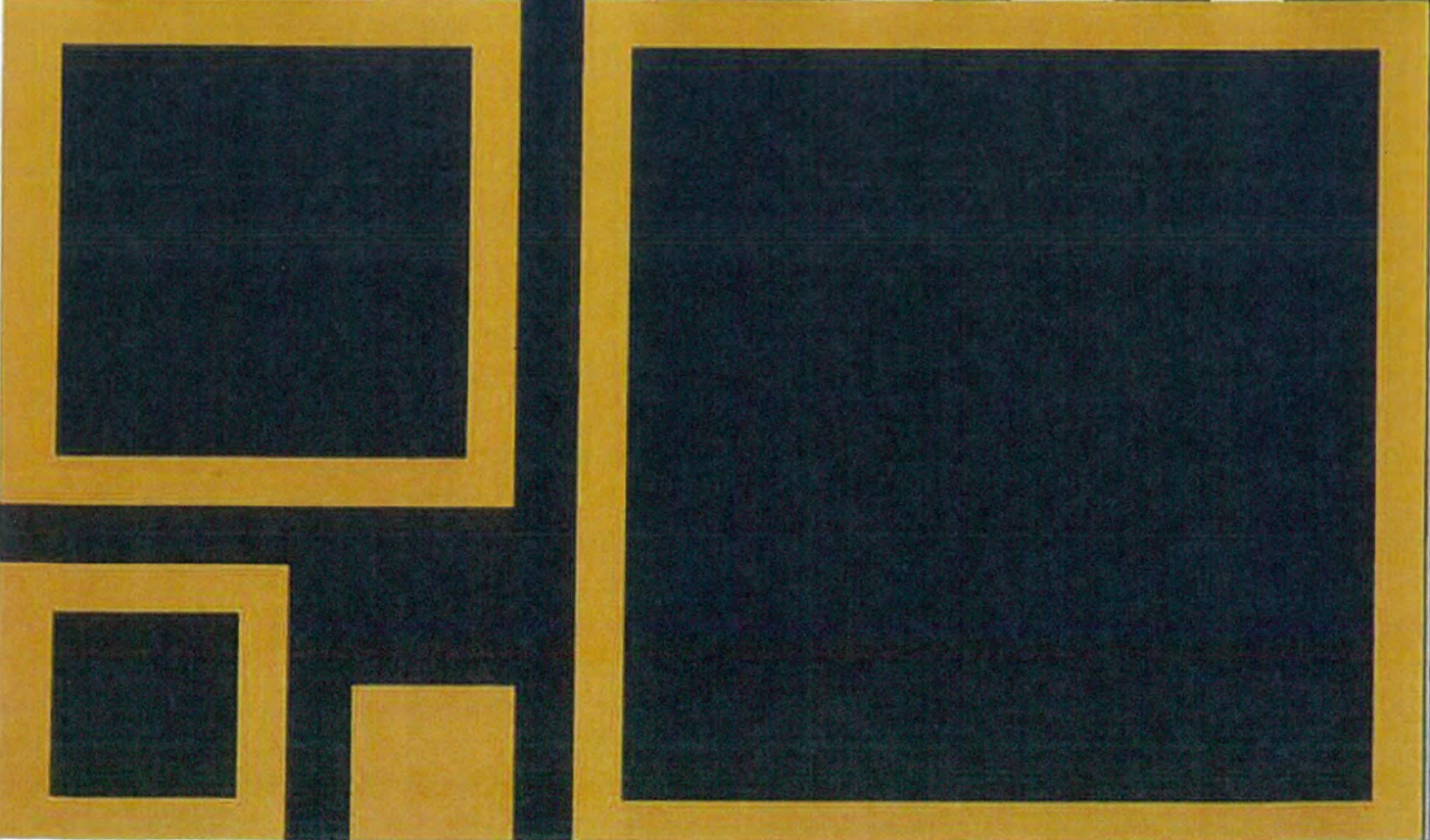
The average maximum noise sources and predicted levels at the receiver locations are shown below in Table 5.



TRAFFIC IMPACT STATEMENT

**LOT 505
ROCKINGHAM ROAD,
HAMILTON HILL –
REACTIVATED PETROL
FILLING STATION**

Porter



CONTENTS

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2.0 EXISTING SITE

The petrol filling station is part of a commercial development at the intersection of Rockingham road and Carrington Street in Hamilton Hill. The site has an access from Blackwood Avenue to the north and two access places onto Rockingham Road.

2.1 Existing Road Network

Rockingham Road is a District Distributor A road based on the Main Roads Western Australia (MRWA) metropolitan regional functional road hierarchy. It provides direct road access to abutting developments and is a four lane undivided road with a speed limit of 60 km/hr. The current capacity is about 24,000 vehicles per day.

Carrington Street is a District Distributor A road according to the Main Roads Western Australia (MRWA) metropolitan regional functional road hierarchy however it is only a two lane two way road with direct lot access with a current speed limit of 60km/hr. The current capacity is about 12,000 vehicles per day.

Blackwood Avenue is a Local Distributor road 6m in width, two lane two way and provides direct access to abutting properties, with a speed limit of 50km/h. The current desirable capacity is about 3,000 vehicles per day.

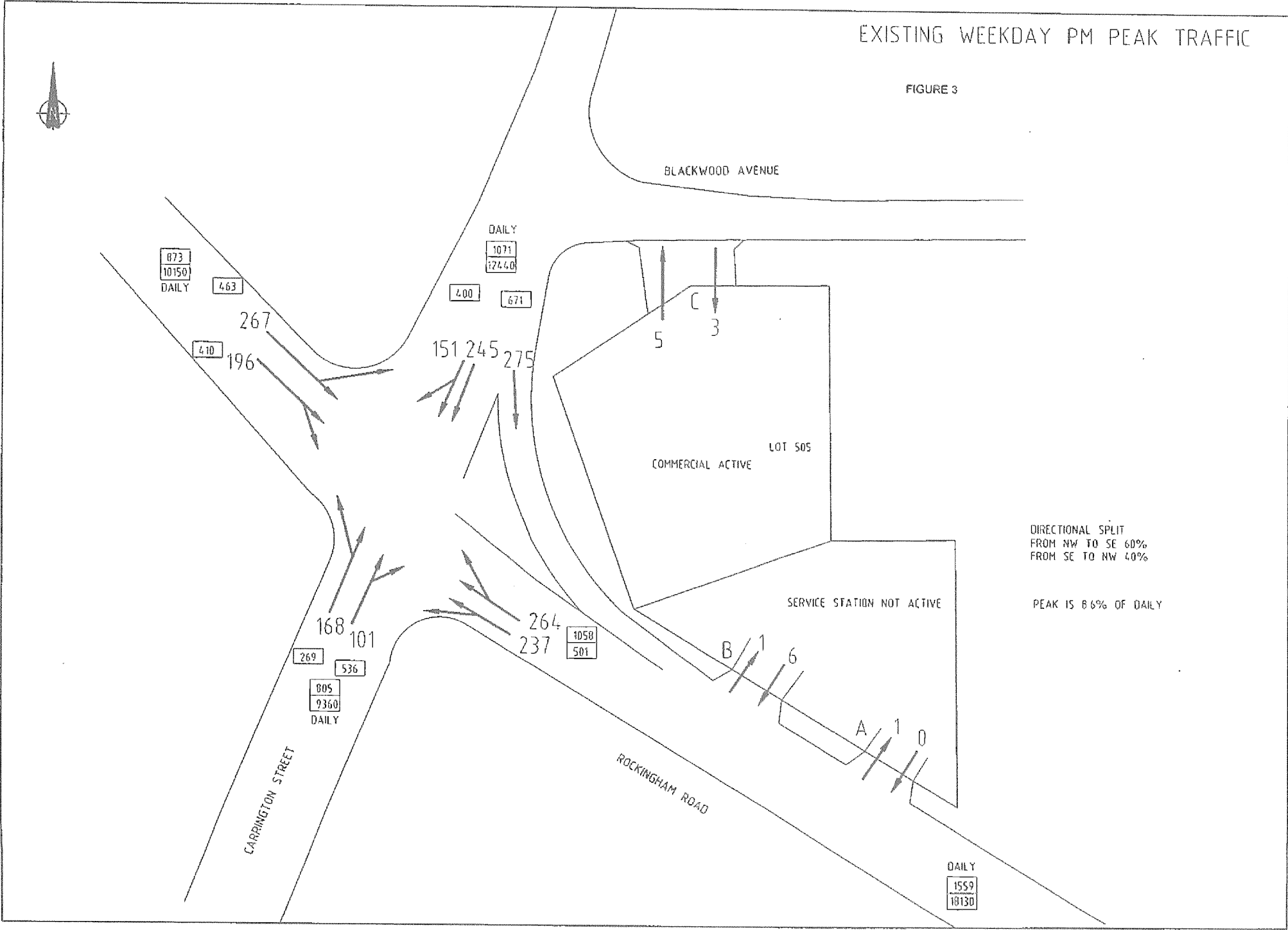
Carrington Street / Rockingham Road intersection. The intersection of Rockingham Road and Carrington Street is a channelised and signalised junction with signal control on all turn movements. The layout of the road network is shown on **Figure 2**.

Figure 2



EXISTING WEEKDAY PM PEAK TRAFFIC

FIGURE 3



4.0 PARKING

The City of Cockburn is the local authority which controls the parking requirements for the development. The parking rates outlined within the City's Town Planning Scheme indicate that based on the land use of petrol filling station with a minor retail component, one bay per 15m² of net leasable area is required.

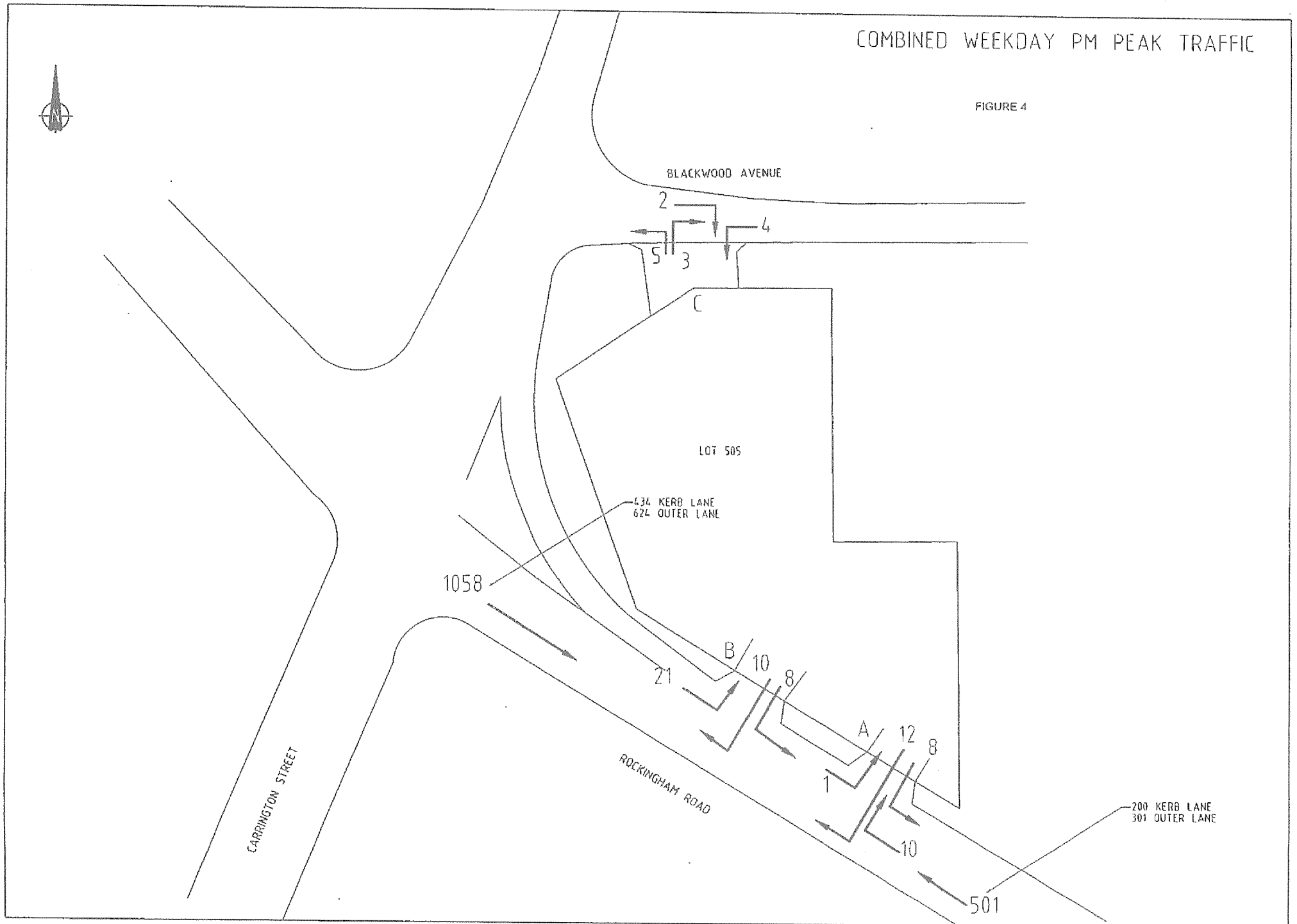
The proposed area of the retail component is 103m² and will require 7 parking bays plus 1 for an employee making a total of 8 parking bays. 9 vehicle bays including 1 delivery bay have been provided.

Two parking bays are located in the immediate frontage in the fuel tanker access path will be compromised but could be used on a short term basis. It would be preferable that the area remain clear for tanker entry and exit. It would be appropriate that 1 additional parking bay be incorporated along the western parking area where there are a number of bays already exist.

Whilst this parking is shared with other commercial development on the site, the observed parking demand during the video surveillance of the traffic movements suggests that the existing parking is underutilised.

COMBINED WEEKDAY PM PEAK TRAFFIC

FIGURE 4



5.4 Petrol Tanker and Car Movements

PCE understands that the site will be serviced by a 15m semi trailer petrol tanker that will enter and exit via Rockingham Road. The petrol tanker has its discharge points on the left hand side of the vehicle therefore it could be expected that the vehicle will make a right turn entry into the site and a right turn exit. The tanker turning path is shown in **Figure 5**.

Figure 5



The swept path of the fuel tanker indicates that there will be some minor work required on the landscape strip at the front to accommodate the vehicle turn. In its former life as a petrol service station, a tanker has made similar movements in and out of the site with no reported problems.

We also reviewed the motor vehicle movement in and out from Rockingham Road to ensure that the proposed parking areas were not constrained by the entering and exiting vehicles. A turning movement in the worst case scenario is shown in **Figure 6** and indicates that the parking bays are acceptable. The two parking bays however that are in the petrol filling area are likely to be constrained and should be reconsidered.

6.0 OTHER TRANSPORT MODES

The primary activity associated with the site is petrol filling which will attract by far the majority of traffic as motor vehicles. It is unlikely that there will be any patrons using bus, cycling or footpath network. However for completeness we have assessed the following.

6.1 Bus

The Public Transport Authority (PTA) operate regular bus services along both Carrington Street and Rockingham Road past the site.

6.2 Cycling

There are no cycle facilities associated with the development and both Rockingham Road and Carrington Street in the general vicinity are not cycle friendly routes. Whilst Carrington Street has a sealed shoulder that can be used by cyclists there is no continuity through the signalised intersection providing access to the site.

6.3 Pedestrians

The footpath network is comprehensive around the site, there are footpaths on each side of Rockingham Road, on each side of Carrington Street and on the northern side of Blackwood Avenue.



Level 2 Kishan Court
58 Kishan Road
Mount Pleasant 6153
Western Australia

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Western Australia

Tel: (08) 9345 9955
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Email: office@portereng.com.au

www.portereng.com.au

13 May 2016

Our Ref: HHP HAM GE

City of Cockburn
PO Box 1215
BIBRA LAKE DC
WA 6965

**Allerding
& Associates**

Town Planners, Advocates
and Subdivision Designers

ABN 24 044 036 646

Attention: Giselle Allix

Dear Giselle,

**RE: CHANGE OF USE FROM FAST FOOD OUTLET (BLACK STAR COFFEE ROASTERS) TO
PETROL FILLING STATION (VIBE PETROL STATION)
114 (LOT 505) ROCKINGHAM ROAD, HAMILTON HILL WA 6163**

We refer to your letter dated 22 April 2016, inviting comments regarding the proposed petrol filling station at 114 (Lot 505) Rockingham Road, Hamilton Hill (**Subject Site**). We act on behalf of the owners of Rockingham Road, Hamilton Hill respectively.

The following comments are made with regard to the proposed petrol filling station currently being advertised by the City.

Subject Land

The Subject Site is located on the corner of Rockingham Road, and Carrington Street and measures 2,841 m² in area. It is zoned 'Urban' under the Metropolitan Region Scheme and 'Local Centre' under the City of Cockburn's Town Planning Scheme No. 3 (**TPS3**).

The Proposal

The proposal involves a prospective change of use from a fast food outlet to Petrol Filling Station and:

- Intends to operate between 7am and 9pm, seven days a week;
- Proposes to use existing structures , buildings, landscaping and drainage systems;
- Involves the installation of four petrol bowsers which will be located less than 15 metres distance from our clients' property.

125 Hamersley Road Subiaco Western Australia 6008
Telephone (08) 9382 3000 Facsimile (08) 9382 3005

Considerations Regarding the Use of the Site

City of Cockburn Town Planning Scheme No. 3

Clause 4.2.1 of TPS3 describes the objectives of the Local Centre zone as:

To provide for convenience retailing, local offices, health, welfare and community facilities which serve the local community, consistent with the local - serving role of the centre.

A Petrol Filling Station is a discretionary 'A' use under the Scheme which requires special approval by the City after giving special notice in accordance with Clause 9.4.3 of the Scheme. TPS3 defines a petrol station as:

Petrol filling station means land and buildings used for the retailing of fuel and petroleum products and may include a convenience store with a floor area not exceeding 300 square metres, but does not include a workshop for mechanical repairs or the servicing of vehicles or machinery.

Guidance for the Assessment of Environmental Factors (Separation Distances between Industrial and Sensitive Land Uses No. 3)(2005 - EPA))

The EPA's Guidance Statement (**Guidance Statement**) for Separation Distances between Industrial and Sensitive Land Uses provides advice on the use of generic separation distances (buffers) between industrial and sensitive land uses to avoid conflicts between incompatible land uses. The generic separation distances are based upon the consideration of typical emissions that may affect the amenity of nearby sensitive uses. These include:

- *Gaseous and particulate emissions;*
- *Noise; and*
- *Odour.*

In respect of service stations the following provisions apply:

Industry	Description of Industry	DoE Licence or Registration Category	Key Government Agencies for Advice and Approval	Code of Practice (CoP) environmental requirements	Impacts					Buffer Distance in metres
					Gaseous	Noise	Dust	Odour	Risk	
Service Stations	For premises operating during normal hours, i.e. Monday - Saturday from 0700-1900 hours		DoIR Local gov't	Draft in house	✓	✓		✓	✓	50

As noted above, the proposed petrol filling station does not comply with the required 50 metre separation distance and our clients' property at _____ is situated within 15 m of the petrol dispensing bowers. Notably, the area most proximate to the petrol bowers contains major openings to habitable rooms (three bedrooms) which have the potential to be affected by gaseous emissions, noise and odour. Further, our clients' land at _____ sits above the adjoining subject site property by a minimum of approximately 1m to 1.5m which would exacerbate any impacts between the two properties.

Section 4.4.1 of the Guidance Statement notes that, in respect of a new industrial land use that is proposed near existing sensitive development, the following consideration applies:

"Where the separation distance is less than the generic distance, a scientific study based on Site and industry specific information must be presented to demonstrate that a lesser distance will not result in unacceptable impacts..."

We have been advised by City of Cockburn officers that traffic and noise impact assessments have been provided as part of the application for planning approval for the subject site. However, at the time of writing, we have been advised that these documents have been unavailable for assessment. We are therefore unable to comment on these issues at this time.

We note, however, that no scientific studies have been provided in respect of gaseous emissions, odour or risk nor other amenity issues such as lighting. Given the proximity of our clients' property and, specifically, to major openings to habitable rooms, we contend that the applicant has not provided sufficient evidence to demonstrate the non-compliance with the EPA's generic buffer distance will not result in unacceptable uses to the area and, specifically, to

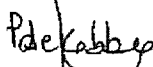
Conclusions

In response to the City's invitation for comment on proposal for a petrol filling station, we contend that a proposal of this nature, which necessitates a buffer distance as recommended by the EPA, has the potential to result in unacceptable impacts to the adjoining residential area and, specifically, to our clients' property. In the absence of scientific studies regarding gaseous impacts, odour, risk and lighting, we contend that this proposal should not be approved. If that further material is provided, we wish to register that our client would seek to be provided with that information to enable an assessment as to whether or not impacts apply.

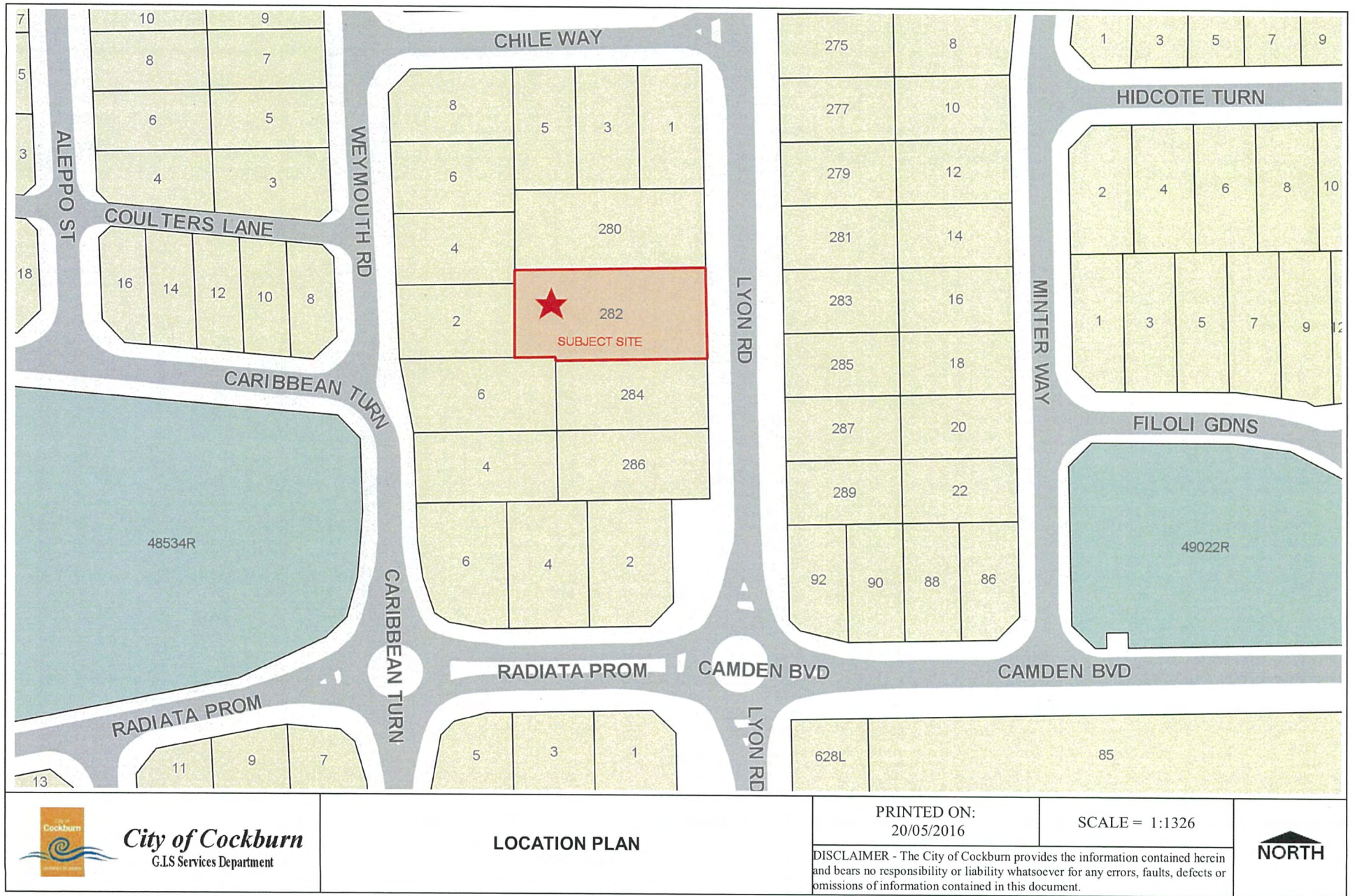
Should you have any queries or need further information, please do not hesitate to contact our office on 9382 3000.

Yours sincerely

ALLERDING AND ASSOCIATES



PATRICIA DE KOBBE
TOWN PLANNER



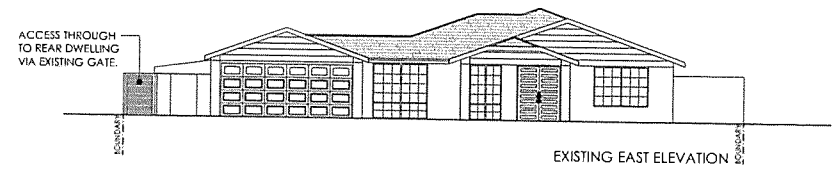
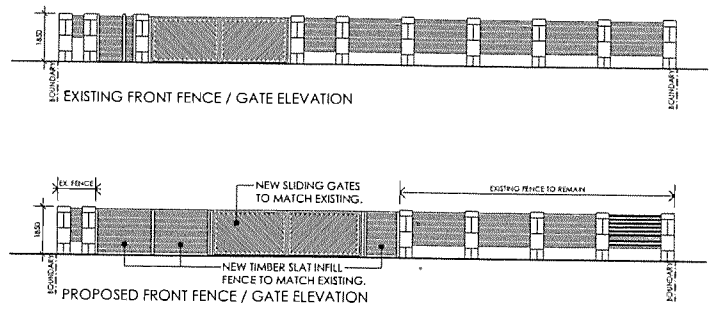
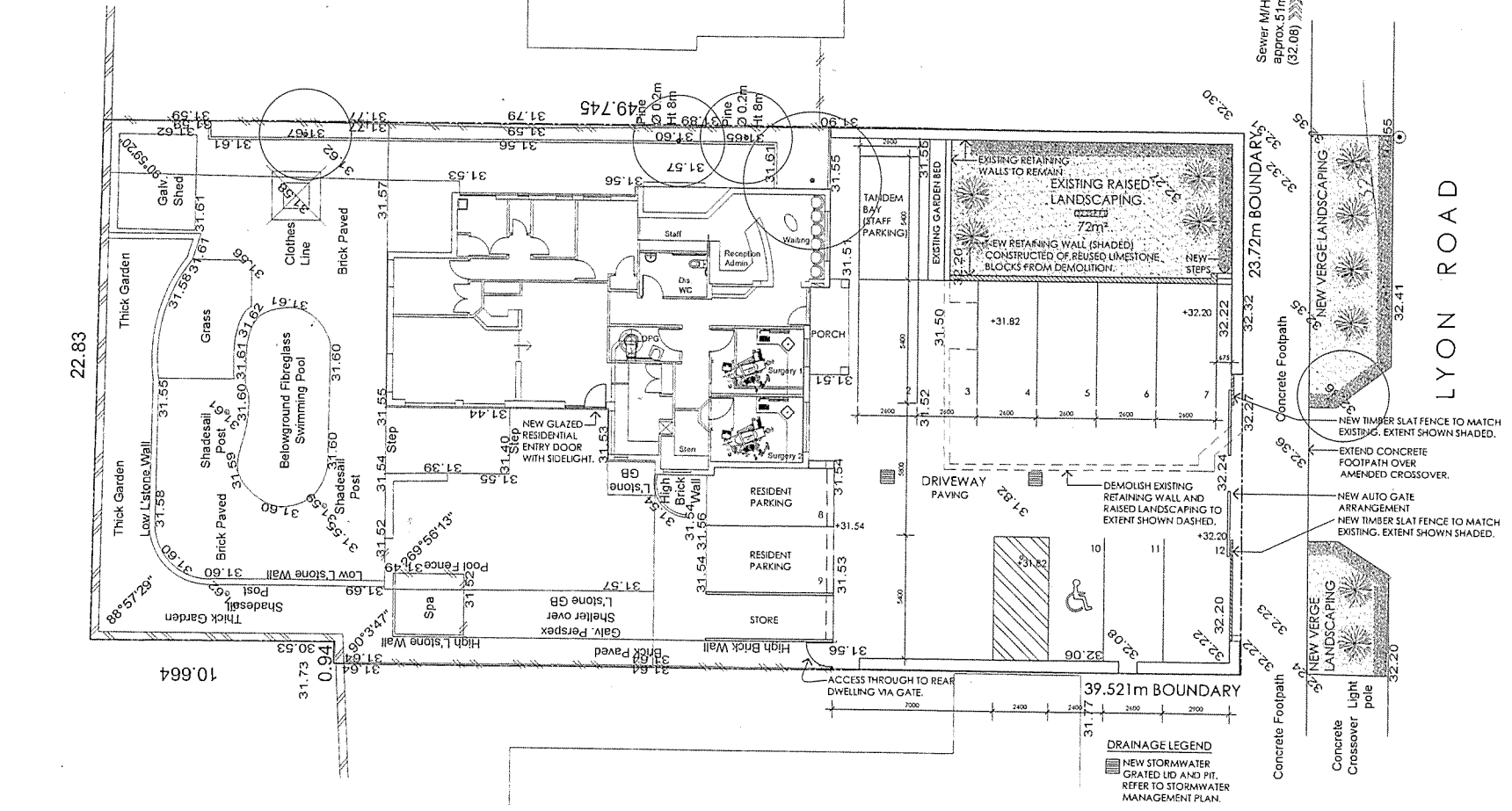
LOCATION PLAN

PRINTED ON:
20/05/2016

SCALE = 1:1326

DISCLAIMER - The City of Cockburn provides the information contained herein and bears no responsibility or liability whatsoever for any errors, faults, defects or omissions of information contained in this document.





SCHEDULE OF SUBMISSIONS

PROPOSED CHANGE OF USE TO CONSULTING ROOMS & SINGLE HOUSE – NO. 282 (LOT 252) LYON ROAD, AUBIN GROVE

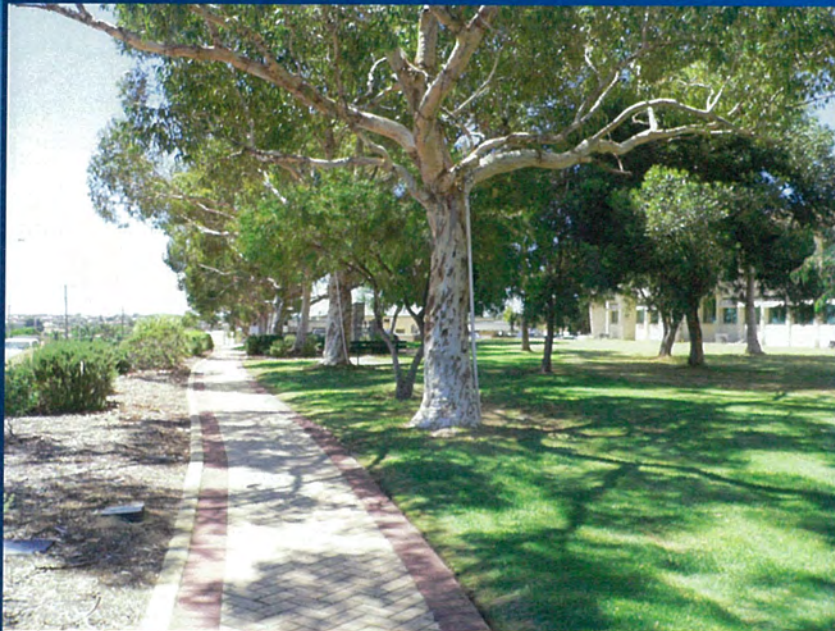
NO.	NAME/ADDRESS	SUBMISSION	COUNCIL'S RECOMMENDATION
1	M Ellis 283 Lyon Road, Aubin Grove	OBJECT Decreased property values; Increased noise and traffic; Loss of privacy; Increased crime; Difficulty of property resale; and Increased danger for pedestrians.	Refer to the 'Consultation' section of the Council Report with regards to property values, noise, traffic and pedestrian safety. Property values, difficulties to sell property and crime are not valid planning considerations. The development would be contained within the subject site, which includes boundary fencing to increase privacy.
2	A & S MacMath 286 Lyon Road, Aubin Grove	DO NOT OBJECT Concerns for increased crime.	Council is unable to impose security measures to reduce crime.
3	Landowner in Aubin Grove	OBJECT Inappropriate location for use within a residential area; Proximity to other dental clinics; and Decreased property values.	The City's TPS 3 does not restrict the amount of dental clinics in any given vicinity. Thus all application can be considered on their individual merits. Property values are not valid planning considerations. 'Consulting Rooms' is considered a discretionary use under TPS 3.

4	J & N Cappeluti 280 Lyon Road, Aubin Grove	OBJECT Heavy traffic; Close proximity to bus stops; Proximity to school; Danger to pedestrians; Decreased property values; Inappropriate location for use within a residential area; and Proximity to other medical/dental clinics;	Refer to the 'Consultation' section of the Council Report with regards to traffic and pedestrian safety. The City's TPS 3 does not restrict the amount of dental clinics in any given vicinity. Thus all application can be considered on their individual merits. Property values, proximity to bus stops and schools are not valid planning considerations. 'Consulting Rooms' is considered a discretionary use under TPS 3.
5	Landowner in Aubin Grove	OBJECT Medication kept on premises; Proximity to school; Increased traffic; Detractive Signage; Decreased property values; Parking spill onto other properties/verge; Possible noise complaints from dental clinic about surrounding residential noise.	Refer to the 'Consultation' section of the Council Report with regards to traffic. Property values, proximity to schools and possible noise complaints are not valid planning considerations. Noise Council is unable to impose security measures to reduce crime. No signage is proposed as part of this application.

City of Cockburn

Phoenix Activity Centre Structure Plan

DRAFT



Endorsement

Endorsement page example This structure plan is prepared under the provisions of the City/Shire/Town of [NAME] Local Planning Scheme [NUMBER].

IT IS CERTIFIED THAT THIS STRUCTURE PLAN WAS APPROVED BY RESOLUTION OF THE WESTERN AUSTRALIAN PLANNING COMMISSION ON:

[DATE]

Signed for and on behalf of the Western Australian Planning Commission:

an officer of the Commission duly authorised by the Commission pursuant to section 16 of the Planning and Development Act 2005 for that purpose, in the presence of:

_____ Witness

_____ Date

_____ Date of Expiry

PART ONE

IMPLEMENTATION

Structure Plan Area

The Activity Centre Structure Plan boundary was defined in the City of Cockburn Local Commercial and Activity Centre Strategy. This was based on the guidance set out in SPP 4.2, which outlines that the extent of each activity centre should be identified by a boundary in the activity centre structure plan for the purposes of estimating the growth potential and land use mix of the activity centre; and managing the interface between centre-scaled development and adjacent land.

The Phoenix activity centre structure plan boundary is illustrated in Figure 1 and is consistent with that set out in

the LCACS. It encompasses a 400m walkable catchment that includes the 'District Centre' zoned land, the 'Mixed Use' zoned land on the western side of Rockingham Road, some adjacent residential zoned lots, and the City's administration site. This area enables comprehensive consideration of land use and movement in the activity centre.

Operation Date

This Activity Centre Structure Plan came into operation on the date it was approved by the Western Australian Planning Commission ("WAPC") _____.



Figure 1. Phoenix Activity Centre Structure Plan area (extract from Local Commercial and Activity Centre Strategy

Structure Plan – November 2015



DEVELOPMENT CONCEPT PLAN – CORE PRECINCT

Development in the Core Precinct should have due regard to the following desired key outcomes:

1. Proposed new shopping centre entry from Rockingham Road/Kent Street, and closure of existing entry immediately to the north.
2. New community gathering space and pedestrian connection, to provide an active frontage and presence to Rockingham Road; and an identifiable entry to the centre, consideration to be given to inclusion of the following elements:
 - Seating for pedestrians
 - Landscaping
 - Children’s play equipment
 - Artworks
3. Pedestrian connection improvements – provision of improvements to the pedestrian link including consideration of new surface treatment to clearly delineate the path; weather protection and safe separation for vehicles.
4. Pedestrian connection improvements to the pedestrian link including consideration of new surface treatment to clearly delineate the path; weather protection and safe separation for vehicles, in addition to the possible inclusion of trees along the north-south link on the upper deck of parking.
5. Proposed new roundabouts at Rockingham Road/Kent Street and Rockingham Road/Lancaster Street to slow traffic and provide turnaround points to allow rationalisation of crossovers.
6. New common easement for vehicle access and parking to ‘Mixed Use’ zone.
7. Improvements to servicing area.

-  Potential Landmark Sites (if redevelopment occurs)
-  Potential Public Art locations

IDEAS AND EXAMPLES FOR THE CORE PRECINCT



Figure 1. Ideas for 'public space'



Figure 2. Ideas to enhance pedestrian access



Figure 3. Ideas for Rockingham Road upgrade to enhance provision for pedestrians



Figure 4. Ideas for Mixed Use development



DEVELOPMENT CONCEPT PLAN – NORTHERN PRECINCT

Development in the Northern Precinct should have due regard to the following key desired outcomes:

1. New roundabout at Rockingham Road and Lancaster Street to slow traffic and provide turnaround opportunities that allow rationalisation of crossovers to Rockingham to improve pedestrian movement on Rockingham Road.
2. Upgrades to Rockingham Road, including possible terraced landscaping.
3. Improvements to 'dead space' in the south eastern corner of the precinct with removal of under used parking bays, inclusion of a safe pedestrian north-south pathway, and appropriate landscaping.
4. Improve vehicle access through this pinch-point.
5. Requirement for the footpath to connect to parking areas, requiring deletion of parking bay(s) to improve pedestrian movement.
6. Investigate reconfiguration of parking bays to be tandem to prevent cars queuing at the petrol bowers causing obstruction.

-  Potential Landmark Sites
-  Potential Public Art locations

CONCEPTS AND IDEAS



Figure 1. Ideas for median landscaping Rockingham Road



Figure 2. Provision for pedestrians in new development



Figure 3. Ideas for landmark buildings



Figure 4. Terraced Landscaping



DEVELOPMENT CONCEPT PLAN – CIVIC PRECINCT

A Master Plan will be required to determine the future of this site, and this should include investigation of the following key elements:

1. Retention of a 'civic presence'
2. Identification of mature trees and vegetation to be retained.
3. Adaptive reuse of the existing administration building
4. Creation of a new 'community space'
5. Residential development with an appropriate interface with surrounding development.

CIVIC PRECINCT IDEAS



Figure 1. Retention of key stands of vegetation in POS areas.



Staging Plan

The following development triggers and requirements have been identified for the Phoenix Activity Centre:

Development requirements and staging		
	PROPOSAL	REQUIREMENTS
SHOPPING CENTRE	Minor expansion to the floor space (Minor Development Application as defined by LCACS)	<p>The following should be provided as part of an application to commence development:</p> <p>(1) Demonstrated improvements to the pedestrian environment, including:</p> <ul style="list-style-type: none"> a) Inclusion of a covered walkable on the north south pedestrian path of the northern upper deck of car parking. b) Improvements to the pavement of this path to more clearly delineate the pedestrian path. c) Investigation of insertion of openings in the upper car park deck to provide more light to the ground floor parking area, and to facilitate the possibility of tree planting. a) Utilisation of artworks required pursuant to the City's Percent for Art Local Planning Policy to enhance the appearance of the servicing area to Rockingham Road. <p>(2) If a new entrance is created to the shopping centre from Kent Street – the creation of a 'public space' to the north of this area that includes landscaping, seating, lighting and artworks to enhance the blank southern façade if an active façade is not proposed in this area.</p>
	Major floor space expansion (Major Development Application, as defined by LCACS)	<p>In addition to the above requirements, the following should be provided as part of an application to commence development:</p> <ul style="list-style-type: none"> a) Improvements/redesign of the March Street servicing area to improve safety and residential amenity.
	Major expansion that exceeds identified floor space range (Table 1)	<p>Prior to consideration of proposals for major development which exceeds the shop-retail floorspace area identified in Table 1, the City of Cockburn will require the preparation of a Retail Sustainability Assessment, in accordance with State Planning Policy 4.2 – Activity Centres for Perth and Peel.</p> <p>Where the City and the WAPC determine that the proposal substantially changes the intent or form of the Structure Plan, an amendment to the Structure Plan will be required prior to consideration of the proposal.</p>

NORTHERN END		<ul style="list-style-type: none"> a) Demonstrated connectivity from building entrances to footpaths. b) Artworks provided as required by Percent for Art Local Planning Policy to provide pedestrian amenity.
2 Lancaster Street, Spearwood (corner of Rockingham Road and Lancaster Street)	Major expansion	<ul style="list-style-type: none"> c) Improvements to 'dead space' in the south eastern corner of the precinct with removal of under used parking bays, inclusion of a safe pedestrian north-south pathway, and appropriate landscaping. d) Improve vehicle access through this pinch-point. e) Requirement for the footpath to connect to parking areas, requiring deletion of parking bay(s) to improve pedestrian movement. f) Landmark feature and/or public art on corner of Lancaster Street and Rockingham Road.
MIXED USE PRECINCT	Redevelopment of sites, or substantial modifications and expansion to existing dwellings	Provision of an accessway in front setback for vehicle access, parking and landscaping, consistent with Design Guidelines.
ADMINISTRATION SITE	Any major development	Preparation of a Master Plan for the Administration site.

TABLE 1: RETAIL AND SHOP FLOOR SPACE

	2011	2016	2020	2026
SHP	15,864-26,440	18,890-31,483	21,231-35,385	22,508-37,513
RET	54,89	68-113	80-133	85-142

Percent for Artworks Strategy

Public art can play an important role in establishing a unique sense of place, and can help define the character of an area.

The vision for the Phoenix Activity Centre Structure Plan is to create a place that is:

DISTINCTIVE – A place that reflects local identity and has a distinctive character

Public art is encouraged throughout the Phoenix Activity Centre to achieve the following:

- a) Create visual interest and ‘activate’ adjacent spaces, particularly to enhance the pedestrian and cyclist environment.
- b) Improve legibility throughout the activity centre.
- c) Provide functional infrastructure for pedestrians and cyclists where possible (such as bicycle parking, seating, shade devices, lighting, drink fountains).
- d) Be meaningful for the local community, contributing to local identity within the Activity Centre.
- e) Serve as landmarks for the activity centre where identified in this Policy.
- f) Address safety, maintenance and conservation issues.

Public art/artworks provided by developers or Council are to be generally in accordance with the following requirements, in addition to the requirements of Local Planning Policy APD80 ‘Percent for Art’ where applicable:

KEY THEMES:

Public art can play an important role in establishing a unique sense of place, and can help define the character of an area.

The Cockburn Coast area is subject to a Placemaking and Public Art Strategy; the Packham North District Structure Plan area has artworks that reflect history relating to Watsonia Factory and Woodlands Homestead.

The Spearwood area shares much common history and themes with the Cockburn Coast area, and this Artworks Strategy seeks to identify some more specific and unique themes for the Spearwood area to strengthen community identity.

The following local themes have been identified for the Phoenix Activity Centre for further exploration and reflection through public art. These themes recount the past, and have relevance to the future:

A Place of Diversity

The original settlers of Spearwood came from England, Ireland, Denmark, and Germany; and after 1912 from Croatia, Italy and Portugal.

They had diverse backgrounds and occupations – many came via the Goldfields, or from the Eastern States seeking new work opportunities. The one thing they all had in common was that they were resourceful, adaptable, hardworking, and optimistic about the future.

They were settlers whose diverse occupations and backgrounds added further to the energy and enthusiasm which characterised the growing community in Spearwood.

They moved to Spearwood in search of opportunities for affordable, productive land and employment. They were attracted by its proximity to Fremantle and because of employment opportunities in the nearby area – reasons that today still attract people to the area.

A Place with Strong Community Spirit

The original settlement in Spearwood was closer than that previously seen in the areas further south, or in Bibra Lake, Jandakot, and Hamilton Hill. For residents this meant there were opportunities to meet more frequently, and to work together to gain the facilities they needed for their families. It also meant there was a need for cooperation from neighbours in the growing of produce. A strong sense of community was therefore borne out of living in close proximity.

Historically Spearwood did not have a 'town centre', rather a number of places were used to host events – churches, schools, private residences such as those of Mrs Straughair or William Watson.

At the outbreak of World War I there were 40 Spearwood residents who enlisted, which was a significant proportion of the district's population. In addition, every member of the community participated in the war effort by fundraising.

While the area has always had a strong relationship with Fremantle, it seems there has always been a desire to ensure that as the area grows it does not become part of Fremantle.

A strong sense of community spirit still exists in the area today, with many long term residents; an active residents' association; and a long running soccer club dating back to 1929, the Cockburn City Soccer Club (originally the Spearwood Rovers).

A History of Agriculture and Market Gardening

Spearwood is well-known for its history of market gardening, and the area was one of Perth's first major market gardening, providing a variety of produce for Western Australia, including fruit, vegetables, grapes, including the prize winning Globe onion.

The area was known for events such as the Spearwood Show, Spearwood Agricultural Association who ceded the Council administration land.

Precinct 1: Phoenix Core Artworks Requirements

The following are identified as priority locations for artworks in the Phoenix Core, and artworks in these locations are encouraged:

1. The area on Rockingham Road adjacent to the Coles servicing area and bus stop.
2. The corner of Coleville Crescent and Rockingham Road.

1. Rockingham Road adjacent to the Coles servicing area

Artworks are encouraged in this area to enhance the servicing area of Rockingham Road in the following way:

- Artwork which functions to screen the servicing area and enhance the blank façade to Rockingham Road, which may include a vertical garden element, mural or LED lighting.
- Artwork that also serves to enhance the amenity of pedestrians and patrons of the bus stop.
- Landmark artwork that improve legibility.



Figure 3. Example of facade mural artwork



Figure 2. Example of facade treatment to servicing vents

Precinct 2: Northern Precinct Artworks Requirements

Where required by APD80 'Percent for Art', the following artworks are encouraged in the northern commercial end:

1. Artworks which serve to enhance pedestrian/cyclist amenity such as bicycle parking or canopy shading.
2. Artworks that are integrated into the building entry to assist in providing clearly identifiable pedestrian entry point(s).
3. Artworks that assist with legibility through the precinct and in connection to adjacent areas, particularly for pedestrians.
4. Landmark artworks only on the corner of Rockingham Road and Phoenix Road which function as an appropriate 'entry statement' to the activity centre in line with the identified theme(s).

5. Artworks on the corner of Lancaster Street and Rockingham Road to function as a landmark for this precinct and Lancaster Street itself in line with the identified themes.



Figure 4. Example of pedestrian path treatment



Figure 5. Example of surface treatment to assist with wayfinding

Precinct 3: Mixed Use Area

Where required by APD80 'Percent for Art', the following artworks are encouraged in the Mixed Use Area:

1. Integrated artworks that enhance visual interest for pedestrians, and contribute to the 'finer grain' detail and scale of development.
2. Functional artworks where these can be safely accommodated and where it complements the built form, such as bicycle parking, seating, planter beds.
3. Landmark artworks only on the corner of Rockingham Road and Phoenix Road which function as an appropriate 'entry statement' to the activity centre in line with the identified theme(s).



Figure 6. Functional artworks - bicycle rack



Figure 7. Lighting as artworks

Action Plan

Action No.	ACTION	Responsible Agency	Responsible City of Cockburn Service Unit	Priority
1	<p><i>Adoption of Design Guidelines Local Planning Policy for the Activity Centre</i></p> <ul style="list-style-type: none"> • <i>Adoption of Design Guidelines for the 'Mixed Use' zone providing guidance for mixed use development to encourage commercial uses, including offices, at ground floor.</i> • <i>Adoption of Design Guidelines which require new development in the Activity Centre to address streets and public spaces.</i> • <i>Preparation of Design Guidelines that require landmark built form in the Activity Centre to add visual interest and improve legibility and amenity.</i> 	City of Cockburn	Strategic Planning	High
2.	<i>Adoption of a vehicle access plan for the Mixed Use zone to ensure safe and legible access.</i>	City of Cockburn	Strategic Planning	High
3.	<p><i>Upgrade of Rockingham Road between Coleville Crescent and Phoenix Road</i></p> <ul style="list-style-type: none"> • <i>Investigation into the creation of a new entry to the Phoenix Shopping Centre from a new Kent Street/Rockingham Road roundabout, to include a new 'public space' and pedestrian entry.</i> • <i>Investigate inclusion of cycle lanes on Rockingham Road as part of the proposed improvements to improve north south connection.</i> • <i>Investigate improvements to the amenity at bus stops on Rockingham Road.</i> 	City of Cockburn	Strategic Planning, Engineering Services, Parks services and Phoenix Shopping Centre	High
4.	<i>Investigation of reconfiguration of car parking in the northern end (BP site) to determine whether existing bays adjacent to the access should be parallel.</i>	City of Cockburn	Strategic Planning and Engineering Services	Low
5.	<i>Formulation of a Public Art and Wayfinding Strategy that identifies themes to strengthen a unique identity for the Phoenix Activity Centre and improve legibility.</i>		Strategic Planning	Medium

6.	<i>Improvements to Bavich Park and Gerald Reserve to improve their appearance, and make them more attractive pedestrian connections to the Activity Centre.</i>	<i>City of Cockburn</i>	<i>Parks Services</i>	<i>Medium</i>
7.	<i>Preparation of a Signage Strategy for Rockingham Road.</i>	<i>City of Cockburn</i>	<i>Strategic Planning and Statutory Planning</i>	<i>High</i>
8.	<p><i>Preparation of a Master Plan for the City of Cockburn Administration Site to include investigation of the following key elements:</i></p> <ul style="list-style-type: none"> • <i>Retention of a 'civic presence'</i> • <i>Identification of mature trees and vegetation to be retained.</i> • <i>Adaptive reuse of the existing administration building</i> • <i>Creation of a new 'community space'</i> • <i>Residential development with an appropriate interface with surrounding development.</i> 	<i>City of Cockburn</i>	<i>Strategic Planning and External consultants</i>	<i>High</i>
9.	<p><i>Monitor the performance of the activity centre by undertaking a review every two years, addressing the elements discussed within this Structure Plan relating to:</i></p> <ul style="list-style-type: none"> • <i>Land use mix diversity targets;</i> • <i>Residential density targets;</i> • <i>Built form and streetscape intensity;</i> • <i>Measuring against the LCACS metrics.</i> 	<i>City of Cockburn</i>	<i>Strategic Planning</i>	<i>Ongoing</i>

PART TWO - EXPLANATORY

1. INTRODUCTION

NEED FOR AN ACTIVITY CENTRE STRUCTURE PLAN

Activity centres are community focal points. They are hubs that attract people for a variety of activities such as shopping, working studying and living. They include uses such as commercial, retail, higher-density housing, entertainment, tourism, civic/community, higher education and medical services.

State Planning Policy 4.2 Activity Centres For Perth and Peel ("SPP 4.2") was gazetted in 2010, and its main purpose is to specify broad planning requirements for the planning and development of new activity centres, and the redevelopment and renewal of existing centres in Perth and Peel.

The Spearwood Activity Centre (also referred to as the 'Phoenix Centre') has been designated within SPP 4.2 as a 'District Centre'. It is the City of Cockburn's second largest centre with 28,000m² of retail floor space, and many other associated commercial uses. This centre is the only district level centre within the City of Cockburn, with Cockburn Gateway being the City's regional centre.

SPP 4.2 sets out a policy requirement for activity centre structure plans to be prepared for all district level centres and above. Activity centre structure plans set out the spatial plan and strategy to achieve a compact, pedestrian-friendly, mixed use activity centre that will offer a range of lifestyle choices, reduce car dependency, and limit environmental impact. They are important strategic planning documents which guide land use, urban form, transport and infrastructure planning for larger activity centres.

The City of Cockburn's Local Commercial and Activity Centres Strategy ("LCACS") was adopted by Council in 2012 and sets out the strategic vision and broad framework to

guide the planning and development of the City's activity centres over the next 15 years. The LCACS sets out that its successful implementation will require early, targeted activity centre structure planning for major commercial activity centres likely to experience significant future growth in the short-medium term. It sets out the requirement for activity centre structure plans to be prepared for district and larger centres, which includes the Phoenix District Centre.

There has already been a considerable amount of strategic planning work completed for the Phoenix District Centre. The Phoenix Revitalisation Strategy was adopted by Council for the Phoenix Centre in 2009. In line with the recommendations of the Revitalisation Strategy, there has been an increase to the residential densities within the 800m catchment around the centre, rezoning of a new 'Mixed Use' area, and numerous improvements to the public realm.

The Phoenix Shopping Centre is likely to undergo refurbishment and possible expansion in the future. The new 'Mixed Use' zoning in the activity centre is likely to generate new land uses and development proposals. The Activity Centre Structure Plan is needed to guide this development. The Revitalisation Strategy has identified the need for improvements to movement and connectivity in the area – the activity centre structure plan further addresses these issues.

The Activity Centre Structure Plan examines the key opportunities and constraints of the area, and identifies key actions to support maturation of the activity centre. It also measures the impact these actions are predicted to have on the criteria, or metrics set out for the centre in the LCACS.

Defining the Activity Centre Boundary

SPP 4.2 outlines that the extent of each activity centre should be identified by a boundary in the activity centre structure plan for the purposes of estimating the growth potential and land use mix of the activity centre; and managing the interface between centre-scaled development and adjacent land.

SPP 4.2 provides some guidance on defining activity centre boundaries. This includes consideration of factors such as existing zonings; topographical features; major infrastructure; walkable catchments; and use of rear boundaries as an interface for land use change.

The City's activity centres were defined in the LCACS, based on the guidance provided in SPP 4.2. The Phoenix Activity Centre Structure Plan boundary is illustrated in Figure 1 and is consistent with that set out in the LCACS.

It encompasses a 400m walkable catchment that includes the 'District Centre' zoned land, the 'Mixed Use' zoned land on the western side of Rockingham Road, some adjacent residential zoned lots, and the City's administration site. This area enables comprehensive consideration of land use and movement in the activity centre.



Figure 8. Activity Centre Structure Plan area

Vision for the Activity Centre

The Phoenix Revitalisation Strategy and Activity Centre Plan set out key principles that were developed during the preparation and visioning phases of the project which included extensive community input.

These principles have been further refined and consolidated to create a vision for the Activity Centre, which is to create a place that is:



ADAPTABLE – A place that can respond to the diverse and changing needs of the community



EASY TO MOVE AROUND – A place that is easy for all users to move around, particularly pedestrians and cyclists, and that connects well to existing movement networks and key areas of interest in the surrounding area



SAFE AND WELCOMING – A place where people feel safe and secure, and that encourages positive social interaction



DISTINCTIVE – A place that reflects local identity and has a distinctive character

2. CENTRE CONTEXT **Catchment Area**

The Phoenix Activity Centre catchment area encompasses the suburbs of Spearwood and Hamilton Hill. Given the offering of the Activity Centre the catchment is primarily confined to the surrounding suburbs. Demand analysis suggests that the centre is trading well indicating that the centre has a well justified economic purpose.

Cockburn Gateways; Booragoon Garden City Shopping Centre and Kardinya Park District Centre are within close proximity to the centre. The offering of Kardinya Park is similar, but given the distance between the centres, approximately 7km, and the more local catchment of a district centre, it is not considered to directly compete with the centre. However the growth of the larger centres, Booragoon (12km) and Cockburn Central (11km) does impact on the catchment of the Phoenix Activity Centre, as the growth of these centres is also seeing a substantial growth in their catchment.

The future activity Centres of Port Coogee and Cockburn Coast are also within close proximity to the centre, but are expected to have a different offering to that of the Phoenix Activity Centre, with more of a focus on entertainment and other retail.

Neighbouring Attractors

The Activity Centre is within close proximity to a number of natural attractions, including Manning Park and the coast. Strengthening connections from the Activity Centre to these attractions is considered important to increase pedestrian and cyclist movement through the area, and to build a unique community identity for the Spearwood area

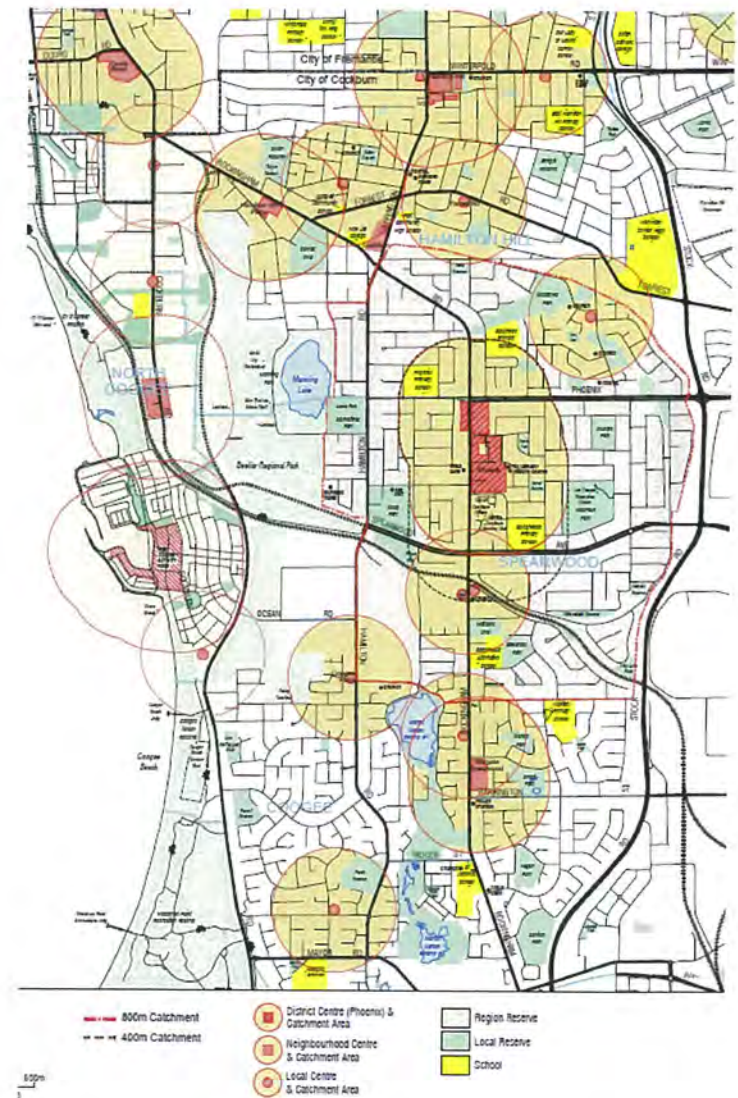


Figure 9. Centre catchments surrounding the Phoenix Activity Centre

PLANNING CONTEXT

State Planning Policy 4.2

State Planning Policy 4.2 Activity Centres (“SPP 4.2”) aims to:

- improve the integration of activity centres with public transport;
- lower transport energy use and associated carbon emissions;
- ensure centres contain a range of activities to promote community benefits; and
- promote the economic benefits of business clusters.

The Phoenix Activity Centre has been designated within SPP 4.2 as a District Centre. SPP 4.2 describes the role of a District Centre as follows:

“District centres have a greater focus on servicing the daily and weekly needs of residents. Their relatively smaller scale catchment enables them to have a greater local community focus and provide services, facilities and job opportunities that reflect the particular needs of their catchments.”

This description is in alignment with the current activities of the Phoenix Activity Centre, with the City’s administration office providing for a greater diversity of employment than would otherwise be anticipated. The current floor space of the Phoenix Activity Centre is 33,000m², comprised of

20,000m² of shop floor space and 5,000m² of office floor space.

3.2.2 Directions 2031

Directions 2031 is the latest spatial planning framework for Perth and Peel and outlines the planning vision that will guide the planning of Perth and Peel to 2031 and beyond.

The Strategy aims to provide for different lifestyle choices, vibrant nodes for economic and social activity and a more sustainable urban transport network. *Directions 2031* recognises that the role and function of centres will vary depending on their catchment, but should generally:

- provide services, employment and activities that are appropriate for and accessible to the communities they support;
- be integrated with, and encourage the efficient operation of the transport network, with particular emphasis on promoting public transport, walking and cycling, and reducing the number and length of trips;
- be designed based on transit oriented development principles;
- provide opportunities as places to live through higher density housing and the development of social and cultural networks;
- encourage the agglomeration of economic activity and cultivation of business synergies; and support the development of a local identity and sense of place.

Local Planning Context

Local Commercial Centre and Activity Centre Strategy

The City of Cockburn’s Local Commercial and Activity Centres Strategy (“LCACS”) represents a new strategic direction for the planning and development of activity centres within the City. It is an important planning document for implementing the new direction for the planning of activity centres in Perth and Peel set by the policy context outlined in *Directions 2031*, and State Planning Policy No. 4.2 – Activity Centres for Perth and Peel. These two documents reflect a growing recognition within the State Government and the planning profession of the complex issues relating to sustainability and planning for the urban environment.

The LCACS sets the strategic vision and broad framework to guide the planning and development of the City’s activity centres and to help guide planning for the City’s strategic employment centres over the next 15 years. The LCACS provides:

- a set of guiding principles derived from an analysis of the objectives of *Directions 2031* and SPP4.2 within the unique context of the City;
- a framework for implementing the principles within the City’s strategic and statutory planning processes;

- an action plan which sets out the key tasks which will aid the implementation of the LCACS; and
- a number of background studies which provide reliable base information on which the City and other stakeholders can base their planning and decision making.

One of the major areas of influence for the LCACS is the guidance of the assessment of structure plans, activity centre structure plans, detailed area plans (DAPs) and development applications within activity centres. There are three distinct levels of planning approval that need to be considered in the implementation of the LCACS. These are:

- Structure planning (district and local);
- Activity centre structure planning (or detailed area planning); and Development applications.

The LCACS assessment areas outlined in Section 4.2 are put to work in the City's decision making when considering proposals at these three planning approval stages. Reporting, justification and assessment of proposals against each assessment area at these three levels must ensure the implementation of the LCACS.

The LCACS included the assessment of each activity centre against criteria or 'metrics'. The Activity Centre Structure Plan identifies how the proposed actions are likely to improve the scores for each of these metrics, and will allow progress to be measured.

Phoenix Central Revitalisation Strategy and Activity Centre Plan (2009)

The Phoenix Central Revitalisation Strategy was adopted by Council in 2009 and provides a strategic framework for improvements to the Phoenix town centre and the surrounding 800m catchment which encompasses parts of the suburbs of Spearwood and Hamilton Hill.

The study area of the Revitalisation Strategy covers the area that correlates approximately to the 800m walkable catchment from the Phoenix town centre, including approximately 4,300 residential properties in the surrounding area.

The aim of the Revitalisation Strategy was to develop the centre according to the principles outlined in the now superseded Network City, replaced by Directions 2031, the Western Australian Planning Commission's high level spatial framework and strategic plan that establishes a vision for future growth of the metropolitan Perth and Peel region.

Preparation of the Revitalisation Strategy included a comprehensive community consultation program, which began in October 2007 with a community visioning phase.

The Revitalisation Strategy provided a comprehensive plan for the Phoenix centre and includes the following key features:

- An increase in residential densities to improve urban land efficiency and housing choice, and create a more sustainable urban environment.
- Improvements to the movement network to improve pedestrian amenity and reduce transport energy demand and private vehicle use.
- Enhancements to local parks and community facilities to improve their visual appearance and usage.

Key recommendations of the Revitalisation Strategy that have been implemented include:

- Increasing residential densities from R20 to R40 in the 400m walkable catchment of the Phoenix Town Centre, around local centres, and along major public transport routes.
- Increasing residential densities within close proximity to the centre to R60.
- Increasing the residential density from R20 to R30 within the 400m to 800m walkable catchment.
- Increasing residential densities to R30/R40 surrounding parks to encourage passive surveillance and active frontages.
- Proposed R160 residential development on the City's administration site in conjunction with the development of the Community Hub.
- Rezoning of the western side of Rockingham Road to a new 'Mixed Use' zone.

One of the key recommendations of the Revitalisation Strategy was improvements to

Rockingham Road, which are currently being explored.

City of Cockburn Town Planning Scheme No. 3

The Structure Plan area is subject to City of Cockburn Town Planning Scheme No. 3. The Phoenix Shopping Centre and adjacent land to the north (south of Phoenix Road), are zoned 'District Centre' (RAC-3).

Pursuant to the Scheme, a residential coding of 'R60' would normally apply to the 'District Centre' zone, however, an 'RAC-3' coding has been introduced to further encourage residential development and mixed use development.

On the western side of Rockingham Road the land is zoned 'Mixed Use' with a residential coding of 'R60'. The surrounding residential area is zoned 'Residential R40' within an approximately 400m walkable catchment from the activity centre. Beyond this area, within the 800m walkable catchment of the activity centre outside the Structure Plan area, the residential coding is predominately 'R30'.

These zonings were recommendations of the Revitalisation Strategy. Much of the 'Mixed Use' zoned area was previously zoned 'Residential R40', and the residential area within the 800m walkable catchment was zoned 'Residential R20'.



Figure 10. Extract from Town Planning Scheme No. 3 – Phoenix Activity Centre

City of Cockburn Housing Affordability and Diversity Strategy

The City of Cockburn Housing Affordability and Diversity Strategy was adopted in 2014. The following key findings are relevant to the Activity Centre Structure Plan:

Housing stock mismatch: The City's current housing stock does not match the projected smaller households, and will not provide an adequate range of housing choices for future

households. A greater number of smaller dwellings will be required to meet the needs of smaller households.

Need for a compact urban form: The Perth Metropolitan Region is still characterised by predominately low density residential codings that have resulted in a housing stock of large detached dwellings, and many dwellings that in general do not have high levels of accessibility. Providing dwellings with good access to services and public transport is particularly important for young people and people with disabilities, who are high users of public transport.

Declining housing affordability: The number of Australian households in housing stress has increased dramatically since 2003, and this is a trend that is likely to continue into the future. Households susceptible to housing stress are low income renters, low income households with children, older people renting, and people with disabilities.

Cost of living impacts for low income households: All households are impacted on by increasing costs of living, however low income households are the most affected. Housing affordability is a particular issue for family households who have a variety of living expenses that make them more susceptible to financial hardship, in addition to having high housing costs through the requirement in many cases for larger dwellings that have higher rental costs.

Need for adaptable housing: In the City of Cockburn there is an ageing population, and 18 per cent of people have a disability. For many of these people their home may not suit their needs either now or in the future, because the number of private and public dwellings that have been built to incorporate universal design elements is very low. Inaccessible housing leads to social disadvantage and has negative effects for social integration and participation. Modifications to dwellings to improve accessibility, such as installation of ramps, are often expensive and unsatisfactory. These costs place increased financial pressure on such households, and moving to find a better house design suited to their specific needs is often not a viable option due to the high 'sunk costs' in the current accommodation.

Demand for aged care facilities: The ageing population, particularly the increase in people over 70 years of age, will see an increased demand for aged care facilities for those whose care needs can no longer be met within their own homes.

The demand for low and high care facilities, in addition to respite care will continue to increase across the Perth metropolitan area. In particular there will be a demand for affordable aged care.

Local Context

Demographic Profile

The suburbs of Spearwood and Hamilton Hill, which form part of the 800m catchment of the

Activity Centre, are forecast to experience a sharp increase in dwelling growth to 2030 when it will level out.

The household forecasts indicate that this catchment will have the highest proportion of lone person households, approximately 30 per cent. The 800m catchment is characterised by small households, with approximately half of the area having household sizes of less than 1.5 people.

'Couples with dependents' were the dominant household type in 2011, however by 2031 there will almost be the same percentage of 'lone person households' and 'couples without children'.

Currently the housing stock in Hamilton Hill and Spearwood is predominately 3+ bedrooms (74 per cent and 83 per cent respectively). These dwellings do not match the forecast households in the area, and there is a greater need for smaller dwelling types to meet the demand of smaller households.

Currently the area in the northern end of the Activity Centre, where older style apartments are located, accommodate a large percentage of lone person households, indicating the importance of smaller dwellings to meet this need. 20 per cent of occupants of this area do not have a car, and 6.4 percent of residents walked to work, suggesting that they likely work in the Activity Centre.

The Activity Centre is best placed to deliver more additional smaller dwellings that will be required to meet the needs of the future community.

The community within the 800m catchment is characterised by the largest proportion of people in the City of Cockburn born overseas and from non-English speaking backgrounds.

Defining Characteristics

The Phoenix Activity Centre encompasses 9.5ha of 'District Centre' zoned land that accommodates the Phoenix Shopping Centre, residential apartments and other office and retail uses. It also includes 'Residential' zoned land in the surrounding area, ranging in coding from R30 to R80. On the western side of Rockingham Road is the 'Mixed Use' (R60) zone that is currently characterised predominately by single residential dwellings, with some businesses operating from modified former dwellings.

For the purposes of the Activity Centre Structure Plan the Phoenix Activity Centre can be divided into five precincts:

1. Phoenix Core Area
2. Northern Commercial End
3. Mixed Use zone
4. Civic Precinct
5. Residential Area

Phoenix Core Area

The Phoenix Core Area includes the Phoenix Shopping Centre, which is an enclosed shopping mall. It also includes a three storey residential apartment building containing 21 apartments, and

a fast food outlet. These uses are interrelated due to their siting and shared vehicle and pedestrian access.

The Phoenix Shopping Centre was originally constructed in the early 1970s, with its primary frontage to Coleville Crescent, and at-grade car parking on the western and southern sides. In these early stages Burgandy Crescent and March Street were connected on the northern side. Adjacent development on Rockingham Road comprised residential dwellings and a service station.

In the late 1970s the centre expanded on the northern and western side, including a new car parking area on the northern side that severed the connection between Burgandy Crescent and March Street. This parking area was subsequently covered with deck parking with the upper deck originally accessible only from Burgandy Court to the north.

However, by 2000 the service station on Rockingham Road was replaced with a MacDonald's restaurant and immediately to the north a ramp from Rockingham Road was added, providing access to the upper parking deck, in addition to the access to the lower level. This created a constrained access arrangement in this area that remains today.

Until the 1990s there were residential dwellings on Rockingham Road in this precinct (immediately to the north of the shopping centre), with the

exception of a bank on the corner of Rockingham Road and Lancaster Street.

This area was subsequently the subject of a 'development concept plan' prepared by Council to coordinate integrated commercial development and car parking. This development plan was adopted by Council in 1990. This 'development concept plan' identified the location of vehicle crossovers and siting of the built form setback from the road with car parking in the front setback.

The commercial development seen today occurred between 1995 and 2003 in accordance with a 'development concept plan'.

Pre-2005 the south west corner (Rockingham Road and Coleville Crescent) of the shopping centre was an open carpark, which enabled views towards this key southern entrance to the shopping centre. In 2006 this area had another level of car parking added, with a roof over a portion of the upper storey, completed in 2007. This decked car parking area has obscured a prominent part of the shopping centre.

The incremental development of the shopping centre and adjacent commercial area, particularly the car parking areas, has created a number of key issues including:

- Restricted permeability for pedestrians and cyclists in a north south direction, and from Rockingham Road.

- Poor exposure for the shopping centre to Rockingham Road, and reliance on signage as a landmark.
- Poor exposure for commercial development that is set back from Rockingham Road resulting in reliance on signage.

Northern Commercial End

The northern commercial end precinct is defined as the area north of Lancaster Street and south of Phoenix Road within the Activity Centre. This area is zoned 'District Centre' and includes internal private streets, and numerous landholdings in separate ownership, with various easements over the car parking areas. The land uses in this area include a number of take-away restaurants, shops, a service station, a gym, dental surgery and a number of small shops. A number of these premises have had a variety of different land uses and businesses in the last few years.

This area was developed in its current form later than the Phoenix core area. In the early 1970s the land between Lancaster Street and Phoenix Road was the site of the Phoenix Hotel. This was constructed around the same time as the three residential apartment buildings to the east.

The existing Hungry Jacks restaurant was constructed to the north of the Hotel with no direct frontage to Rockingham Road. At the same time the 'Lancaster House' commercial office building was constructed on the new lot, which still remains.

In the late 1990s the Phoenix Hotel was demolished and replaced with the current service station and other commercial buildings which were created and subdivided/strata-titled incrementally around 'Lancaster House' and the Hungry Jacks restaurant and associated easements.

The incremental development and subdivision/strata titling of this site has created the following key issues:

- Fragmented landownership which restricts options for future development or redevelopment.
- Complex easement arrangements for car parking and access which restrict access options.
- Disjointed car parking areas.
- Lack of cohesion in the built form.
- Inadequate consideration of pedestrian and cyclist movement throughout the precinct.

Mixed Use Precinct

Rockingham Road is a key component of the activity centre, and the adjacent land uses.

The western side of the Rockingham Road opposite the Phoenix Shopping Centre is zoned 'Mixed Use', and is predominately residential properties and a number of dwellings converted to businesses.

Redevelopment of these lots has the potential to appear ad-hoc given fragmented landownership.

Therefore Design Guidelines are required to ensure coordinated and cohesive development occurs.

The northern section of the 'Mixed Use' zone is characterised by medical uses such as physiotherapy, pathology and pharmacy, in addition to other office uses. Car parking is located in the front setback. This section of Rockingham Road is unlikely to see substantial redevelopment given the age of the buildings, less than ten years old, however 'change of use' proposals are likely over time.

Civic Precinct

The City of Cockburn administration centre, Seniors Centre and Spearwood library are located to the south of the Phoenix Shopping Centre. The site contains stands of mature trees and vegetation, and has a recreation function, containing BBQs and exercise equipment.

Residential Precinct

The surrounding area is zoned 'Residential' with codings of R40, R60 and R80, recoded in 2010 as an outcome of the Revitalisation Strategy. Typically lots in the area are 700m² in area, and prior to rezoning they were typical single residential dwellings, although there are some older style grouped and multiple dwellings in the area. A proportion of single residential lots that have been recoded have been redeveloped with grouped or multiple dwellings.

3. MOVEMENT

Public transport infrastructure

The Activity Centre is well-served by public transport, with high-frequency bus routes operating on Rockingham Road.

However, the two bus stops along Rockingham Road within the activity centre have poor amenity due to:

- Lack of sun protection resulting from the orientation of the bus shelter.
- Closeness to the road due to the narrowness of the road reserve - when there are large numbers of people waiting at the bus stop during peak periods, the footpath becomes partially obstructed.
- Proximity to a key Phoenix Shopping Centre servicing area.

Safe, high quality bus stops are important because they create a positive perception of public transport, and can promote the attractiveness of this travel mode over others.

Attractive, efficient and convenient public transport access can reduce private car dependency by encouraging use of public transport. This can also lead to a more efficient use of land within an activity centre to the benefit of businesses and the community. The quality of the public transport infrastructure plays an important role in the attractiveness of this travel mode over others.

It is therefore recommended that opportunities for improvements to the amenity of the bus stops be investigated by the City of Cockburn as part of the proposed upgrade of Rockingham Road.

Pedestrian and cyclist movement and amenity

Regional Cycle Network

Connections to activity centres are important for the promotion of cycling for short local trips that are often made by car but can be easily replaced by cycling.

The activity centre is not well served by the existing Shared Use Path or PBN networks. The City of Cockburn Bicycle Network and Footpath Plan (2010) identified the need to provide a new north/south connection through the City providing access to Fremantle and retail/commercial activities along Rockingham Road. The proposed improvements to Rockingham Road include cycle lanes on Rockingham Road to improve north south connection.

There are a number of key local destinations within close proximity to the activity centre that could benefit from improved connectivity, including:

- Manning Park/Azalea Ley Museum
- Port Coogee

It is considered that adoption of a wayfinding strategy for the Activity Centre would assist in promoting cyclist movements between these attractions which are within easy cycling distance.

Local Cycle and Pedestrian Movement

The walk network within the Activity Centre is restricted to the larger grained road network, however most centre access is designed for vehicles within car parking environments. This means that there are a number of conflict points for pedestrians and vehicles.

The car parks throughout the activity centre do not have good provision for pedestrians. In the Core Precinct, the upper deck on the northern side of the shopping centre lacks shade, and at the lower level there is no pedestrian path provided for. It is proposed that improvements to the pedestrian environment of the centre be a requirement of any expansion of the shopping centre to address this issue.

This includes improvements to the pedestrian link on the vehicle ramp to Rockingham Road and Burgundy Court, including consideration of new surface treatment to delineate the path; weather protection and safe separation from vehicles.

The frequency, width and design of vehicle crossovers have a significant impact on pedestrian comfort. The footpaths on both sides of Rockingham Road (particularly on the eastern side adjacent to the Phoenix shopping centre) are frequently interrupted by wide vehicle crossovers. This has a significant negative impact on pedestrian amenity by disrupting and slowing pedestrian movement, and increasing the potential for pedestrian/cyclist and vehicle conflict.

The footpaths along Rockingham Road are also narrow and mostly directly abutting the kerb given the narrowness of the road reserve.

The majority of vehicle accidents involving pedestrians occur mid-block, rather than at intersections, and this highlights the need for safe pedestrian crossings mid-block (Worley Parsons 2010). Rockingham Road through the activity centre was identified for a 'mid-block crossing review' in the City of Cockburn Bicycle Network and Footpath Plan (2010).

Pedestrian movement from the southern end of the Structure Plan area to the northern end is frequently taken through the shopping centre, likely to be as a result of the unpleasant pedestrian environment along Rockingham Road, and the lack of other options. This means that pedestrian movement is restricted afterhours when the Phoenix Shopping Centre is closed.

The proposed improvements to Rockingham Road include rationalisation of crossovers and a reduction in size of crossovers where appropriate. These measures will greatly assist in improving pedestrian movement on Rockingham Road, and will make this a more attractive pedestrian route.

Critically the shopping centre area lacks a clear entry point for pedestrians. The proposed improvements to Rockingham Road include a new proposed entry to the centre from Kent Street, via a new roundabout. This will provide an important opportunity to create an attractive pedestrian entry to the centre where the existing southern vehicle entrance is currently.



Figure 11. Shopping centre vehicle access - Rockingham Road



Figure 12. Existing connecting path on northern side of upper deck parking - opportunity for improvement to pedestrian amenity.

Pedestrian movement in the northern end of the site is not well catered for. Pedestrian movement from Lancaster Street to the Northern Precinct is within the car park environment, and the topography of this area makes pedestrian movement even more unsafe due to poor visibility for pedestrians and vehicles (Figure 16). This area has poorly used parking bays on the eastern side and an uneven boundary that creates 'deadspace' in the south eastern corner of the Northern Precinct (Figure 13)

The opportunity exists to create a separate north south pedestrian pathway in this area on the eastern side, with the 'deadspace' area landscaped to improve pedestrian comfort and safety. This is a proposed requirement of any development of this land in the Northern Commercial Precinct.

Overall the activity centre lacks active frontages which are important for creating an interesting pedestrian environment which will attract walking. Design Guidelines have been prepared setting out the requirement for new development to include active frontages to address this issue.

Key adjoining streets for pedestrian connections to the centre are Kent Street, Lancaster Street, March Street and Glendower way. These streets lack street trees and continuous footpaths, which negatively impact the pedestrian experience.

The finer details of street footpath network lack connectivity which has a negative impact on pedestrian comfort and safety. In particular there are instances where street footpaths do not connect to commercial



Figure 13. Northern Precinct - area of poor north south pedestrian connectivity and underutilised car parking

landholdings. Redevelopment of these sites should require these connections to be established in a way



Figure 16. Ramp from Rockingham Road

that ensures convenient pedestrian movement is established and maintained.

Throughout the activity centre there is a lack of amenities for pedestrians and cyclists, such as seating and water fountains. A number of key pedestrian routes to the activity centre are long streets, such as Kent Street, which could benefit from some seating along the way to break up the journey and encourage walking. This would



Figure 15. Northern Precinct - area of poor north south pedestrian connectivity, and 'deadspace area'

Figure 14. Pathways that do not connect in the Northern Precinct



particularly benefit older people, and people with disabilities.

Vehicle movement and access

Vehicular connectivity throughout the 'District Centre' zoned area of the activity centre lacks legibility and permeability. This includes movement from the Core Precinct to the Northern Precinct.

In and around the Phoenix Shopping Centre site traffic movement is constrained by ground level changes (and resultant retaining walls), deck parking arrangements, and complicated vehicular entrances. Traffic movement from Rockingham Road around the MacDonald's Restaurant has a complicated vehicular entrance which creates the potential for conflict and confusion.

In many instances legibility for vehicles is heavily reliant on signage, particularly the entrance from Rockingham Road to the upper deck of car parking (Figure 17).



Figure 17. Rockingham Road vehicle entrance to upper deck parking - relies on signage

A key recommendation of the Phoenix Revitalisation Strategy was the upgrade of Rockingham Road, and the City is progressing plans for an upgrade with the objective of slowing traffic, improving the pedestrian environment, enhancing the streetscape, improving legibility and signalling entry to the Activity Centre.

A key component of the proposed Rockingham Road upgrade is the possible introduction of a new roundabout at the intersection of Kent Street and Rockingham Road. This would provide a new direct entry from Rockingham Road to the Phoenix Shopping Centre south of the existing southern entry. This would provide the opportunity to create a new highly visible entrance to the centre, allowing the current entrance to be closed. This will create an area to the south of the shopping centre, adjacent to the new entrance, which can be used to create a pedestrian entry and amenity space with landscaping.

This will provide the centre with an attractive and distinctive new entry for pedestrians and vehicles, whilst also providing an entry statement for the Activity Centre.



Figure 19. View of Rockingham Road Southern entrance to become new 'public space' and pedestrian entry



Figure 18. Southern entrance from Rockingham Road, currently relies on signage, proposed relocation south

In the Northern Precinct vehicle access from Rockingham Road (northern entrance) can experience queuing from the servicing station blocking traffic. The Development Approval for the service station required the parking bays to the north of the entrance to be parallel, however the bays are perpendicular, reducing the width of this access. At times this results in queuing from the service station blocking the narrow access.

The perpendicular bays were allowed in the scenario where this access did not connect to the rest of the precinct. Therefore given that connectivity has been established it is considered appropriate to investigate whether these parking bays should be redesigned to be parallel, providing greater access width for this entry,



Figure 20. Northern end parking bays for re-consideration, orange line showing where access was intended to be blocked

The Mixed Use precinct currently comprises small lots in fragmented landownership, therefore there are multiple crossovers to Rockingham Road. To achieve cohesive development and coordinated vehicle access it is proposed that in addition to Design Guidelines for the area, a vehicle access plan be prepared to ultimately create a vehicle access easement, almost a service road, in the front setback for access and parking. Ultimately this would facilitate rationalisation of crossovers and coordinated access point.

Servicing

The Phoenix Shopping Centre has a number of servicing areas on the north, east and western sides, with the two main servicing areas located on Rockingham Road, and March Street (Figures 22 and 21).

The Coles servicing area is particularly important given its prominent location on Rockingham Road between two main entrances to the shopping centre, and adjacent to a key bus stop. The following issues are noted for this servicing area:

- Includes and currently requires two wide crossovers which break pedestrian movement along Rockingham Road in this section
- Results in a blank, inactive facade to Rockingham Road
- Includes a level change down from the road
- Located adjacent to a well-used bus stop

With the exception of a complete redevelopment of the centre, this servicing area is likely to remain in this location given that it is the servicing area of a major retail tenancy



Figure 22. Rockingham Road (Coles) servicing area



Figure 21. March Street servicing area

that would likely remain a key component of the centre as part of any expansion or refurbishment. It is therefore

possible that expansion or refurbishment of the centre may not include any specific modifications to this servicing area, yet such improvements are considered critical to address the above issues and achieve the following:

- Improve pedestrian movement along this section of Rockingham Road which is critical given it is used to access the bus stop and main entrance to the centre.
- Provide a more active frontage to improve pedestrian amenity.

It is therefore proposed that any expansion of the centre demonstrate how improvements to pedestrian amenity have been addressed in this area.

It is considered that any artworks required pursuant to the City's Percent for Art Policy be provided in this area to improve pedestrian amenity. This is reflected in the Phoenix Percent for Artworks Strategy.

The March Street servicing area (Woolworths and Big W) has been the subject of ongoing complaints from residents on March Street expressing concerns regarding reversing servicing vehicles. Any major expansion to the shopping centre will be required to explore the potential for improvements to this area to address safe vehicle movements and the interface with residential development.

Movement Actions

1. *Investigation into the creation of a new entry to the Phoenix Shopping Centre from a new Kent Street/Rockingham Road roundabout, to include a new 'public space' and pedestrian entry.*
 2. *Requirement for any expansion of the centre to demonstrate how pedestrian connectivity and amenity has been addressed, including:*
 - *Improvements to the pedestrian link from the centre to Burgandy Court and Rockingham Road, including consideration of new surface treatment to clearly delineate the path; weather protection and safe separation for vehicles, in addition to the possible inclusion of trees along the north-south link on the upper deck of parking.*
 3. *Improvements to pedestrian amenity along Rockingham Road adjacent to the Rockingham Road shopping centre servicing area which is critical given it is used to access the bus stop and main entrance to the centre.*
 - *Provide a more active frontage to improve pedestrian amenity.*
 - *To improve legibility to the centre.*
 4. *Artworks required pursuant to the City's Percent for Art Policy be provided in the vicinity of the*
- Rockingham Road shopping centre servicing area to improve pedestrian amenity (Phoenix Percent for Artworks Strategy)*
5. *Adoption of Design Guidelines and a vehicle access plan for the Mixed Use zone to ensure safe and legible access.*
 6. *Investigation of reconfiguration of car parking in the northern end (BP site) to determine whether existing bays adjacent to the access should be parallel.*
 7. *Preparation of a wayfinding strategy for the Activity Centre to assist in promoting cyclist movements between nearby attractions and within the centre.*
 8. *Investigate inclusion of cycle lanes on Rockingham Road as part of the proposed improvements to improve north south connection.*
 9. *Requirement for any development of 2 Lancaster Street to include a separate north-south pedestrian pathway from Lancaster Street (on the eastern side) with the 'deadspace' area landscaped to improve pedestrian comfort and safety.*

LCACS Scores and Outcomes

The Phoenix Activity Centre currently achieves an overall accessibility score of 7, which is below the benchmark score of 8 for a District Centre.

It is anticipated that implementation of the Activity Centre Structure Plan actions and improvements to the walkability within the centre and to the centre; and to the cycle network will result in an improved score of 8 which is considered within the desired level for a district centre.



4. ACTIVITY

Dwellings

The Phoenix activity centre is located in an established suburban area, and historically the urban form has consisted predominantly of low density single dwellings.

The activity centre has some higher density housing in the four three-storey apartment buildings constructed in the late 1960s/early 1970s when the Phoenix Shopping Centre was built. In total these buildings contribute to the diversity of dwellings, and provide some of the most affordable, smaller housing options within the Activity Centre and the City of Cockburn:

- 75 Phoenix Road - 48 apartments (three storey building 1 and two bedroom apartments)
- 83 Phoenix and 15 Glendower Way – 51 apartments (two bedroom apartments)
- 3 Burgandy Court in the Phoenix Shopping Centre precinct (21 two bedroom/one bathroom dwellings at 67m²).



Figure 23. Glendower Way, Spearwood – 24 single bedroom apartments

The Phoenix Revitalisation Strategy identified residential zoning changes for the 800m walkable catchment to the centre as follows:

- Increasing residential densities within close proximity to the centre to R60.
- Increasing residential densities from R20 to R40 in the 400m walkable catchment of the Phoenix Town Centre, around local centres, and along major public transport routes.
- Increasing the residential density from R20 to R30 within the 400m to 800m walkable catchment.
- Increasing residential densities to R30/R40 surrounding public open space to encourage passive surveillance and active frontages.

These residential coding changes were gazetted in 2010, and subsequently there has been significant infill development occurring. This has taken the form of:

- 'Battleaxe' subdivisions with retention of an existing dwelling (typically located at the front of the dwelling, although in some cases at the rear), and the addition of another dwelling (typically one or two) to the rear.
- Demolition of an original dwelling for redevelopment of the site (typically with three grouped dwellings).
- Demolition of an original dwelling for redevelopment of the site with multiple dwellings.

These residential codings will facilitate an additional 325 dwelling units within the Activity Centre. Along Rockingham Road a new 'Mixed Use' zone will potentially facilitate an additional 79 dwelling units. The majority of these dwellings will be smaller dwellings particularly in the 'Mixed Use' zone, where they will be predominately 'shop-top' housing. This will assist in improving housing diversity and in meeting the needs of the growing number of smaller households.

Phoenix Activity Centre Projected Infill Development

Phoenix Activity Centre Projected Infill Development	
Residential zoned land	
R40	+ 120 du
R60	+ 37 du
R80	+17 du
TOTAL	+ 325 du
Mixed Use zoned land (total area 1.48 ha)	+79 du
ADDITIONAL DWELLINGS FOR ACTIVITY CENTRE	411 du

Phoenix District Centre				
Walkable Catchment:	400 m			
Gross Area:	38.59 ha			
Residential Density				
Existing	Targets		Shortfall	
	Minimum	Desirable	Minimum	Desirable
9.1 dwellings/ha	20 dwellings/ha	30 dwellings/ha		
353 dwellings	770 dwellings	1,155 dwellings	417 dwellings	803 dwellings

The 400m catchment includes 106 residential properties which are typically sized between 700sqm and 900sqm, in individual ownership.

It is considered unlikely that higher residential codings than those currently designated (between R30 and R80) would be likely to result in a substantial increase in ultimate dwelling numbers. The development of multiple dwellings typically occurs on larger lots, with lots larger than 1,000sqm in the Spearwood area being the most attractive for redevelopment of multiple dwellings. Smaller lots (regardless of the coding) have typically been developed to accommodate between two and four grouped dwellings.

Therefore the estimated additional 411 dwelling units in the 'Residential' and 'Mixed Use' zoned portions of the activity centre is likely to be the largest increased possible without undertaking compulsory acquisitions to consolidate land parcels and undertake development at a larger scale.

Under the current residential codings the minimum targets set out in SPP 4.2 will almost be achieved (417 dwellings).

It is therefore considered at this stage that the current residential codings are appropriate in the context of the activity centre.

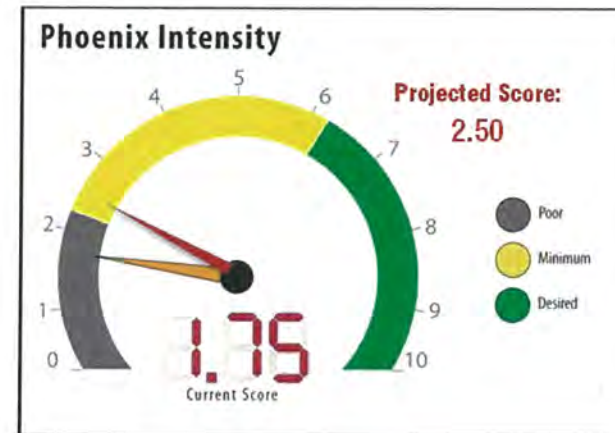
However, to maximise upper floor residential dwellings which would increase dwelling numbers, particularly the number of smaller, affordable dwellings, Design Guidelines have been prepared for the Mixed Use zone.

LCACS Outcomes and Goals

Analysis of the walkable catchment indicates that the current residential density is 9.1 dwellings per gross hectare.

This translates to an overall intensity score of 1.75, which is below the average score of 2.25 and below the best of type score for a District Centre.

The new 'Mixed Use' zoning and higher residential coding for the shopping centre site (R-AC3) will facilitate greater opportunities for housing in the activity centre. It is anticipated that a score of 2.50 could be achievable with the addition of residential dwellings under the current zonings.



Land Uses and Diversity

It is important for activity centres to have an appropriate mix of uses to encourage vibrant, safe and diverse centres. For this to occur diverse and complementary land uses are required, rather than a centre dominated by typical retail uses.

The Phoenix activity centre does perform well in relation to the 'Mix of Uses' threshold (Tables 3 SPP 4.2) with a surplus of 3,237m² floorspace that is non-retail. This indicates that there is a good balance between retail and other floor space in the centre which is an important component of diversity.

It is noted that the activity centre does not perform well in the 'diversity index' which measures the diversity or richness of different uses. There is the potential for increases in floor area of 'entertainment', 'office', and 'health uses'. The addition of residential floor space will also improve the diversity index. Such uses can be accommodated in the new 'Mixed Use' zone, and within the existing 'District Centre' zone.

The proposed upgrade of Rockingham Road will slow traffic and make the road more pedestrian friendly, and this will encourage new uses in the 'Mixed Use' zone. Ultimately these ground floor tenancies will be attractive as restaurants and cafes. Design Guidelines for this area will require robust ground floor that can be converted to commercial if that is not viable in the short term.

LCACS Outcomes and Goals

Currently the Phoenix Activity Centre has an overall diversity score of 4.25, which is below the average score of 4.75 and below the best type of score for a District Centre.

Of primary importance is the balance of retail and non-retail floorspace, which rates well. It is considered that the poor score for the 'diversity index' will improve as the centre sees more residential and office uses, however at this stage it is difficult to estimate to what extent this will improve the score.

It is also noted that this score in itself does not accurately reflect diversity of land uses that will be important for the vitality of the centre. For example, an increase in uses such as cafes and restaurants will be important for afterhours activation, and to provide local destinations that will encourage walking and cycling to the centre.

Employment

The Phoenix Activity Centre currently accommodates 1,065 employment opportunities, which equates to an employment density of 100 jobs per hectare. Approximately 12% of the jobs are knowledge intensive or export orientated (KIEO).

Employment can be divided into two categories – population driven activity and knowledge-intensive employment. Population driven employment will exist to a large extent with the introduction of a population

(eg. retail centres, basic producer services, hospitals and institutional centre).

Knowledge-intensive employment refers to high-quality knowledge-intensive jobs where the application or creation of knowledge opens up global markets for local outputs (eg. legal and financial services, technology research and development). In general there is a lack of knowledge-intensive employment outside the Perth Central Area, which has resulted in a disparity of employment in other centres, and low employment self-sufficiency.

An immature population driven centre services only the basic consumer needs of its catchment, and is characterised by low concentrations of KICS and strategic employment.



Figure 24. Target for Phoenix Centre - Diverse population drive centre

The target maturity level for a centre must be considered in the context of the Activity Centre. Not all centres are required to reach the highest level of maturity. LCACS has outlined that secondary centres and below, maturation beyond a diverse population drive level is unnecessary and can be undesirable as it can detract from growth and maturation of higher order centres. Therefore the Phoenix Activity Centre should focus on maturity as a diverse population driven centre.

This entails a continuing role for the Activity Centre in meeting both the basic and higher level consumer needs of the community.

For a diverse population driven centre the KICS target is 7%, and Phoenix currently achieves 12% KICS. However there is no maximum desirable level which means that there is opportunity for a higher level to be achieved.

Continued diversification through the delivery of knowledge intensive consumer services (eg. healthcare, education) will be required to improve the employment performance.

It is therefore important to ensure that the land use planning facilitates these types of uses.

Phoenix has the 6.63 ha of land required to meet the employment target of 1,393 jobs by 2031 (a 369 shortfall).

LCACS identifies the anticipated market potential of Office Business activity – this anticipates a significant

increase in KICS office uses for the Phoenix Activity Centre (eg. accountants, real estate agents etc.). This will strengthen the centre's move from a population driven centre to a diverse population driven centre.

The 'mixed use' zoning on Rockingham Road will provide the opportunity for office space at ground level, in addition to the potential for medical centres, consulting rooms and other such uses. It is therefore anticipated that redevelopment of the 'mixed use' zone will result in the creation of floor space that will contribute to an increase in KICS employment.

In the interim, existing dwellings in the 'Mixed Use' zone can be converted to businesses, such as offices or consulting rooms. This will cater for small scale and home-based businesses and live-work housing, creating employment opportunities, and live work

Based on this assessment no further commercial zoning changes, or expansion to the commercial zoning is considered required to improve employment performance.

However, there are actions that could encourage mixed use development in the 'Mixed Use' zone. This includes design guidelines to provide greater certainty around expectations for this area.

The Design Guidelines also require an adaptable ground floor that can accommodate future commercial development even if it is not viable in the short term. This will ensure the potential for commercial development in the area is retained.

Economic Activation

The Activity Centre is anchored by Phoenix Shopping Centre, which is an enclosed mall, and is supported by the City of Cockburn Administration building.

Demand analysis undertaken as part of the LCACS confirms that the centre has a well justified economic purpose.

However, the LCACS analysis identified that the activity centre underperforms in the following key areas:

- Purpose of Place – 'Vision/Plan'
- Exposure - 'Activated frontages' and 'Permeability'

Purpose of place

Purpose: The centre rated 'good' for purpose, and is deemed to have a well-justified economic purpose, however it is considered there is potential for this to be 'very good' with the introduction the mixed use zone, and higher densities in the town centre providing for a greater mix of dwelling types.

Vision/Plan: The centre rated poorly for its lack of a vision/plan for the centre. The adoption of an activity centre structure plan will improve this score to 'very good', providing a vision and direction for future development for the centre.

Exposure

Activated frontages: Some nodes within the centre do not address the surrounding street network at all. The adoption of design guidelines will ensure that future development addresses streets and public spaces.

Permeability: The shopping centre, like all mall based centres is selectively permeable, and while the mall itself is relatively easy to move through there are poor physical and visual connections between many buildings and streets, poor connections to the surrounding environment and the permeability of the centre is severely constrained outside of retail trading hours.

Improving permeability throughout the Activity Centre is a key objective of the Structure Plan, but substantial improvements will be reliant on redevelopment of the shopping centre given that this restricts movement through the centre after hours. However, improvements to legibility and physical and visual connections are considered possible through improvements to Rockingham Road, and the introduction of a wayfinding strategy.

ACTIVITY ACTIONS

Employment and Economic Activation Actions

1. *Adoption of Design Guidelines for the 'Mixed Use' zone providing guidance for mixed use development to encourage commercial uses, including offices, at ground floor.*
2. *Inclusion of a requirement in the Mixed Use Design Guidelines for the ground floor to be adaptable to accommodate commercial development even when it may not be viable in the short term.*
1. *Adoption of the Activity Centre Structure Plan to strengthen the 'vision/plan' for the centre.*
2. *Adoption of Design Guidelines which require new development in the Activity Centre to address streets and public spaces.*
3. *Adoption of a Wayfinding Strategy for the Activity Centre and surrounding area to improve legibility.*

LCACS Outcomes and Goals - Economic Activation

Currently the Phoenix Activity Centre achieves an overall 'Economic Activation' score of 4.00, which equates to a below target performance level.

It is anticipated that a score of 6.8 is achievable with the introduction of the new 'Mixed Use' zone and higher residential zonings for the activity centre; and with the implementation of the actions of this Activity Centre Structure Plan to improve the purpose, activated frontages and permeability.

The adoption of an activity centre structure plan will also improve this score for 'vision/plan' to 'very good', providing a vision and direction for future development for the centre.

It is considered that a score above the projected 6.8 would only be achievable upon substantial redevelopment of the Phoenix Shopping Centre whereby permeability and activated frontages can be more significantly improved.

LCACS Outcomes and Goals - Employment

Currently the Phoenix Activity Centre achieves an overall employment score of 3.5, which is above the average score of 3.25 and below the best of type score for a District Centre.

The additional commercial zoning changes, including a new 'Mixed Use' zone on Rockingham Road and the adoption of design guidelines for this area to ensure adaptable development will ensure the creation of additional employment opportunities, resulting in an improvement to this score over time.



Retail

While encouraging diversity of land use is a principal aim of the Activity Centre Structure Plan, retailing is still a critical component of the Activity Centre.

Like the Phoenix Activity Centre, the majority of the district centres in the Perth metropolitan area are anchored by an enclosed shopping centre. Therefore, given the important role and large proportion of land within the activity centre that is attributed to the Phoenix shopping centre, it is vital to examine shopping centre and retailing trends, particularly at the district centre scale. This will assist in understanding how these trends may influence the future shape and role of the activity centre.

Traditionally district centre shopping centres were modelled as smaller versions of the larger centres. They offered a discount department store, a supermarket (or two), and a number of specialty retail stores and food options. They provided a convenient, one stop destination for a range of goods and services, even though this was at a smaller scale with fewer options than the larger centres.

However, the larger centres have become larger, and they are continuing to expand. In the Perth metropolitan area significant expansions are proposed for a number of strategic metropolitan centres and secondary centres.

There are a number of emerging trends in relation to larger scale Australian shopping centres, including an increase in the presence of international retailers,

seeking high profile locations and larger floor plates; increase in food and beverage retailing and dining in response to an increased consumer interest in food; wider range of health and beauty services; increased focus on lifestyle and entertainment; and facilities/services to complement online shopping.

The expansion and refurbishment of these larger centres, coupled with the above trends, is likely to widen the gap between district centres and the larger centres. The difference between district centres and the larger centres is becoming more pronounced both in terms of size, function, the experience offered, and the range of goods and services available. The expansion and refurbishment of the larger centres also means they offer contemporary building design and interiors which will always make them attractive destinations for shoppers.

These larger centres also have increasing catchments, whereby customers are prepared to travel further because of the range of goods and services, and the quality of the experience offered.

At the opposite end of the scale, smaller neighbourhood centres (that generally offer one supermarket and a small range of specialty stores) are able to offer high levels of convenience for shoppers.

This means that district scale shopping centres will need to find their niche role in between the larger and smaller centres.

At their smaller scale, District Centres have the potential to offer:

- *Convenience with greater variety than neighbourhood centres.*
- *A wide range of locally tailored services*
- *Community gathering/event function*

For district centres there are a number of emerging trends that are likely to change the tenancy mix and physical form of shopping centres.

In the past retailers sought a presence in most shopping centres, however this trend is shifting and retailers are taking a more strategic approach to where they locate. Most of these retailers offer online stores with free or low cost delivery and returns, reducing the risk for buyers.

The increase in online shopping is impacting on centres and resulting in a reduction in the number of chain outlet stores (particularly apparel) in smaller centres, and an increase in services that cannot be purchased online, such as health and beauty services.

There are 19 district centres in the Perth metropolitan area, and across all these centres the following key trends are observed:

- Decrease in apparel retail outlets with the exception of centres with a large catchment, remote from larger centres (eg, Baldivis District Centre).
- Increase in proportion of tenancies occupied by:
 - Food, beverage and dining options, including specialty food and beverages

- Health services such as gyms/health studios, massage therapy, dentists and pharmacies
- Beauty services such as nail parlours, and hairdressers
- Medical and related services – doctors' surgeries, dentists, optometrists etc.
- Services such as travel agents, dry cleaners, clothing alterations
- Office uses– accountants, real estate agents, banks
- Discounts variety stores
- Emerging uses such as child care centres

These trends are further evidenced by the recent redevelopment/renovation of a number of district centres in Perth, where the following are observed:

Increase in food and dining options - Chain and independent cafes locating in the centres, in addition to specific food and beverage outlets (eg, frozen yoghurt). For example, Bassendean Centre has only one clothing boutique, and one gift shop, yet it has seven dine in café/restaurants.

Externally accessible dining – For example, at Riverton Forum the façade near the main entrance has an alfresco area that provides a more attractive, active frontage for the centre and clearly signifies the main entrance. This also serves to attract people to the centre for easily accessible food/coffee options that otherwise would have been within the centre primarily serving customers already at the centre.

Increase in services - For example, the greatest proportion of tenancies in Bassendean Centre are dedicated to services such as beauty services, travel agents, optometrist, chemist, gym and yoga studio.

Improved amenities - High quality parents' facilities, children's playgrounds and mobility aids are becoming more important to attract people to centres, and to encourage them to stay longer.

District shopping centres are typically anchored by one or two major supermarkets which serve to draw shoppers for daily and weekly grocery needs. Therefore trends in grocery shopping are of particular significance for centres of this size.

The key trend for grocery shopping in Australia is that shoppers are visiting more frequently, with the weekly shop becoming less common. This means that the convenience of accessing the supermarket becomes important. In response, new supermarket layouts reflect greater convenience for more frequent shopping.

On the basis of these trends, it is therefore likely that the future role of district shopping centres will focus on:

- Services that complement online shopping, such as online pickup points; temporary displays (linking to online stores);
- Greater range of quality food and dining options, including those that are externally accessible to the centre;



Figure 25. Play area at Baldvis Shopping Centre



Figure 26. Alfresco Dining Terrace at Riverton Forum

- 'Pop up' stores (eg, displaying goods from an online store for a period of time for promotional purposes);
- Serving and connecting with the local community;
- Functioning as a community meeting place;

- Medical, health, fitness and beauty services, including more specialised services;
- Office uses;
- High quality facilities such as children's play areas and parent's rooms.

These trends impact on the planning for the activity centre. Many of these trends have the potential to positively influence the activity centre because they provide a greater diversity of uses (including services to meet the needs of the local community), and more 'externalised' design features such as cafes and non-retail uses that are externally accessible and therefore provide active frontages and visual interest. Greater convenience and accessibility also encourages walking to the centre.

District Centre Shopping Centre Trends	
Trend	Implications for the Structure Plan
<i>Facilities to complement online shopping (eg. online grocery pickup points)</i>	Provides the opportunity to activate blank frontages with new entrances for goods collection.
<i>Greater focus on food and dining options, particularly externally accessible.</i>	Provides an opportunity to activate blank frontages, signify entrance points, attract people to the centre, improve pedestrian amenity, increase walking to the centre; and activate the activity centre after hours.
<i>'Pop up' stores (eg. Temporarily displaying goods from an online store)</i>	Provides the ongoing opportunity to take up vacancies in smaller tenancies throughout the centre, and to provide space for local online businesses as required.
<i>Focus on serving and connecting with the local community.</i>	Provides the opportunity to create a community gathering point and to support local character and identity. Flexible public and private spaces that are capable of hosting community events, markets etc. Inclusion of facilities and playgrounds
<i>A diversity of uses</i>	Provides a greater mix of uses to serve the local community, and creates the opportunity for afterhours activation.
<i>Functioning as a community meeting place</i>	Use of car parking areas as spaces for 'pop up' events such as markets, outdoor cinema etc.

5. URBAN FORM

Key nodes, landmarks and view lines

The Rockingham Road streetscape comprises residential dwellings at a lower level on the western side, and the Phoenix shopping centre on the eastern side. The Phoenix shopping centre is heavily reliant on signage as a 'landmark', and to signify the vehicle entrances to the shopping centre.

The view from Rockingham Road facing north is characterised by:

- Lack of legibility
- Low visual amenity
- Duplication of signage

The view from Rockingham Road looking south:

- Shopping centre blends into the skyline
- 'Landmark structure' is a sign
- Limited sense of place
- Lack of landscaping on western side of Rockingham Road

The view of the Northern Entrance is:

- Reliant on signage to signify shopping centre entrance
- No facade/ identifiable features facing the street
- Complicated vehicular entrance



Figure 27. Rockingham Road looking south



Figure 28. Rockingham Road. Southern Entrance



Figure 29. Ramp entrance - Rockingham Road

The view of the southern entrance (Rockingham Road):

- Reliant on Signage to signify the entrance
- No facade facing the street/ poor visual connection to exterior of the site

Landmarks

Natural Landmarks



Figure 31. View of the Ridgeline from Rockingham Road

The Manning Lake Reserve ridgeline is a distinguishing natural feature in Spearwood that is highly valued by the local community.

The ridgeline is a visual asset that provides a distinctive setting for the Spearwood area and contributes strongly to the local character. The ridgeline is prominent from Rockingham Road, and in particular views from Kent Street and Phoenix Road.

Public Art

On Spearwood Avenue, within the 800m catchment of the Activity Centre there are themed artworks and plantings that form part of 'Friendship Way'. Friendship Way is located on Spearwood Avenue from Cockburn Road in North Coogee to Beeliar Drive in Yangebup. It is split into five sections, each commemorating an important connection the City has established - with the traditional owners of the land, with its sister cities and with the principles of global peace.

Between Hamilton Road and Rockingham Road in Spearwood (Section 2) the theme is world peace; and between Doolette Street and Discovery Drive the theme is Aboriginal Australia. This includes public art and plantings in the theme, and these provide attractive and meaningful landmarks along Spearwood Avenue.

The Activity Centre itself however lacks landmarks, and lacks a sense of arrival and distinctive sense of



Figure 30. Public Art on Spearwood Avenue

place. Public art in the activity centre would provide an opportunity to create this sense of place, and to reflect a unique character for the activity centre. In particular it is considered that artworks denoting entry to the activity centre would assist in defining the role of the centre as a 'town centre'.

Identification of key themes for artworks and wayfinding will provide the opportunity to create a unique sense of place for the Phoenix Activity Centre.

A Percent for Artworks Strategy has therefore been prepared identifying key themes and locations for artworks required to the City of Cockburn Percent for Art Local Planning Policy. This will ensure that artworks contribute to enhance of local identity and enhance the activity centre.

It is also recommended that a Public Art and Wayfinding Strategy be prepared for the public realm.

Building Landmarks

The Activity Centre in general lacks building landmarks, with very little variation in building height and form. There is a strong reliance on signage.

In appropriate locations new development should emphasise street corners, provide greater visual interest and signify entrance to the town centre. These requirements are set out in Design Guidelines to be adopted as a Local Planning Policy pursuant to the Scheme. Such features also assist with wayfinding and improve legibility.

Street interface

The design and placement of the shopping centre presents visual and functionality issues. Key to this issue is the internal nature of the Phoenix shopping centre with entrances located away from surrounding roads. Whilst not unusual in a shopping centre complex, the entrances do not face the street fronts, creating issues of legibility and reducing pedestrian connectivity and limiting the sense of place. This is an issue that has arisen due to the original frontage of the shopping centre addressing Coleville Crescent, rather than Rockingham Road. Incremental expansion of the centre, particularly the decked parking areas, has therefore closed off opportunities for frontages to the street.

The built form along Rockingham Road does not signify entry into the town centre, given that it is either primarily setback from the street, or is interfaced with inactive frontages.

Integration of the site as it presents to Rockingham Road would improve the connection of the Shopping Centre to its surrounds and potentially improve the centre's functionality and viability as well as improving the general neighbourhood.

The proposed new Kent Street shopping centre entrance and public space provides the opportunity for greater connectivity and an improved presence to Rockingham Road that can be achieved without substantial redevelopment of the shopping centre (Figure 34).

For the 'Mixed Use' zone on Rockingham Road, the proposed Design Guidelines will require active frontages at ground floor level, and articulated upper floors to ensure visual interest.



Figure 33. View looking north on Rockingham Road



Figure 34. Inactive frontage to March Street



Figure 32. March Street shopping centre interface



Figure 35. Proposed 'public space' north of the proposed new entrance

Signage

Rockingham Road

A 'strip' of confusing and conflicting signs has developed along Rockingham Road through the activity centre. The facades of buildings are often obscured from view from the road, and the desire to increase signage is a common outcome of commercial development that is setback from the road.

The current signage is also designed for cars rather than pedestrians.

In the north western commercial end there is individual freestanding signage for each tenancy

Uncoordinated signage causes the visual equivalent of 'white noise', where very little information is registered in the mind of the viewer.

A signage strategy is therefore recommended for Rockingham Road.

Signage could comprise large, well-lit pylons with consistent space and orientation of signs within each pylon. This would enable a greater variety of businesses more opportunity for exposure.

Addressing the issues of signage will enable tree planting between shop units because they will not obscure shop frontages for passing trade. Views of the shops are still permitted beneath the canopy of the tree planting, and these may even be improved in

quality and quantity when the current obliteration by ad hoc signage on front-lot boundaries is considered.



Figure 36. Signage of Rockingham Road

PHOENIX ACTIVITY CENTRE – VISION FOR THE ENTRY AND PUBLIC SPACE



- Current Phoenix Shopping Centre southern entry:
- Relies on a signage structure as landmark, and to denote entry to the centre.
 - Narrow and unappealing pedestrian path adjacent to the building.
 - Large crossover provides disruption for pedestrians on Rockingham Road, particularly given the proximity to the servicing crossover to the north.
 - Lacks a distinct character or 'sense of place'.
 - Minimal landscaping, shade or shelter.



Current southern entry to Shopping Centre from Rockingham Road

Proposed new relocated entry and concepts and ideas for a 'public space'



- Proposed relocated Phoenix Shopping Centre entry and 'public space':
- Relocated entry to shopping centre from new Kent Street roundabout.
 - Provides opportunity for the existing entry to be closed and an area created as a new public space, inviting pedestrian entry and feature entry to the centre with landscaping, seating etc.
 - Opportunity to deliver an area that can function as a 'town square'/ community gathering space.



Public space ideas with seating and pedestrian pathway



Ideas for softening and beautifying the decked parking area, and murals for blank walls

Public spaces

The Phoenix Central Revitalisation Strategy study area (800m catchment around the Activity Centre) includes 9.4 percent public open space, which is considered to be an adequate quantity considering that Manning Park, which is directly abutting the study area, was not included in this calculation. The City's administration building also provides a recreational function, given that it has BBQs, adult exercise equipment, seating and grassed areas suitable for picnicking.

A POS catchment assessment indicates that the majority of the 800m catchment is within the catchment of a park, with the exception of a small area around the intersection of Phoenix Road and Rockingham Road. This area comprises existing residential development, and there is not considered to be any opportunity for additional POS in this area. The area is just outside the catchments of three local and neighbourhood parks, and it is therefore considered to be acceptable in this context.

Bavich Park and Gerald Reserve are the closest parks, and both are important visual and pedestrian connections to the centre. Improvements to Bavich and Gerald Reserve are considered to be important to improve the pedestrian journey to the Activity Centre (see Concept Plan Figure 19).

The analysis demonstrates a lack of recreational facilities within the activity centre, but in particular the centre lacks a 'destination park', which would improve the recreational function of the centre, diversify the

centre, and serve to attract people to the centre to stay longer.

This finding was also apparent in LCACS, where the activity centre scored poorly for 'urban form', including for the lack of recreational destinations (outdoor recreation facilities).

There is an identified lack of diversity in recreational facilities, with traditional children's playgrounds predominating. There is also an opportunity to improve recreational facilities for older people in the area.

The Phoenix Core Precinct itself is lacking a public space that could improve the amenity of the area and

provide an informal community gathering place.

The proposed new shopping centre entrance from Kent Street, to the south of the existing southern entrance, would create an area of land to the north of the entrance (including the closed entrance area) which could be converted to 'public space', and provides an opportunity for landscaping.

This space could also provide an attractive pedestrian entrance to the centre, and will create a readily identifiable entry point to the centre that is currently lacking. It would provide a form of activation to Rockingham Road that the centre currently does not have. The space itself could have landscaping, seating, and children's play equipment.



Figure 37. Concept Plan for possible improvements to Bavich and Gerald Reserve

The expansive areas of car parking around the Phoenix Shopping Centre separate the centre from the surrounding area, however these areas represent an opportunity to host community events.

To establish a 'town centre' function, the car parking areas of the Phoenix Shopping Centre could have a program of community events that bring the community together, and reinforce the role of the centre as a community hub.

Events programming could include:

- Pop-up outdoor cinema
- Markets with market carts
- Food markets showcasing local food.
- Art exhibitions
- Temporary vegetable allotments.



Figure 38. Existing expansive upper deck car parking



Figure 39. Markets in car parking areas



Figure 40. Ideas for car parking areas - temporary cinema



Figure 41. Pop up restaurants

City of Cockburn Administration Site

The City of Cockburn Administration site is located south of the Phoenix Shopping Centre, and includes the Seniors Centre, Spearwood library, Spearwood bowling club and landscaped grounds.

Currently this site has a civic role, and the grounds, with established trees and BBQ facilities, perform an important recreational function. This site provides the opportunity for the establishment of an important community gathering space.

The Phoenix Revitalisation Strategy included a concept plan for this site to become a community hub, incorporating residential development. A Master Plan will be required to determine the future of this site, and this should include investigation of the following key elements:

- Retention of a 'civic presence'
- Identification of mature trees and vegetation to be retained.
- Adaptive reuse of the existing administration building
- Creation of a new 'community space'
- Residential development with an appropriate interface with surrounding development.



Urban Form Actions

1. *Formulation of a Public Art and Wayfinding Strategy that identifies themes to strengthen a unique identity for the Phoenix Activity Centre and improve legibility.*
2. *Creation of a new entry from Kent Street (new roundabout) to the Shopping Centre, and creation of a new 'public space' and pedestrian entry to the north of the entrance.*
3. *Preparation of Design Guidelines that require landmark built form in the Activity Centre and active frontages to add visual interest and improve legibility and amenity.*
4. *Improvements to Bavich Park and Gerald Reserve to improve their appearance, and make them more attractive pedestrian connections to the Activity Centre.*
5. *Requirement for any redevelopment of the Civic Centre site to retain a civic function, and to investigate incorporation of a naturescape playground and urban orchard.*

LCACS Outcomes and Goals

The Phoenix Activity Centre scores a 4.80 for urban form, which equates to a medium performance level.

Current scores for legibility, amenity and development potential were all medium. Within the amenity attributes the activity centre currently scores poorly in the following 'amenity' areas:

- *Features of visual interest*
- *Picnic facilities*
- *Recreational destinations (outdoor recreation facilities)*
- *Presence of street trees*

Within the legibility attributes the centre currently scores poorly in the following areas:

- *Continuity of footpaths and presence of cyclepaths*

Improvements to street trees, and the requirement for improved connectivity from street footpaths will see an improvement to this score.

In addition, the inclusion of features of visual interest through landmark buildings and the inclusion of recreational destinations in the activity centre, in both the civic precinct, and the Phoenix Core (amenity space), will contribute to demonstrable increase to the 'urban form' score from 4.8 to 7.4 which is 'best of type' for a district centre.



5. Action Plan, Implementation and Monitoring

Action	ACTION	Responsible Agency	City of Cockburn Service Unit	Priority
1.	<p><i>Adoption of Design Guidelines Local Planning Policy for the Activity Centre</i></p> <ul style="list-style-type: none"> <i>Adoption of Design Guidelines for the 'Mixed Use' zone providing guidance for mixed use development to encourage commercial uses, including offices, at ground floor.</i> <i>Adoption of Design Guidelines which require new development in the Activity Centre to address streets and public spaces.</i> <i>Preparation of Design Guidelines that require landmark built form in the Activity Centre to add visual interest and improve legibility and amenity.</i> 	City of Cockburn	Strategic Planning	High
2.	<p><i>Adoption of a vehicle access plan for the Mixed Use zone to ensure safe and legible access.</i></p>	City of Cockburn	Strategic Planning	High
3.	<p><i>Upgrade of Rockingham Road between Coleville Crescent and Phoenix Road</i></p> <ul style="list-style-type: none"> <i>Investigation into the creation of a new entry to the Phoenix Shopping Centre from a new Kent Street/Rockingham Road roundabout, to include a new 'public space' and pedestrian entry.</i> <i>Investigate inclusion of cycle lanes on Rockingham Road as part of the proposed improvements to improve north south connection.</i> <i>Investigate improvements to the amenity at bus stops on Rockingham Road.</i> 	City of Cockburn	Strategic Planning, Engineering Services, Parks services and Phoenix Shopping Centre	Medium
4.	<p><i>Investigation of reconfiguration of car parking in the northern end (BP site) to</i></p>	City of Cockburn	Strategic Planning and	Low

	<i>determine whether existing bays adjacent to the access should be parallel.</i>		<i>Engineering Services</i>	
5.	<i>Formulation of a Public Art and Wayfinding Strategy that identifies themes to strengthen a unique identity for the Phoenix Activity Centre and improve legibility.</i>		<i>Strategic Planning</i>	<i>Medium</i>
6.	<i>Improvements to Bavich Park and Gerald Reserve to improve their appearance, and make them more attractive pedestrian connections to the Activity Centre.</i>	<i>City of Cockburn</i>	<i>Parks Services</i>	<i>Medium</i>
7.	<i>Preparation of a Signage Strategy for Rockingham Road</i>	<i>City of Cockburn</i>	<i>Strategic Planning and Statutory Planning</i>	<i>High</i>
8.	<p><i>Preparation of a Master Plan for the City of Cockburn Administration Site to include investigation of the following key elements:</i></p> <ul style="list-style-type: none"> <i>• Retention of a 'civic presence'</i> <i>• Identification of mature trees and vegetation to be retained.</i> <i>• Adaptive reuse of the existing administration building</i> <i>• Creation of a new 'community space'</i> <i>• Residential development with an appropriate interface with surrounding development.</i> 	<i>City of Cockburn</i>	<i>Strategic Planning and External consultants</i>	<i>High</i>
9.	<p><i>Monitor the performance of the activity centre by undertaking a review every two years, addressing the elements discussed within this Structure Plan relating to:</i></p> <ul style="list-style-type: none"> <i>• Land use mix diversity targets;</i> <i>• Residential density targets;</i> <i>• Built form and streetscape intensity;</i> <i>• Measuring against the LCACS metrics.</i> 	<i>City of Cockburn</i>	<i>Strategic Planning</i>	<i>Ongoing</i>

Monitoring

The performance of the Phoenix Activity centre is to be monitored through a review process undertaken every two years. This should address the elements discussed within this Structure Plan relating to:

- Land use mix diversity targets
- Residential density targets
- Built form and streetscape intensity

Critically, progress of the Activity Centre Structure Plan should be measured against the LCACS metrics to determine whether the anticipated improvements are occurring.

POL	PHOENIX ACTIVITY CENTRE DESIGN GUIDELINES	LPP XX
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POLICY CODE:	LPP XX
DIRECTORATE:	Planning and Development
BUSINESS UNIT:	Planning and Development
SERVICE UNIT:	Strategic Planning Services
RESPONSIBLE OFFICER:	Manager, Strategic Planning
FILE NO.:	104/001
DATE FIRST ADOPTED:	
DATE LAST REVIEWED:	
ATTACHMENTS:	
DELEGATED AUTHORITY REF.:	
VERSION NO.	

Dates of Amendments / Reviews:	
DAPPS Meeting:	
OCM:	

BACKGROUND:

The Phoenix Revitalisation Strategy identified a vision for the Phoenix Activity Centre to evolve into a town centre, and the Phoenix Activity Centre Structure Plan provides further guidance for development.

These Design Guidelines set out development control policy measures to achieve the key objectives of the Revitalisation Strategy and the Activity Centre Structure Plan.

PURPOSE:

The purpose of this Policy is to set out design guidelines for the Phoenix Activity Centre, which is divided into three precincts as follows:

1. Phoenix Core Precinct
2. Mixed Use Precinct
3. Northern Precinct

This Policy should be read in conjunction with the Phoenix Activity Centre Structure Plan.

POLICY:

Definitions:

Active Frontage means street frontages where there is an active visual engagement between people in the street and those on the ground floors of buildings.

Amenity means all those factors which combine to form the character of an area and includes the present and likely future amenity. An area of high amenity could be described as a comfortable and pleasant immediate environment, located within agreeable surroundings.

Articulation means the breaking up of a building façade into individual elements to provide a modulated effect aimed at enhancing individual building identity, variety and interest through the use of such elements as window projections, balconies, awnings, minor recesses and/or projections of walls or parts of walls.

Built Form means the configuration of the aggregate form of all buildings, structures, etc., which make up the physical environment of a locality.

Bulk means the size, or mass, of a building within its built form context.

Character means the essential combination of the public and private domains. Every property, public place or piece of infrastructure and the way it is used by the public, makes a contribution, whether large or small. It is the cumulative impact of all these contributions that establishes neighbourhood character.

Context means the specific character, quality, physical, historic and social context of a building's setting and may, according to circumstances, be a group of buildings, a part of a street, whole street, part of a town or the whole town.

Legibility means a street and movement system designed to provide a clear sense of direction and connection, giving definite signals regarding the spatial layout and geography of an area.

Public Realm means areas of a town which belong to the community as a whole. This refers to spaces that are physically accessible to the public, and those aspects of other spaces that are visible from physically accessible spaces. It incorporates features such as streets, parks, squares, community buildings and the street facades of other buildings.

Scale means the size of a building and its relationship with its surrounding buildings or landscape.

Streetscape means the total visual impression gained from any one location within a street including the natural and man-made elements and is made up of the appearance of and the relationships between buildings in terms of design, scale, materials, colours, finishes, signs, external furniture, paving materials for roads, footpaths and landscaping.

Passive Surveillance means the presence of passers-by or the ability of people to be seen in public spaces from surrounding windows, decks, balconies or the like. "eyes on the street" provided by local people going about their daily activities.

(1) General policy objectives

- a) To create a high quality and safe pedestrian environment along Rockingham Road in the Phoenix Activity Centre.
- b) To create a new sense of place with high-quality and dynamic building and landscape design and landmark development sites.
- c) To create an activity centre with a readily identifiable character.
- d) To facilitate safe and convenient pedestrian and cyclist movement within the Activity Centre, resolving vehicle and pedestrian/cyclist conflict points.
- e) To create an Activity Centre that is highly legible.
- f) To create attractive, active frontages that provide visual interest and contribute to pedestrian and cyclist safety and comfort.
- g) To ensure that signage is not visually obtrusive, does not result in excessive visual clutter; and does not hinder passive surveillance.
- h) To ensure that signage is compatible with the scale, design and visual character of the building and activity centre.
- i) To provide adequate opportunities for commercial advertising to support and encourage business activity.
- j) To encourage an increase in pedestrian and cycling trips by maximising the convenience, safety and appeal of these modes of travel.
- k) To create safe, functional and attractive car parking areas that allow for landscaping, and facilitate safe and convenient pedestrian and cyclist movement.
- l) To encourage landmark development features which are integrated with buildings, and which improve legibility within the activity centre.
- m) To utilise artworks to create community identity; improve inactive frontages; improve legibility; and provide functional infrastructure for pedestrians and cyclists.
- n) To promote the integration of wayfinding with urban design, landscaping, architectural design and public art.
- o) To encourage mixed use development and a diversity of land uses.

(2) General Provisions

1. Signage

- a) Development should include clearly identifiable entry point(s) for customers/pedestrians in the building design, rather than relying on signage.

2. Lighting

- a) Development should make provision for the location of external lighting, to include the lighting of commercial building facades for public safety purposes and to add variety, interest and character to the development at night.
- b) Lighting should be even and consistent to avoid shadows and glare, and should be provided to increase safety and security along important pedestrian pathways.

(3) Phoenix Core Precinct

1. Movement

2. Development Applications are to be accompanied by a Pedestrian and Cyclist Movement Plan demonstrating how pedestrian and cyclist connectivity can be accommodated safely and conveniently, addressing the following:
 - a. Demonstrate improvements to legibility, permeability and pedestrian safety along and connecting with Rockingham Road.
 - b. Inclusion of separate pedestrian path(s) on the vehicle access ramp from Rockingham Road to secure safe pedestrian movement, where the ramp is retained as part of a redevelopment proposal, or a proposal for expansion of the floorspace.
 - c. Demonstrate how car parking areas include safe and convenient pedestrian routes to key destinations, both from car parking bays, bus stops, and from the wider pedestrian network. This may require a decrease in the number of parking spaces to allow for improved accessibility and/or improved landscaping.
 - d. Provision of high quality, safe, secure and accessible end-of-trip facilities for cyclists.
3. All development applications for the Phoenix Shopping Centre site that propose expansion of floorspace, or extensions or modifications to car parking areas or vehicle access ramps, must address the following matters:

- Demonstrate improvements to the servicing area on Rockingham Road.
 - Minimising the width and impact of vehicle crossovers on the pedestrian environment if possible, given that they serve to disconnect the pedestrian environment, reduce pedestrian comfort and increase potential conflict between vehicles and cyclists and pedestrians.
 - Improving the inactive frontage.
 - Improving the interface with the bus stop.
- a. Improve pedestrian connectivity through the Phoenix Shopping Centre site, and to the main entries of the shopping centre.
 - b. Demonstrate improvements to the servicing areas on March Street, including:

3. Built Form

- a) Proposed buildings or extensions/major modifications to buildings are to address street frontages (and internal roads) and maximise opportunities for passive surveillance of streets, car parking areas, and areas used by pedestrians and cyclists.
- b) Proposed buildings or extensions/major modifications to buildings are to be appropriately detailed at ground level so that they create an attractive, safe and interesting environment for occupants and pedestrians alike.
- c) Ground floor non-residential frontages are to be designed as shop fronts with no less than 70% of the shop front glazed with clear glass to facilitate passive surveillance and ensure an interesting pedestrian environment.
- d) Where an active frontage cannot be achieved, for example servicing/loading areas, it should be demonstrated how the frontage has been designed to contribute to a high quality, safe and attractive street environment by:
 - Minimising the length and height of blank walls, and
 - Articulating blank walls through the creative application of complementary materials, avoiding large continuous masses of the same finish; and/or the provision of appropriately integrated structural features, lighting, street furniture, artworks, or display windows where possible.
- e. Vehicle ingress and egress, loading facilities and building services should be designed so that they do not detract from a high quality, safe and attractive public realm.

- e) Wherever possible development should use built form to signify entry points rather than relying on signage elements (including 'signage' structures) to serve as a landmark to the shopping centre, and/or to signify the location of entrances to the shopping centre.
- f) Wherever possible the opportunity to "sleeve" large scale retail and/or to introduce outwards-facing uses to avoid blank walls is strongly encouraged. Buildings at ground level should contain activities that positively contribute (either passively or actively) to the public domain.
- g) Ensure where appropriate that development complements and corresponds to neighbouring or abutting built form through consideration of form, detail and application of materials.

4. Visual Impact

- a) Development must demonstrate the visual impact of development from the surrounding area, particularly from the residential area to the east of the activity centre.
- b) Buildings and structures should present well from all angles as some may be visible from a considerable distance.
- c) Development should demonstrate that consideration has been given to the vista and pedestrian connectivity from Orleans Street, including ensuring the following is achieved:
 - a. The establishment of safe and attractive pedestrian connectivity;
 - b. ensuring development is not obtrusive when viewed from Orleans Street.

5. Capacity for future residential

- a) Major redevelopment or expansion of the shopping centre must demonstrate a capacity for future residential above retail on the shopping centre site.

6. Signage

- a) All development applications should be accompanied by information regarding the location and scale of signage.
- b) Signage should be:
 - Be contained within the boundary of the lot
 - Be easy to read and provide a clear message
 - Only advertise goods and services that relate to the business on which the sign is located

- c) Signage is to be an integrated part of the building/site, and should be compatible with the scale, design and visual character of the building/site, and should not result in visual clutter.
- d) Signage is not to cover a large proportion of the shopfront window, or prevent passive surveillance.
- e) Signage and signage structure should not be used in isolation to signify entry points to development.

7. Landscaping

- a) Development proposals should include the retention of existing landscaping on March Street to provide a buffer with the residential development on the eastern side of the road.

(4) Mixed Use Precinct

1. Objectives

- a) To create a vibrant mixed use environment that facilitates a diversity of uses.
- b) Promote a diversity of housing types within the activity centre structure plan area.
- c) To encourage rationalisation of signage to reduce visual clutter and enhance the streetscape.
- d) To encourage mixed use development whereby non-residential uses can be accommodated at the ground floor.
- e) To ensure residential amenity and security is protected in mixed use environments.
- f) To protect the residential amenity of dwellings on adjacent 'Residential' zoned land.
- g) To ensure high quality built form in the 'Mixed Use' zone that provides interest to the street, and promotes passive surveillance.
- h) To ensure new development in the 'Mixed Use' zone achieves visual cohesiveness.
- i) To ensure buildings are robust and adaptable to allow for future use changes so that the mixed use area can evolve over time to meet the needs of businesses and the community.
- j) To ensure that buildings give additional prominence to street corners by using landmark features which will create visual interest in the streetscape and assist with legibility.
- k) To ensure buildings contribute positively to the public realm by creating visual interest, facilitating passive surveillance of streets and spaces used by the public, and contributing to pedestrian comfort.
- l) To ensure safe vehicle access and egress to Rockingham Road, and improve pedestrian safety and comfort by:
 - Rationalising vehicle crossovers to Rockingham Road generally;
 - Establishing a new shared accessway with car parking parallel to Rockingham Road for the 'Mixed Use' zone to rationalise crossovers to Rockingham Road and ensure ease of access for businesses and dwellings.

- m) To improve the pedestrian amenity of Rockingham Road through the introduction of a landscaping strip.

2. General Built Form Provisions

- a) Development should incorporate non-residential ground floor uses that promote activity and informal surveillance of the street and have facades that add interest and vitality to the public realm.
- b) Where commercial uses are not considered viable in the short term, ground floor tenancies should be designed to be adaptable for future commercial uses, including incorporating a minimum ground floor tenancy height of 3.9 metres above the finished ground floor level. In this respect a maximum building height of 10m will be accepted to accommodate this requirement.
- c) Where the ground floor is designed accordingly the plot ratio of the ground floor will be in addition to that of the residential development, calculated in accordance with the Residential Design Codes.
- d) To ensure that building facades are architecturally interesting the upper levels of buildings should be articulated to break-up long sections of plain facades. This should include at least three of the following features:
- Major openings;
 - Different colours, materials or textures;
 - Indentations and extrusions which break the building into individual elements;
 - Protruding balconies;
 - Awnings over windows.
- e) All building levels should be clearly defined through the use of colours, materials and detailing.
- f) The upper level(s) of buildings should be designed to promote informal surveillance of the street through the use of balconies and/or large windows.
- g) Upper floor windows of buildings should be largely unobscured to promote passive surveillance.
- h) Ground floor non-residential frontages are to be designed as shop fronts, with no less than 70% of the shop front glazed with clear glass (and unobscured by signage or stickers) to facilitate passive surveillance.
- i) Buildings should address the street in a traditional manner with windows facing the street and clearly defined entry points that are visible from the street. To achieve this entry points should generally include at least two of the following features:

- a. Appropriately scaled signage above the entry door;
 - b. Indentation of the entry point, with recessed entrances truncated at an angle to the pedestrian route of no less than 60 degrees;
 - c. Highlighting the entry point through the use of different materials.
- j) Buildings should be designed so that services do not project above the specified maximum height of the building, and should be screened from view. To ensure adaptability of buildings this should include consideration of larger servicing unit requirements for other uses (such as restaurants) so that these can be accommodated should the building undergo a future change of use.
- k) To articulate street corners to provide visual interest and assist with legibility, new buildings located on corner sites should include:
- Architectural roof features that protrude above the normal roof line;
 - Increased parapet heights with additional detail, colour and textures; and/or
 - An increased number of storeys at the street corner.
- l) New buildings with parapets should include indentations; additional modulation, and/or variation in parapet heights and designs so as to provide additional interest to the street.
- m) In mixed use developments commercial uses should be separated from residential uses by being located on separate floors of a building to ensure the amenity and security of residents and commercial tenants.
- n) Development applications are to be accompanied by design and documentation of 'back-of-house' services, including ducting and vents. To ensure the robustness and adaptability of buildings this should consider a general and basic overview of potential 'back-of-house' services for food businesses (such as ducting and vents allowing for the mechanical ventilation of kitchen areas, and 'grease traps').

3. Parking and Movement

- a) Where new building(s) are proposed within the 'Phoenix Mixed Use Development and Access Precinct' they are required to be setback in accordance with the 'Phoenix Mixed Use Access Plan' (Appendix 1), which requires:
- Establishment of a new 12m wide access and parking easement in the front setback, setback 2m from the road reserve, with one crossover to Rockingham Road where access from the access easement is not yet available.
 - Contrasting asphalt colour between the aisle and parking bays.

- 90 degree parking adjacent to the road.
 - The access and parking easement being setback 2m from the road reserve to establish a 2m wide landscaping strip.
- b) At-grade car parking areas should be landscaped with suitable trees at the rate of one tree per 6 bays. The chosen trees should provide shade, improve amenity and assist in visual screening from above. The car park should also be appropriately lit for after-dark use.
- c) Any new multi-storey car parks should incorporate interactive street frontages, such as shops or other uses that promote activity, where possible. These can be 'sleeved' along the street frontages of the car park structure.
- d) Where car parking levels (including undercroft levels) are visible from a street or public space, high quality architectural detailing shall be incorporated into the façade of all floors.
- e) Development proposals should include only one vehicle crossover, to be placed where there is no street tree.
- f) Wherever possible the finished level of buildings/tenancies should match that of the adjacent footpath so that continuous access is provided from the pedestrian footpath into each commercial tenancy and a consistent streetscape is achieved on Rockingham Road.
- g) Services should be located away from the street and towards the rear of the site to minimise impact on the pedestrian environment.
- h) Safe and comfortable pedestrian access shall be provided from the parking area to the entry point of the proposed development and to all street frontages.
- i) For developments that include parking at the rear of the building pedestrian access between the street and car parking area is to be provided.

4. Servicing

- a) Bin and service enclosures are to be screened and located away from visually prominent parts of the site. Wherever possible services should be designed to visually integrate into buildings, rather than be a separate element.
- b) Development will need to conform to the City's Local Planning Policy related to Waste Management Plans in Multiple Unit development.

5. Change of use proposals for dwellings

- a) Where the existing dwelling or building is the subject of a change of use proposal (to be accommodated within an existing dwelling/building), the following provisions will apply:
- Only one vehicle crossover is to be utilised, with any existing additional crossovers to be removed unless safe access and egress cannot be accommodated otherwise.
 - Existing large crossovers are to be reduced in size.
 - Car parking areas are to be designed so that vehicles can exit onto Rockingham Road in forward gear.

6. Landscaping

- a) A comprehensive landscaping plan is required for the front setback area and verge, demonstrating an appropriate and attractive mix of hard paving and in-ground planting, provided that the plantings maintain an openness to the building to ensure a visible and safe entrance, and create no potential entrapment areas.
- b) Water-sensitive design planting principles will be encouraged.
- c) Opportunities should be taken to include simple pedestrian amenities such as seats and shade/shelter.

(5) Northern Precinct

1. Objectives

- a) To ensure buildings contribute positively to the public realm by creating visual interest, facilitating passive surveillance of streets and spaces used by the public, and contributing to pedestrian comfort.
- b) To facilitate safe, comfortable pedestrian and cyclist movement, particularly in a north south direction through the activity centre.
- c) To improve legibility for pedestrians throughout the precinct.
- d) To ensure safe and legible vehicle access and egress throughout the precinct, particularly onto Rockingham and Phoenix Road.

2. General Built Form Provisions

- a) New buildings or proposed modifications to existing buildings should include clearly identifiable pedestrian entry point(s).

3. Parking and Movement

- a) Development must demonstrate how safe and convenient pedestrian movement from the street footpaths and car parking areas to building entry points are facilitated.

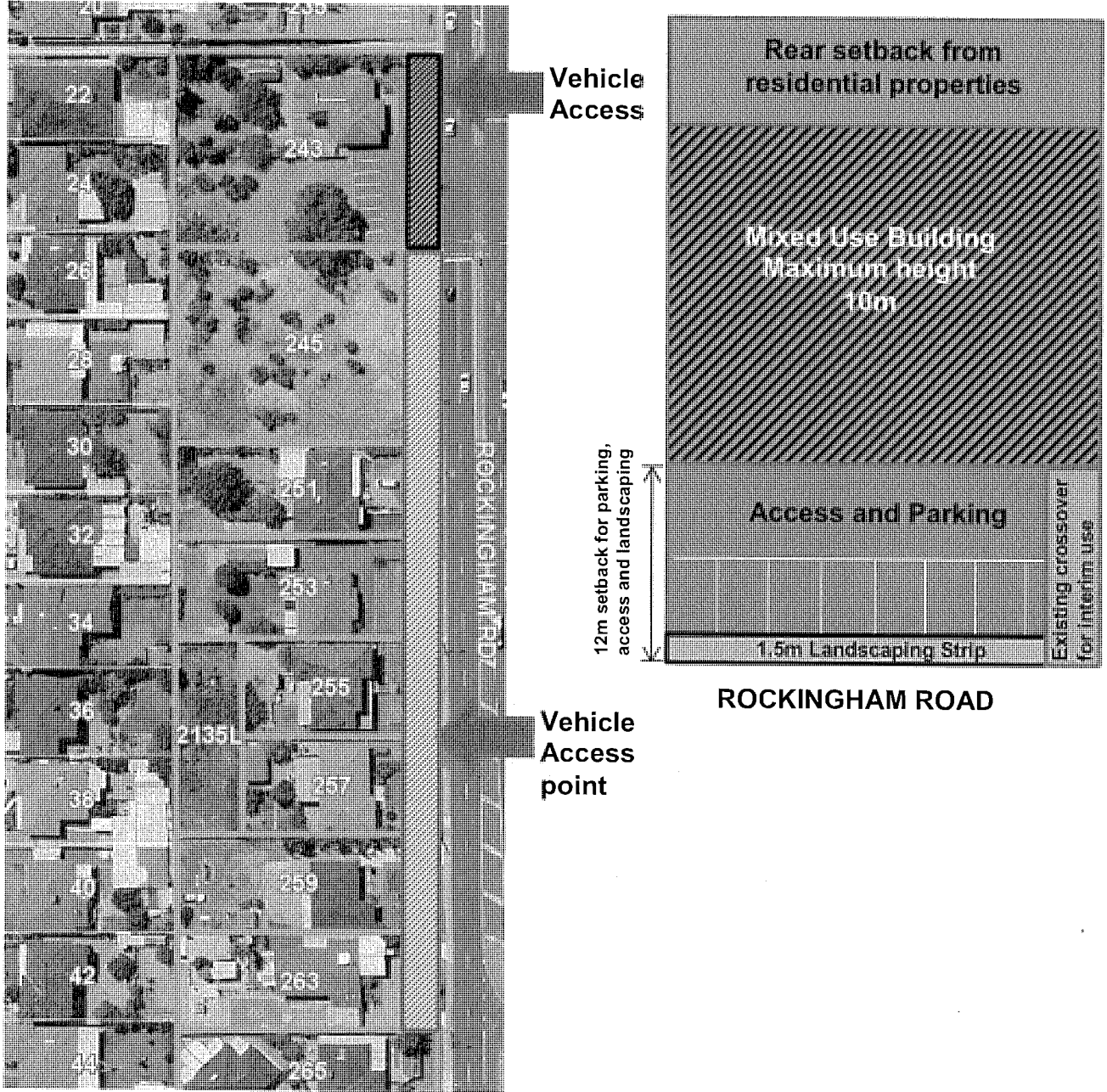
4. Signage

- a) All applications for development are to be accompanied by a plan showing location and details of any proposed signage.

5. Landscaping

- b) Development proposals should include landscaping plans that provide detail of plant species and maintenance.

Appendix 1 - Phoenix Mixed Use Development Access Plan



MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094362	10152	AUST SERVICES UNION PAYROLL DEDUCTIONS	11/04/2016	1,641.90
EF094363	10154	AUST TAXATION DEPT PAYROLL DEDUCTIONS	11/04/2016	334,499.00
EF094364	10244	BUILDING & CONST INDUSTRY TRAINING FUN LEVY PAYMENT	11/04/2016	74,745.24
EF094365	10305	CHILD SUPPORT AGENCY PAYROLL DEDUCTIONS	11/04/2016	4,149.56
EF094366	10733	HOSPITAL BENEFIT FUND PAYROLL DEDUCTIONS	11/04/2016	283.05
EF094367	11001	LOCAL GOVERNMENT RACING & CEMETERIE PAYROLL DEDUCTIONS	11/04/2016	348.50
EF094368	11857	CHAMPAGNE SOCIAL CLUB PAYROLL DEDUCTIONS	11/04/2016	552.00
EF094369	11860	45S CLUB PAYROLL DEDUCTIONS	11/04/2016	20.00
EF094370	18553	SELECTUS PTY LTD PAYROLL DEDUCTIONS	11/04/2016	10,756.29
EF094371	19726	HEALTH INSURANCE FUND OF WA PAYROLL DEDUCTIONS	11/04/2016	1,239.50
EF094372	22511	JOHNNY'S TILING TILING SERVICES	11/04/2016	823.50
EF094373	23302	BUILDING SERVICES BOARD BUILDING SERVICES LEVIES	11/04/2016	116,960.77
EF094374	25473	HAMILTON HILL COMMUNITY GROUP GRANTS / DONATIONS	11/04/2016	692.14
EF094375	25987	TOYOTA FLEET MANAGEMENT PAYROLL DEDUCTIONS - NOVATED LEASE	11/04/2016	567.62
EF094376	99997	COC GRANTS, DONATIONS & REFUNDS GRANTS, DONATIONS & REFUNDS	11/04/2016	268.50
EF094377	99997	COC GRANTS, DONATIONS & REFUNDS GRANTS, DONATIONS & REFUNDS	11/04/2016	243.50
EF094378	26517	CLICKSUPER PAYROLL DEDUCTIONS	8/04/2016	431,019.88
EF094379	10145	AUST MAYORAL AVIATION COUNCIL AMAC FEES	15/04/2016	1,694.00
EF094380	12779	WESTERN RESOURCE RECOVERY PTY LTD WASTE DISPOSAL SERVICES	15/04/2016	8,954.84
EF094381	22182	KALAMUNDA FENCING & GATEMAKERS FENCING SERVICES	15/04/2016	3,242.80
EF094382	23685	ASTRO SYNTHETIC TURF PTY LTD SITE INSPECTIONS	15/04/2016	1,727.00
EF094383	24736	ZENIEN CCTV CAMERA LICENCES	15/04/2016	103,183.83

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094384	10152	AUST SERVICES UNION PAYROLL DEDUCTIONS	26/04/2016	1,538.70
EF094385	10154	AUST TAXATION DEPT PAYROLL DEDUCTIONS	26/04/2016	334,236.00
EF094386	10305	CHILD SUPPORT AGENCY PAYROLL DEDUCTIONS	26/04/2016	4,350.27
EF094387	10733	HOSPITAL BENEFIT FUND PAYROLL DEDUCTIONS	26/04/2016	301.10
EF094388	11001	LOCAL GOVERNMENT RACING & CEMETERIE PAYROLL DEDUCTIONS	26/04/2016	369.00
EF094389	11857	CHAMPAGNE SOCIAL CLUB PAYROLL DEDUCTIONS	26/04/2016	556.80
EF094390	11860	45S CLUB PAYROLL DEDUCTIONS	26/04/2016	22.00
EF094391	18553	SELECTUS PTY LTD PAYROLL DEDUCTIONS	26/04/2016	10,337.59
EF094392	19726	HEALTH INSURANCE FUND OF WA PAYROLL DEDUCTIONS	26/04/2016	1,239.50
EF094393	25987	TOYOTA FLEET MANAGEMENT PAYROLL DEDUCTIONS - NOVATED LEASE	26/04/2016	567.62
EF094394	11753	WASTE MANAGEMENT & RECYCLING FUND QUARTERLY LANDFILL LEVY PAYMENT	27/04/2016	864,671.53
EF094395	26647	BROOKFIELD MULTIPLEX CONSTRUCTIONS BUILDING - CONSTRUCTION	27/04/2016	5,760,113.58
EF094396	10009	AAA PRODUCTION SERVICES AUDIO EQUIPMENT HIRE	29/04/2016	8,935.39
EF094397	10032	ADVANCED TRAFFIC MANAGEMENT (WA) PTY CONTROLLERS AND SIGNS	29/04/2016	4,264.98
EF094398	10035	ADVENTURE WORLD WA PTY LTD ENTERTAINMENT SERVICES	29/04/2016	594.00
EF094399	10058	ALSCO PTY LTD HYGIENE SERVICES/SUPPLIES	29/04/2016	3,138.91
EF094400	10071	AUSTRALASIAN PERFORMING RIGHT ASSOC. LICENCE - PERFORMING RIGHTS	29/04/2016	2,019.82
EF094401	10086	ARTEIL WA PTY LTD ERGONOMIC CHAIRS	29/04/2016	451.00
EF094402	10091	ASLAB PTY LTD ASPHALTING SERVICES/SUPPLIES	29/04/2016	1,843.08
EF094403	10110	AUSRECORD STATIONERY SUPPLIES	29/04/2016	86.90
EF094404	10118	AUSTRALIA POST POSTAGE CHARGES	29/04/2016	29,488.71
EF094405	10160	DORMA AUSTRALIA PTY LTD AUTOMATIC DOOR SERVICES	29/04/2016	1,602.37

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094406	10170	MACRI PARTNERS AUDITING SERVICES	29/04/2016	6,949.69
EF094407	10212	BOSS BOLLARDS SECURITY PRODUCTS	29/04/2016	1,092.30
EF094408	10220	BOYA EQUIPMENT EQUIPMENT SUPPLIES	29/04/2016	166.74
EF094409	10221	BP AUSTRALIA LIMITED DIESEL/PETROL SUPPLIES	29/04/2016	8,314.79
EF094410	10226	BRIDGESTONE AUSTRALIA LTD TYRE SERVICES	29/04/2016	29,370.93
EF094411	10239	BUDGET RENT A CAR - PERTH MOTOR VEHICLE HIRE	29/04/2016	197.87
EF094412	10246	BUNNINGS BUILDING SUPPLIES PTY LTD HARDWARE SUPPLIES	29/04/2016	1,706.91
EF094413	10256	CABLE LOCATES & CONSULTING LOCATING SERVICES	29/04/2016	23,066.56
EF094414	10279	CASTROL AUSTRALIA PTY LTD GREASE/LUBRICANTS	29/04/2016	1,914.28
EF094415	10333	CJD EQUIPMENT PTY LTD HARDWARE SUPPLIES	29/04/2016	1,675.37
EF094416	10346	COATES HIRE OPERATIONS PTY LTD EQUIPMENT HIRING SERVICES	29/04/2016	1,876.66
EF094417	10348	COCA COLA AMATIL SOFT DRINK SUPPLIES	29/04/2016	1,849.13
EF094418	10358	COCKBURN LIQUOR CENTRE LIQUOR SUPPLIES	29/04/2016	1,764.24
EF094419	10359	COCKBURN PAINTING SERVICE PAINTING SUPPLIES/SERVICES	29/04/2016	2,299.00
EF094420	10360	COCKBURN PARTY HIRE HIRE OF PARTY EQUIPMENT	29/04/2016	2,575.10
EF094421	10368	COCKBURN WETLANDS EDUCATION CENTRE COMMUNITY GRANT	29/04/2016	1,732.50
EF094422	10375	VEOLIA ENVIRONMENTAL SERVICES WASTE SERVICES	29/04/2016	9,951.77
EF094423	10384	PROGILITY PTY LTD COMMUNICATIONS AUST COMMUNICATION SERVICES	29/04/2016	33,323.39
EF094424	10386	COMMUNITY NEWSPAPER GROUP ADVERTISING SERVICES	29/04/2016	21,231.59
EF094425	10483	LANDGATE MAPPING/LAND TITLE SEARCHES	29/04/2016	10,078.51
EF094426	10526	E & MJ ROSHER PTY LTD MOWER PARTS	29/04/2016	20,810.85
EF094427	10527	EAGLE SPORTS SPORTING GOODS	29/04/2016	864.05

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094428	10573	FAIRBRIDGE WESTERN AUSTRALIA INC OUTDOOR RECREATION SERVICES	29/04/2016	660.00
EF094429	10580	FC COURIERS COURIER SERVICES	29/04/2016	1,685.73
EF094430	10603	FLOORING SOLUTIONS FLOOR COVERINGS	29/04/2016	4,079.90
EF094431	10636	FUJI XEROX AUSTRALIA PTY LTD PHOTOCOPY CHARGES	29/04/2016	44.00
EF094432	10655	GHD PTY LTD CONSULTANCY SERVICES	29/04/2016	24,712.42
EF094433	10679	GRASSTREES AUSTRALIA PLANTS & PLANTING SERVICES	29/04/2016	3,916.00
EF094434	10692	AECOM AUSTRALIA PTY LTD CONSULTANCY SERVICES	29/04/2016	2,607.00
EF094435	10709	HECS FIRE FIRE SYSTEM MAINTENANCE	29/04/2016	25,387.45
EF094436	10779	J F COVICH & CO PTY LTD ELECTRICAL SERVICES	29/04/2016	47,405.65
EF094437	10787	JANDAKOT ACCIDENT REPAIR CENTRE PANEL BEATING SERVICES	29/04/2016	5,085.15
EF094438	10794	JASON SIGNMAKERS SIGNS	29/04/2016	2,760.45
EF094439	10814	JR & A HERSEY PTY LTD SAFETY CLOTHING SUPPLIES	29/04/2016	1,311.20
EF094440	10824	KCI INDUSTRIES PTY LTD REPAIRS/MAINTENANCE SERVICES	29/04/2016	1,326.15
EF094441	10879	LES MILLS AEROBICS INSTRUCTION/TRAINING SERVICES	29/04/2016	1,131.73
EF094442	10888	LJ CATERERS CATERING SERVICES	29/04/2016	6,930.93
EF094443	10892	LOCAL GOVT MANAGERS AUSTRALIA SUBSCRIPTION	29/04/2016	270.00
EF094444	10912	M2 TECHNOLOGY PTY LTD MESSAGING SERVICES	29/04/2016	792.00
EF094445	10913	BUCHER MUNICIPAL PTY LTD PURCHASE OF NEW PLANT/REPAIR SERV	29/04/2016	6,838.27
EF094446	10923	MAJOR MOTORS PTY LTD NEW TRUCK PURCHASE	29/04/2016	138,916.00
EF094447	10939	LINFOX ARMAGUARD BANKING SECURITY SERVICES	29/04/2016	560.96
EF094448	10944	MCLEODS LEGAL SERVICES	29/04/2016	6,742.21
EF094449	10991	BEACON EQUIPMENT MOWING EQUIPMENT	29/04/2016	7,129.30

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094450	11004	MURDOCH UNIVERSITY OFFICE OF FINANCE ANALYSING SERVICES	29/04/2016	1,007.60
EF094451	11017	FAMILY DAY CARE AUSTRALIA MEMBERSHIP	29/04/2016	159.90
EF094452	11022	NATIVE ARC GRANTS & DONATIONS	29/04/2016	150.00
EF094453	11028	NEVERFAIL SPRINGWATER LTD BOTTLED WATER SUPPLIES	29/04/2016	1,926.95
EF094454	11036	NORTHLAKE ELECTRICAL ELECTRICAL SERVICES	29/04/2016	60,107.15
EF094455	11068	VODAFONE HUTCHISON AUSTRALIA PTY LTD PAGING SERVICES	29/04/2016	665.50
EF094456	11070	OTIS ELEVATOR COMPANY ELEVATOR REPAIRS/MAINTENANCE	29/04/2016	2,054.18
EF094457	11077	P & G BODY BUILDERS PTY LTD PLANT BODY BUILDING SERVICES	29/04/2016	6,066.50
EF094458	11164	PMP PRINT PTY LTD PRINTING SERVICES	29/04/2016	673.00
EF094459	11182	PREMIUM BRAKE & CLUTCH SERVICE BRAKE SERVICES	29/04/2016	6,601.87
EF094460	11205	QUALITY TRAFFIC MANAGEMENT PTY LTD TRAFFIC CONTROL SERVICES	29/04/2016	14,364.30
EF094461	11208	QUICK CORPORATE AUSTRALIA PTY LTD STATIONERY/CONSUMABLES	29/04/2016	6,720.65
EF094462	11244	RESEARCH SOLUTIONS PTY LTD RESEARCH SERVICES	29/04/2016	10,952.15
EF094463	11247	RICHGRO WA GARDENING SUPPLIES	29/04/2016	475.09
EF094464	11284	ROYAL LIFE SAVING SOCIETY AUSTRALIA TRAINING SERVICES	29/04/2016	375.00
EF094465	11294	SAFEMAN (WA) PTY LTD PROTECTIVE CLOTHING/EQUIPMENT	29/04/2016	359.60
EF094466	11307	SATELLITE SECURITY SERVICES PTY LTD SECURITY SERVICES	29/04/2016	16,576.49
EF094467	11308	SBA SUPPLIES HARDWARE SUPPLIES	29/04/2016	2,063.47
EF094468	11333	SHELFORD CONSTRUCTIONS PTY LTD CONSTRUCTION SERVICES	29/04/2016	138,569.20
EF094469	11337	SHERIDANS FOR BADGES NAME BADGES & ENGRAVING	29/04/2016	227.81
EF094470	11361	SIGMA CHEMICALS PTY LTD CHEMICAL SUPPLIES	29/04/2016	2,455.38
EF094471	11373	SKIPPER TRUCK PARTS SPARE PARTS & MAINTENANCE SERVICES	29/04/2016	1,026.08

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094472	11387	BIBRA LAKE SOILS SOIL & LIMESTONE SUPPLIES	29/04/2016	120.00
EF094473	11425	SOUTHERN METROPOLITAN REGIONAL COUN WASTE DISPOSAL GATE FEES	29/04/2016	648,347.19
EF094474	11459	SPEARWOOD VETERINARY HOSPITAL VETERINARY SERVICES	29/04/2016	1,946.90
EF094475	11463	SPECTRUM CABINETS CABINET SUPPLIES	29/04/2016	2,772.00
EF094476	11469	SPORTS TURF TECHNOLOGY TURF CONSULTANCY SERVICES	29/04/2016	3,366.00
EF094477	11470	SPORTSWORLD OF WA SPORT SUPPLIES	29/04/2016	877.80
EF094478	11483	ST JOHN AMBULANCE AUST WA OPERATIONS FIRST AID COURSES	29/04/2016	124.80
EF094479	11533	SUPERBOWL MELVILLE ENTERTAINMENT SERVICES	29/04/2016	1,080.00
EF094480	11546	T FAULKNER & CO INSTALLATIONS/SUPPLY OF HAND RAILS	29/04/2016	2,640.00
EF094481	11557	TECHNOLOGY ONE LTD IT CONSULTANCY SERVICES	29/04/2016	3,186.38
EF094482	11609	THOMSON REUTERS (PROFESSIONAL) AUSTR SOFTWARE SUPPORT/LICENCE FEES	29/04/2016	23,782.90
EF094483	11625	TOTAL EDEN PTY LTD RETICULATION SUPPLIES	29/04/2016	45,104.39
EF094484	11642	TRAILER PARTS PTY LTD TRAILER PARTS	29/04/2016	838.56
EF094485	11651	TREE WATERING SERVICES TREE WATERING SERVICES	29/04/2016	49,136.00
EF094486	11655	TRISLEYS HYDRAULIC SERVICES PTY LTD POOL EQUIPMENT/REPAIRS	29/04/2016	731.50
EF094487	11657	TRUCKLINE PARTS CENTRES AUTOMOTIVE SPARE PARTS	29/04/2016	2,305.74
EF094488	11663	TUDOR HOUSE BANNERS/FLAGS	29/04/2016	476.00
EF094489	11667	TURFMASTER FACILITY MANAGEMENT TURFING SERVICES	29/04/2016	79,381.12
EF094490	11697	VAT MAN-FAT FILTERING SYSTEMS FILTER CLEANING SERVICES	29/04/2016	1,550.30
EF094491	11699	VERNON DESIGN GROUP ARCHITECTURAL SERVICES	29/04/2016	2,068.00
EF094492	11701	VIBRA INDUSTRIA FILTER SUPPLIES	29/04/2016	1,529.00
EF094493	11708	VITAL PACKAGING PTY LTD PACKAGING SUPPLIES	29/04/2016	2,337.50

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094494	11715	WA BLUEMETAL ROADBASE SUPPLIES	29/04/2016	13,860.54
EF094495	11722	WA HINO SALES & SERVICE PURCHASE OF NEW TRUCKS/MAINT.	29/04/2016	2,547.31
EF094496	11726	WA LIMESTONE LIMESTONE SUPPLIES	29/04/2016	6,671.55
EF094497	11749	WARRENS EARTHMOVING CONTRACTORS EARTHMOVING SERVICES	29/04/2016	6,908.00
EF094498	11773	WESFARMERS LANDMARK LIMITED CHEMICAL SUPPLIES	29/04/2016	2,785.09
EF094499	11787	DEPT OF TRANSPORT VEHICLE SEARCH FEES	29/04/2016	171.40
EF094500	11789	WALGA ADVERTISING/TRAINING SERVICES	29/04/2016	9,807.61
EF094501	11793	WESTERN IRRIGATION PTY LTD IRRIGATION SERVICES/SUPPLIES	29/04/2016	3,635.28
EF094502	11795	WESTERN POWER ELECTRICAL SERVICES	29/04/2016	14,991.99
EF094503	11806	WESTRAC PTY LTD REPAIRS/MTNCE-E/MOVING EQUIPMENT	29/04/2016	2,083.49
EF094504	11828	WORLDWIDE ONLINE PRINTING - O'CONNOR PRINTING SERVICES	29/04/2016	3,971.76
EF094505	11835	WURTH AUSTRALIA PTY LTD HARDWARE SUPPLIES	29/04/2016	1,081.00
EF094506	11873	WATTLEUP TRACTORS HARDWARE SUPPLIES	29/04/2016	855.30
EF094507	11972	COBEY MAINTENANCE SERVICES TURF MANAGEMENT	29/04/2016	1,980.00
EF094508	11985	IVO GRUBELICH BUS HIRE	29/04/2016	5,280.00
EF094509	11987	SAFETY ZONE AUSTRALIA PTY LTD SAFETY EQUIPMENT	29/04/2016	681.97
EF094510	12014	TUTT BRYANT EQUIPMENT BT EQUIPMENT P EXCAVATING/EARTHMOVING EQUIPMENT	29/04/2016	18,091.90
EF094511	12079	CHARTER PLUMBING & GAS PLUMBING SERVICES	29/04/2016	554.40
EF094512	12101	THE GREAT ESCAPE ENTRY FEES	29/04/2016	753.20
EF094513	12153	HAYS PERSONNEL SERVICES PTY LTD EMPLOYMENT SERVICES	29/04/2016	23,154.68
EF094514	12207	CIVICA PTY LTD SOFTWARE SUPPORT/LICENCE FEES	29/04/2016	1,111.88
EF094515	12497	TROPHY CHOICE TROPHY SUPPLIES	29/04/2016	112.00

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094516	12542	SEALIN GARLETT CEREMONIAL SERVICES	29/04/2016	400.00
EF094517	12565	SOUTHERN METRO REGIONAL COUNCIL - LO LOAN REPAYMENT	29/04/2016	500.00
EF094518	12656	COOGEE BEACH SURF LIFESAVING CLUB INC POOR GROVE SLSC DEVELOPMENT COSTS	29/04/2016	389.30
EF094519	12672	NORMAN DISNEY & YOUNG CONSULTANCY SERVICES	29/04/2016	5,348.87
EF094520	12796	ISENTIA PTY LIMITED MEDIA MONITORING SERVICES	29/04/2016	1,275.87
EF094521	12811	SPORTS CIRCUIT LINEMARKING SPORTS LINE MARKING SERVICES	29/04/2016	4,757.50
EF094522	13056	CLEANDUSTRIAL SERVICES PTY LTD CLEANING SERVICES	29/04/2016	57,002.78
EF094523	13074	DEPT OF AGRICULTURE,FISHERIES & FORES QUARANTINE/AUDITING SERVICES	29/04/2016	9.27
EF094524	13563	GREEN SKILLS INC EMPLOYMENT SERVICES	29/04/2016	17,029.58
EF094525	13617	FREMANTLE MULTICULTURAL CENTRE INC TRAINING SERVICES	29/04/2016	500.00
EF094526	13671	STAPLES AUSTRALIA PTY LTD OFFICE/STATIONERY SUPPLIES	29/04/2016	2,549.61
EF094527	13767	ELLIOTTS IRRIGATION PTY LTD IRRIGATION SERVICES	29/04/2016	4,273.50
EF094528	13779	PORTER CONSULTING ENGINEERS ENGINEERING CONSULTANCY SERVICES	29/04/2016	2,172.50
EF094529	13849	MCMULLEN NOLAN & PARTNERS SURVEYORS SURVEYING SERVICES	29/04/2016	5,747.50
EF094530	13860	KRS CONTRACTING WASTE COLLECTION SERVICES	29/04/2016	29,716.50
EF094531	13873	COCKBURN SES TRAFFIC MANAGEMENT SERVICES	29/04/2016	6,000.00
EF094532	14111	POLYTECHNIC WEST EDUCATIONAL SERVICES	29/04/2016	258.36
EF094533	14258	WARP GROUP PTY LTD ROAD CONSTRUCTION MATERIALS	29/04/2016	11,393.38
EF094534	14297	ARTREF PTY LTD OFFICE EQUIPMENT	29/04/2016	760.36
EF094535	14311	BBC ENTERTAINMENT ENTERTAINMENT SERVICES	29/04/2016	929.50
EF094536	14350	BAILEYS FERTILISERS FERTILISER SUPPLIES	29/04/2016	1,722.60
EF094537	14419	RETURNED SERVICES LEAGUE OF AUSTRALI GRANTS/DONATIONS-PURCH. OF POPPIES	29/04/2016	625.00

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EF094538	14459	BIDVEST (WA) FOOD/CATERING SUPPLIES	29/04/2016	1,238.21
EF094539	14593	AUSTREND INTERNATIONAL PTY LTD ALUMINIUM SUPPLIES	29/04/2016	14,718.00
EF094540	14598	ALF REBOLA THE GOOD GUYS ELECTRICAL GOODS	29/04/2016	1,275.00
EF094541	14667	APPEALING SIGNS SIGNS	29/04/2016	3,357.75
EF094542	14820	AH CIVIL ENGINEERING CIVIL ENGINEERING SERVICES	29/04/2016	4,664.00
EF094543	14821	TRAFFIC SAFETY CONSULTANTS ROAD SAFETY CONSULTANCY SERVICES	29/04/2016	3,080.00
EF094544	15224	GILBARCO EQUIPMENT REPAIRS	29/04/2016	2,314.01
EF094545	15393	GREENWAY ENTERPRISES HARDWARE SUPPLIES	29/04/2016	1,037.08
EF094546	15541	JANDAKOT NEWS NEWSPAPER SUPPLIERS	29/04/2016	420.00
EF094547	15609	CATALYSE PTY LTD CONSULTANCY SERVICES	29/04/2016	21,120.00
EF094548	15673	MAGNETISM ART & DESIGN ART/DESIGN SERVICES	29/04/2016	660.00
EF094549	15678	A2Z PEST CONTROL THE TRUSTEE FOR CALI PEST CONTROL	29/04/2016	5,084.47
EF094550	15746	WESTERN AUSTRALIA POLICE SERVICE POLICE CLEARANCES	29/04/2016	29.60
EF094551	15786	AD ENGINEERING INTERNATIONAL PTY LTD SIGNS - ELECTRONIC	29/04/2016	132.00
EF094552	15914	T-QUIP MOWING EQUIPMENT	29/04/2016	586.45
EF094553	16064	CMS ENGINEERING PTY LTD AIRCONDITIONING SERVICES	29/04/2016	18,794.47
EF094554	16107	WREN OIL WASTE DISPOSAL SERVICES	29/04/2016	346.50
EF094555	16121	LEWIS HORNE ARTISTIC SERVICES	29/04/2016	1,000.00
EF094556	16235	DAVE JOHNSON ENTERTAINMENT - MUSIC	29/04/2016	800.00
EF094557	16291	WA PROFILING ROAD PROFILING SERVICES	29/04/2016	79,506.90
EF094558	16396	MAYDAY EARTHMOVING ROAD CONSTRUCTION MACHINE HIRE	29/04/2016	70,667.43
EF094559	16704	ACCIDENTAL FIRST AID SUPPLIES - PERTH S MEDICAL SUPPLIES	29/04/2016	188.46

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EF094560	16894	TREBLEX INDUSTRIAL PTY LTD CHEMICALS - AUTOMOTIVE	29/04/2016	475.20
EF094561	16985	WA PREMIX CONCRETE SUPPLIES	29/04/2016	9,382.56
EF094562	16997	AUS SECURE SECURITY SERVICES/PRODUCTS	29/04/2016	600.00
EF094563	17178	THE CLEAN UP COMPANY WASTE DISPOSAL SERVICES	29/04/2016	6,744.10
EF094564	17279	AUSSIE COOL SHADES SHADE SAILS & AWNINGS	29/04/2016	198.00
EF094565	17362	JOHN EARLEY TRAINING	29/04/2016	125.00
EF094566	17384	FIRST AID SERVICES WA TRAINING SERVICES	29/04/2016	408.00
EF094567	17471	PIRTEK (FREMANTLE) PTY LTD HOSES & FITTINGS	29/04/2016	1,332.43
EF094568	17511	CSR GYROCK GYPROCK SUPPLIES	29/04/2016	127.23
EF094569	17608	NU-TRAC RURAL CONTRACTING BEACH CLEANING/FIREBREAK CONSTR.	29/04/2016	8,160.00
EF094570	17798	WESTERN DIAGNOSTIC PATHOLOGY ANALYTICAL SERVICES	29/04/2016	654.01
EF094571	17887	RED SAND SUPPLIES PTY LTD MACHINERY HIRE	29/04/2016	60.50
EF094572	17912	AEC GROUP LTD CONSULTANTCY SERVICES	29/04/2016	16,805.32
EF094573	17927	SHARYN EGAN ARTISTIC SERVICES	29/04/2016	560.00
EF094574	17942	MRS MAC'S FOOD SUPPLIES	29/04/2016	346.82
EF094575	18114	BOLLIG DESIGN GROUP P/L ARCHITECTURAL SERVICES	29/04/2016	346.50
EF094576	18126	DELL AUSTRALIA PTY LTD COMPUTER HARDWARE	29/04/2016	2,162.60
EF094577	18147	AURECON AUSTRALASIA PTY LTD CONSULTANCY - CIVIL ENGINEERING	29/04/2016	1,954.15
EF094578	18203	NATSYNC ENVIRONMENTAL PEST CONTROL	29/04/2016	6,370.00
EF094579	18249	LASSO KIP PTY LTD ADVERTISING	29/04/2016	1,023.00
EF094580	18272	AUSTRACLEAR LIMITED INVESTMENT SERVICES	29/04/2016	32.08
EF094581	18407	RIPE ART CATERING SERVICES - EDIBLE ART	29/04/2016	400.00

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EF094582	18508	JOHN TURNER BRICK LAYING SERVICES	29/04/2016	7,465.00
EF094583	18533	FRIENDS OF THE COMMUNITY INC. DONATION	29/04/2016	3,735.00
EF094584	18625	PEDERSENS HIRE & STRUCTURES PTY LTD FUNCTION EQUIPMENT HIRE	29/04/2016	4,977.50
EF094585	18628	UNILEVER AUSTRALIA LTD BEVERAGES	29/04/2016	686.60
EF094586	18695	MYAREE CRANE HIRE CRANE HIRE	29/04/2016	3,359.13
EF094587	18734	P & R EDWARDS ENTERTAINMENT SERVICES	29/04/2016	525.00
EF094588	18763	LOCAL COMMUNITY INSURANCE SERVICES COMMUNITY INSURANCE POLICIES	29/04/2016	476.38
EF094589	18764	AFFIRMATIVE GROUP BRICK PAVING SERVICES	29/04/2016	6,597.31
EF094590	18801	FREMANTLE BIN HIRE BIN HIRE - SKIP BINS	29/04/2016	550.00
EF094591	18941	ALLSTAMPS STATIONERY	29/04/2016	62.80
EF094592	18962	SEALANES (1985) P/L CATERING SUPPLIES	29/04/2016	2,912.34
EF094593	19306	ZIP HEATERS (AUST) PTY LTD HEATERS	29/04/2016	1,896.32
EF094594	19436	WHITCHURCH REFRIGERATION & AIRCONDIT AIR CONDITIONING SERVICES	29/04/2016	6,222.04
EF094595	19505	ADVANCED WINDOW SHUTTERS WINDOW SHUTTERS	29/04/2016	300.00
EF094596	19533	WOOLWORTHS LTD GROCERIES	29/04/2016	2,575.72
EF094597	19541	TURF CARE WA PTY LTD TURF SERVICES	29/04/2016	21,241.00
EF094598	19546	THE BIG PICTURE FACTORY PRINTING SERVICES	29/04/2016	266.20
EF094599	19657	BIGMATE MONITORING SERVICES PTY LTD COMPUTER HARDWARE/SOFTWARE	29/04/2016	1,752.30
EF094600	19713	DISKBANK CD'S & DVD'S	29/04/2016	588.78
EF094601	19747	ALLERDING & ASSOCIATES CPLANNING CONSULTANCY SERVICES	29/04/2016	7,121.45
EF094602	19847	PFD FOOD SERVICES PTY LTD CATERING SERVICES	29/04/2016	1,949.80
EF094603	20000	AUST WEST AUTO ELECTRICAL P/L AUTO ELECTRICAL SERVICES	29/04/2016	18,685.06

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EF094604	20146	DATA#3 LIMITED CONTRACT IT PERSONNEL & SOFTWARE	29/04/2016	117,636.30
EF094605	20307	OCTAGON-BKG LIFTS MAINTENANCE SERVICES	29/04/2016	1,404.60
EF094606	20321	RIVERJET P/L EDUCTING-CLEANING SERVICES	29/04/2016	11,830.50
EF094607	20535	HOME-GROWN THEATRE DRAMA CLASSES	29/04/2016	4,279.00
EF094608	20547	GARRARDS PTY LTD INSECTICIDES / PESTICIDES	29/04/2016	36.78
EF094609	20549	A1 CARPET, TILE & GROUT CLEANING CLEANING SERVICES - TILES/CARPET	29/04/2016	5,346.00
EF094610	20622	BLADE SKATE SPORTING EQUIPMENT	29/04/2016	4,000.00
EF094611	20746	ACCUWEIGH WEIGHING EQUIPMENT	29/04/2016	4,007.52
EF094612	20763	JECODA CONCRETE CONCRETE SUPPLY	29/04/2016	500.00
EF094613	20786	THE BUTCHER SHOP ARTISTIC SUPPLIES	29/04/2016	1,673.95
EF094614	20890	SUBARU & VW OSBORNE PARK FLEET VEHICLES	29/04/2016	19,236.57
EF094615	20934	GREENLINE AG P/L AGRICULTURAL EQUIPMENT	29/04/2016	553.58
EF094616	21005	BRAIN TEASERS OZ PTY LTD EDUCATIONAL PRODUCTS	29/04/2016	66.00
EF094617	21010	REDMAN SOLUTIONS PTY LTD COMPUTER SOFTWARE	29/04/2016	1,134.85
EF094618	21120	SHOREWATER MARINE PTY LTD MARINE CONSTRUCTION SERVICES	29/04/2016	24,972.68
EF094619	21127	JOANNA AYCKBOURN (VOICES IN SINC) INSTRUCTION - SINGING	29/04/2016	750.00
EF094620	21193	SPM CONSULTANTS PTY LTD CONSULTANCY SERVICES	29/04/2016	2,010.03
EF094621	21294	CAT HAVEN ANIMAL SERVICES	29/04/2016	962.00
EF094622	21371	LD TOTAL SANPOINT PTY LTD LANDSCAPING WORKS/SERVICES	29/04/2016	98,162.25
EF094623	21463	CAPITAL FINANCE AUSTRALIA LTD FINANCIAL SERVICES - LEASE FINANCES	29/04/2016	13,876.82
EF094624	21471	WA MACHINERY GLASS GLAZING SERVICES	29/04/2016	682.00
EF094625	21594	GREENSENSE PTY LTD CONSULTANCY - CLIMATE	29/04/2016	2,015.20

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Cheque/ EFT	Account No.	Account/Payee	Date	Value
EF094626	21672	MEGA MUSIC AUSTRALIA MUSICAL INSTRUMENTS/SOUND EQUIP.	29/04/2016	165.00
EF094627	21678	IANNELLO DESIGNS GRAPHIC DESIGN	29/04/2016	2,420.00
EF094628	21744	JB HI-FI - COMMERCIAL ELECTRONIC EQUIPMENT	29/04/2016	2,749.00
EF094629	21792	ROTORVATION HELICOPTOR SERVICES AVIATION SERVICES	29/04/2016	1,705.00
EF094630	21915	ECOWATER SERVICES PTY LTD MAINT. SERVICES - WASTE SYSTEMS	29/04/2016	858.35
EF094631	21946	RYAN'S QUALITY MEATS MEAT SUPPLIES	29/04/2016	1,462.68
EF094632	22012	ELEGANT GLOVES EVENTS AND SERVICES CATERING SERVICES	29/04/2016	2,278.50
EF094633	22051	XSENTIAL PTY LTD WATER FILTER SERVICES	29/04/2016	288.20
EF094634	22106	INTEWORK INCORPORATED SERVICES - DAIP	29/04/2016	2,671.68
EF094635	22119	BINDI BINDI DREAMING MARISSA VERMA CONSULT - ABORIGINAL EDUCATION/ENT	29/04/2016	400.00
EF094636	22182	KALAMUNDA FENCING & GATEMAKERS FENCING SERVICES	29/04/2016	17,237.00
EF094637	22242	ASPHALT SURFACES PTY LTD ASPHALTING SERVICES	29/04/2016	91,086.21
EF094638	22332	MACQUARIE EQUIPMENT RENTALS PTY LTD LEASE RENTAL	29/04/2016	6,663.50
EF094639	22337	SEGAFREDO ZANETTI AUSTRALIA PTY LTD COFFEE & COFFEE MACHINES	29/04/2016	509.30
EF094640	22448	CAKES WEST PTY LTD CATERING	29/04/2016	149.06
EF094641	22461	ACUSHLA MUSIC ENTERTAINMENT, MUSIC	29/04/2016	750.00
EF094642	22511	JOHNNY'S TILING TILING SERVICES	29/04/2016	330.00
EF094643	22553	BROWNES FOOD OPERATIONS CATERING SUPPLIES	29/04/2016	1,706.50
EF094644	22569	SONIC HEALTH PLUS PTY LTD MEDICAL SERVICES	29/04/2016	3,998.50
EF094645	22613	VICKI ROYANS ARTISTIC SERVICES	29/04/2016	750.00
EF094646	22639	SHATISH CHAUHAN TRAINING SERVICES - YOGA	29/04/2016	1,600.00
EF094647	22680	LEONARD THORN CULTURAL PRESENTATION SERVICES	29/04/2016	250.00

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EF094648	22682	BEAVER TREE SERVICES PTY LTD TREE PRUNING SERVICES	29/04/2016	108,017.44
EF094649	22749	PEOPLE SOLUTIONS AUSTRALASIA PTY LTD CONSULTANCY SERVICES - HR	29/04/2016	1,870.00
EF094650	22805	COVS PARTS PTY LTD MOTOR PARTS	29/04/2016	3,652.31
EF094651	22806	PUMA ENERGY (AUSTRALIA) FUELS PTY LTD FUEL SUPPLIES	29/04/2016	69,195.11
EF094652	22903	UNIQUE INTERNATIONAL RECOVERIES LLC DEBT COLLECTORS	29/04/2016	396.80
EF094653	22913	AUSTRALIAN OFFICE LEADING BRANDS.COM ENVELOPES	29/04/2016	2,919.44
EF094654	22914	LADY LATTE CATERING SERVICES	29/04/2016	396.50
EF094655	23213	SPOTLESS FACILITY SERVICES PTY LTD (LAU LAUNDRY SERVICES	29/04/2016	306.68
EF094656	23253	KOTT GUNNING LEGAL SERVICES	29/04/2016	1,251.80
EF094657	23254	IBIS INFORMATION SYSTEMS PTY LTD COMPUTER SOFTWARE	29/04/2016	3,300.00
EF094658	23288	ARIANE ROEMMELE AMUSEMENT - CHILDREN'S ACTIVITIES	29/04/2016	675.00
EF094659	23348	ZUMBA WITH HONEY FITNESS CLASSES	29/04/2016	704.00
EF094660	23450	CLEVER DESIGNS UNIFORMS	29/04/2016	322.20
EF094661	23457	TOTALLY WORK WEAR FREMANTLE CLOTHING - UNIFORMS	29/04/2016	2,490.74
EF094662	23570	A PROUD LANDMARK PTY LTD LANDSCAPE CONTRUCTION SERVICES	29/04/2016	92,392.21
EF094663	23670	LIEBHERR AUSTRALIA PTY LTD SPARE PARTS	29/04/2016	946.00
EF094664	23685	ASTRO SYNTHETIC TURF PTY LTD SITE INSPECTIONS	29/04/2016	1,039.50
EF094665	23765	BOOKERY EDUCATION BOOK SUPPLIES	29/04/2016	1,140.00
EF094666	23818	AM & IE MUTCH ENGINEERING CONSULTANT CONSULTANCY SERVICES	29/04/2016	12,865.60
EF094667	23822	URIMAT AUSTRALIA PLUMBING SUPPLIES	29/04/2016	344.30
EF094668	23849	JCB CONSTRUCTION EQUIPMENT AUSTRALIA PLANT/MACHINERY	29/04/2016	841.00
EF094669	23854	FRATELLE GROUP PTY LTD ARCHITECTUAL SERVICES	29/04/2016	27,500.00

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EF094670	23858	SPECIALISED SECURITY SHREDDING DOCUMENT DESTRUCTION SERVICES	29/04/2016	30.36
EF094671	23929	ANTIQUITEA HIRE-FUNCTION EQUIPMENT	29/04/2016	383.40
EF094672	24183	WELLARD GLASS GLASS REPAIR SERVICES	29/04/2016	592.90
EF094673	24186	ELAN ENERGY MANAGEMENT PTY LTD RECYCLING SERVICES - TYRES	29/04/2016	1,487.05
EF094674	24193	AVANTGARDE TECHNOLOGIES PTY LTD CONSULTANCY SERVICES	29/04/2016	2,310.00
EF094675	24298	TANKS FOR HIRE EQUIPMENT HIRE	29/04/2016	1,900.80
EF094676	24430	DOCTOR HOME CAR DOCTOR CARE	29/04/2016	650.00
EF094677	24506	AMARANTI'S PERSONAL TRAINING PERSONAL TRAINING SERVICES	29/04/2016	375.00
EF094678	24524	CALO HEALTH HEARTMOVE CLASSES	29/04/2016	2,030.00
EF094679	24558	MACQUARIE BANK LIMITED LEASE REPAYMENT	29/04/2016	1,615.13
EF094680	24595	CONTEMPORARY IMAGE PHOTOGRAPHY PTY PHOTOGRAPHY SERVICES	29/04/2016	2,302.80
EF094681	24599	POOLWERX SPEARWOOD ANALYTICAL SERVICES	29/04/2016	1,772.95
EF094682	24655	AUTOMASTERS SPEARWOOD VEHICLE SERVICING	29/04/2016	3,255.00
EF094683	24664	BODY BIKE AUSTR GYM EQUIPMENT	29/04/2016	363.80
EF094684	24736	ZENIEN CCTV CAMERA LICENCES	29/04/2016	3,960.00
EF094685	24748	PEARMANS ELECTRICAL & MECHANICAL SER ELECTRICAL SERVICES	29/04/2016	14,825.54
EF094686	24805	KAREN WOOLHEAD DANCING CLASSES	29/04/2016	960.00
EF094687	24862	BEARDS SECURITY SECURITY SERVICES	29/04/2016	560.00
EF094688	24902	CRIMSON WOLF FINE ART ARTISTIC SERVICES	29/04/2016	1,500.00
EF094689	24945	NS PROJECTS PTY LTD PROJECT MANAGEMENT SERVICES	29/04/2016	57,200.00
EF094690	24946	WT PARTNERSHIP QUANTITY SURVEYING SERVICES	29/04/2016	4,950.00
EF094691	24974	SCOTT PRINT PRINTING SERVICES	29/04/2016	3,926.40

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EF094692	25060	DFP RECRUTIMENT SERVICES EMPLOYMENT SERVICES	29/04/2016	16,184.74
EF094693	25102	FREMANTLE MOBILE WELDING WELDING SERVICES	29/04/2016	4,196.50
EF094694	25121	IMAGESOURCE DIGITAL SOLUTIONS BILLBOARDS	29/04/2016	3,154.58
EF094695	25128	HORIZON WEST LANDSCAPE & IRRIGATION P LANDSCAPING SERVICES	29/04/2016	4,740.56
EF094696	25158	MPIRE SECURITY SECURITY SERVICES	29/04/2016	18,703.14
EF094697	25207	LISA DYMOND CONSULTANCY SERVICES	29/04/2016	1,000.00
EF094698	25262	SANDOVER PINDER ARCHITECTS ARCHITECTURAL SERVICES	29/04/2016	33,426.62
EF094699	25263	SYSTEM MAINTENANCE SEWERAGE PUMP MAINTENANCE	29/04/2016	1,837.00
EF094700	25264	ACURIX NETWORKS PTY LTD WIFI ACCESS SERVICE	29/04/2016	1,940.40
EF094701	25265	SNAKE R&R TRAIN TRAINING SERVICES	29/04/2016	234.00
EF094702	25342	DAVID BEARD LIFELONG FITNESS FITNESS PROVIDER	29/04/2016	770.00
EF094703	25406	GRIFFITH GREEN ELECTRICS ELECTRICAL SERVICES	29/04/2016	6,230.84
EF094704	25418	CS LEGAL LEGAL SERVICES	29/04/2016	6,263.34
EF094705	25539	CALIBRE CONSULTING (MELB) PTY LTD CONSULTANCY SERVICES	29/04/2016	4,180.00
EF094706	25540	JOHN MASSEY GROUP PTY LTD BUILDING SURVEYING SERVICES	29/04/2016	1,485.00
EF094707	25586	ENVIROVAP PTY LTD HIRE OF LEACHATE UNITS	29/04/2016	6,462.50
EF094708	25644	DYMOCKS GARDEN CITY PURCHASE OF BOOKS	29/04/2016	3,037.80
EF094709	25648	NANKIVELL, MATTHEW LEE MN CREATIVE PHOTOGRAPHY SERVICES	29/04/2016	912.00
EF094710	25664	GETTY IMAGES VISUAL CONTENT-CREATIVE & EDITORIAL	29/04/2016	4,048.70
EF094711	25665	COLLEAGUES PRINT SOLUTIONS PRINTING SERVICES	29/04/2016	2,063.21
EF094712	25713	DISCUS ON DEMAND THE TRUSTEE FOR DISC PRINTING SERVICES	29/04/2016	2,061.35
EF094713	25733	MIRACLE RECREATION EQUIPMENT PLAYGROUND INSTALLATION / REPAIRS	29/04/2016	2,189.00

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EF094714	25737	THE TRUSTEE FOR SARB ENTERPRISES HYB CONSULTANCY SERVICES	29/04/2016	11,128.16
EF094715	25797	DEPARTMENT OF ENVIRONMENT REGULATIO ANNUAL LICENCE - HWRP	29/04/2016	21,834.38
EF094716	25813	LGCONNECT PTY LTD DEVELOPMENT CONSULTANCY	29/04/2016	7,480.00
EF094717	25875	COOGEE PLUMBING SERVICES PLUMBING SERVICES	29/04/2016	8,196.68
EF094718	25955	ADECCO INDUSTRIAL PTY LTD EMPLOYMENT SERVICES	29/04/2016	23,113.95
EF094719	25962	ALL LINES LINEMARKING SERVICES	29/04/2016	7,810.00
EF094720	25983	LASSO PRODUCTIONS VIDEO PRODUCTION SERVICES	29/04/2016	1,650.00
EF094721	25989	CULTURAL LEARNING CENTRE MOSAICA INC CULTURAL GRANT	29/04/2016	400.00
EF094722	26048	DAVID WILLS AND ASSOCIATES CONSULTANCY SERVICES - ENGINEERING	29/04/2016	3,520.00
EF094723	26067	SPRAYKING WA PTY LTD CHEMICAL WEED CONTROL SERVICES	29/04/2016	8,986.66
EF094724	26090	FREMANTLE MILK DISTRIBUTORS MILK DISTRIBUTORS	29/04/2016	123.15
EF094725	26110	DASH CIVIL CONTRACTING CONCRETING SERVICES	29/04/2016	14,395.70
EF094726	26114	GRACE RECORDS MANAGEMENT RECORDS MANAGEMENT SERVICES	29/04/2016	11,691.27
EF094727	26120	ECOBURBIA ENVIRONMENTAL WASTE WORKSHOPS	29/04/2016	660.00
EF094728	26160	CORROSION CONTROL ENGINEERING (WA) PT CONSULTANCY SERVICES	29/04/2016	2,614.00
EF094729	26173	SOUTHSIDE PLUMBING PLUMBING SERVICES	29/04/2016	5,187.60
EF094730	26211	AMCOM PTY LTD INTERNET/DATA SERVICES	29/04/2016	9,241.41
EF094731	26251	HEALING INDIA GLASS AND GIFTWARES FACILITATION SERVICES - WORKSHOPS	29/04/2016	250.00
EF094732	26253	CREATE IT TIME LAPSE CAMERA	29/04/2016	913.00
EF094733	26257	PAPERBARK TECHNOLOGIES ARBORICULTURAL CONSULT. SERV.	29/04/2016	4,825.00
EF094734	26303	GECKO CONTRACTING TURF & LANDSCAPE M TURF & LANDSCAPE MAINTENANCE	29/04/2016	86,826.13
EF094735	26314	CPE GROUP TEMPORARY EMPLOYMENT SERVICES	29/04/2016	1,847.97

CITY OF COCKBURN
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EF094736	26323	AT THE KITCHEN CATERING SERVICES	29/04/2016	6,735.00
EF094737	26327	BOTTON & GARDINER PURCHASE OF FURNITURE	29/04/2016	3,387.45
EF094738	26354	ELECTROFEN REPAIR SERVICES - SECURITY FENCES	29/04/2016	231.00
EF094739	26359	WILSON SECURITY SECURITY SERVICES	29/04/2016	186,331.84
EF094740	26386	AIRMASTER AUSTRALIA PTY LTD AIRCONDITIONING MAINT. SERVICES	29/04/2016	4,617.53
EF094741	26403	CHES POWER GROUP ENGG. SOLUTIONS / BACK UP GENERATO	29/04/2016	962.49
EF094742	26423	ALPHA PEST ANIMAL SOLUTIONS INVASIVE S PEST CONTROL SERVICES	29/04/2016	1,870.00
EF094743	26442	BULLANT SECURITY PTY LTD KEY WEST LOC LOCKSMITH & SECURITY SERVICES	29/04/2016	5,726.59
EF094744	26447	CHATTERJEE, ANIMESH PHYSICAL TRAINING SERVICES	29/04/2016	900.00
EF094745	26460	KISS PHOTOBOOTHS PHOTOBOOTH HIRE	29/04/2016	375.00
EF094746	26461	777 MAINTENANCE PTY LTD MAINTENANCE SERVICES	29/04/2016	5,200.01
EF094747	26462	SOLARWINDS SOFTWARE EUROPE LIMITED ORACLE LICENSES	29/04/2016	2,450.00
EF094748	26469	MURFETT LEGAL PTY LTD LEGAL SERVICES	29/04/2016	1,914.33
EF094749	26470	SCP CONSERVATION AND LAND MANAGEMEN FENCING SERVICES	29/04/2016	13,100.00
EF094750	26474	PENNY LANES MUSIC WORKSHOP ENTERTAINMENT - BAND	29/04/2016	220.00
EF094751	26480	MATTRESS REMOVAL WA MATRESS REMOVAL SERVICES	29/04/2016	2,215.00
EF094752	26486	BIBRA LAKE FABRICATORS PTY LTD FABRICATION SERVICES	29/04/2016	2,618.00
EF094753	26510	LOCAL BMX PTY LTD AMUSEMENT SERVICES	29/04/2016	2,000.00
EF094754	26535	JUANETIA ROSE KNAPP AND BRUCE REGINAL PURCHASE OF ARTWORK	29/04/2016	860.00
EF094755	26536	SKYLINE LANDSCAPE SERVICES (WA) LANDSCAPING SERVICES	29/04/2016	26,720.84
EF094756	26550	GAME VAULT PTY LTD AMUSEMENT SERVICES	29/04/2016	930.00
EF094757	26574	EVA BELLYDANCE ENTERTAINMENT - BELLY DANCING	29/04/2016	300.00

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EF094758	26588	SOURCE SEPARATION SYSTEMS P/L PROVIDING WASTE AND RECYCLING BINS	29/04/2016	567.86
EF094759	26596	QUANTUM BUILDING SERVICES BUILDING MAINTENANCE	29/04/2016	22,125.95
EF094760	26597	WEST COAST SHADE PTY LTD SHADE STRUCTURES	29/04/2016	1,166.00
EF094761	26603	3E CONSULTING ENGINEERS PTY LTD ELECTRICAL CONSULTANCY SERVICES	29/04/2016	880.00
EF094762	26606	ENVIRO INFRASTRUCTURE PTY LTD CONSTRUCTION& FABRICATION	29/04/2016	9,153.64
EF094763	26611	PETE'S CONCRETE CONSTRUCTION CONCRETE SERVICES	29/04/2016	1,320.00
EF094764	26612	PROFESSIONAL PUBLIC RELATIONS PUBLIC RELATIONS	29/04/2016	2,721.00
EF094765	26613	AVE BIN AND BBQ CLEANING PTY LTD CLEANAING SERVICES (BBQ - BINS)	29/04/2016	3,495.00
EF094766	26619	SPEARWOOD NEWS DELIVERY NEWSPAPER DELIVERY	29/04/2016	460.25
EF094767	26624	SKIPPER TRUCKS PRUCHASE OF NEW TRUCKS & MAINT.	29/04/2016	4,513.10
EF094768	26639	SAFEGUARD INDUSTRIES SEC. DOORS, SCREENS & ROLLER SHUTT	29/04/2016	800.00
EF094769	26649	KUBED MEDIA HIRE OF ADVERTISING LED SCREENS	29/04/2016	660.00
EF094770	26651	FAUNATRACK FAUNA SURVEY	29/04/2016	4,964.85
EF094771	26656	ENVIRONMENTAL HEALTH AUSTRALIA (WA) I MEMBERSHIP, CONF. & TRAINING	29/04/2016	75.00
EF094772	26658	ATLASSIAN PTY LTD COMPUTER SOFTWARE	29/04/2016	12,926.41
EF094773	26667	TANGELO CREATIVE GRAPHIC DESIGN	29/04/2016	11,770.00
EF094774	26673	PROJECT 3 PTY LTD EVENT AND MARKETING AGENCY	29/04/2016	9,240.00
EF094775	26677	AUSTRALIA AND NEW ZEALAND RECYCLING I NOT- FOR-PROFIT MEMBER SERV. BODY	29/04/2016	2,556.62
EF094776	26699	FORTUS GROUP SPARE PARTS - MECHANICAL	29/04/2016	1,269.40
EF094777	26700	H2ORB AMUSEMENT SERVICES	29/04/2016	1,967.00
EF094778	26704	PERTH MERMAIDS ENTERTAINMENT SERVICES	29/04/2016	600.00
EF094779	26708	LIONESS MUSIK ENTERTAINMENT SERVICES.	29/04/2016	900.00

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EF094780	26711	CMC TALENT PTY LTD ENTERTAINMENT - TALENT MANAGEMENT	29/04/2016	1,000.00
EF094781	26713	STONERIDGE QUARRIES WA RECYCLING SERVICES	29/04/2016	403.92
EF094782	26715	AIR BORN AMUSEMENTS AMUSEMENT SERVICES	29/04/2016	2,538.00
EF094783	26721	QUAD SERVICES PTY LTD CLEANING SERVICES	29/04/2016	55,997.29
EF094784	26727	ANDME CONSULTING CONSULT. - COMMUNITY DEVELOPMENT	29/04/2016	4,447.00
EF094785	26732	AMARE SAFETY CLOTHING UNIFORMS	29/04/2016	104.40
EF094786	26735	SHANE MCMASTER SURVEYS SURVEY SERVICES	29/04/2016	21,175.00
EF094787	26739	KERB DOCTOR KERB MAINTENANCE	29/04/2016	3,285.21
EF094788	26741	COMMUNITY PERSPECTIVES CONSULT. - STRATEGIC & COMM. PL	29/04/2016	10,520.40
EF094789	26742	HARVEY NORMAN AV/IT SUPERSTORE O'CON RETAIL	29/04/2016	995.00
EF094790	26743	STATEWIDE TURF SERVICES TURF RENOVATION	29/04/2016	7,700.60
EF094791	26745	EMBROIDME MYAREE EMBROIDERY	29/04/2016	17,110.50
EF094792	26746	MOWER CITY LAWN MAINTENANCE	29/04/2016	3,483.50
EF094793	26747	BELL-VISTA FRUIT & VEG FRUIT AND VEGETABLES.	29/04/2016	2,493.89
EF094794	26750	KLEENIT PTY LTD CLEANING	29/04/2016	30,474.87
EF094795	26752	MG GROUP WA CONSTRUCTION	29/04/2016	767,326.22
EF094796	26754	INSIGHT CALL CENTRE SERVICES CALL CENTRE SERVICES	29/04/2016	6,641.20
EF094797	26757	INCREDIBLE CREATURES MOBILE FARM BRINGING ANIMALS TO SHOWS FOR PUBLIC INT	29/04/2016	850.00
EF094798	26759	METRO FILTERS CANOPY, FLUE & FANS CLEANIND & FILTE	29/04/2016	26.40
EF094799	26761	THE SAND CARD COMPANY ENTERTAINMENT SERVICES	29/04/2016	955.00
EF094800	26765	GLOBAL UNMANNED SYSTEMS PTY LTD DRONE MEDIA/DATA SERVICES	29/04/2016	1,677.50
EF094801	26767	SNAP PRINT FREMANTLE PRINTING SERVICES	29/04/2016	2,675.00

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EF094802	26769	CONNECTED SYSTEMS WEBSITE CONSULTANCY SERVICES	29/04/2016	11,055.00
EF094803	26771	INSTANT PRODUCTS HIRE PORTABLE TOILET HIRE	29/04/2016	1,107.70
EF094804	26780	METROPOLITAN OMNIBUS COMPANY BUS HIRE	29/04/2016	330.00
EF094805	26782	SOFT LANDING RECYCLING SERVICES	29/04/2016	4,446.00
EF094806	26786	NUTURF HERBICIDE PRODUCTS	29/04/2016	561.00
EF094807	26790	BIKE FORCE SUCCESS BICYCLE STORE	29/04/2016	764.00
EF094808	26791	MONSTERBALL AMUSEMENT & HIRE AMUSEMENT HIRE	29/04/2016	3,786.30
EF094809	26792	HARDY NUTRITION DIETARY CONSULTING NUTRITION WORKSHOP	29/04/2016	224.35
EF094810	26798	CASTLEROCK INSTITUTE OF MUSIC MUSIC PROD. /D.J/ MUSIC EDUCATION	29/04/2016	660.00
EF094811	26800	THE GOODS RETAIL	29/04/2016	591.49
EF094812	26803	JACOBS GROUP (AUSTRALIA) PTY LTD CONSULTANCY - ENGINEERING	29/04/2016	12,552.54
EF094813	26809	CRAIG BROTHERSON BUSINESS CONSULTING CONSULTANCY	29/04/2016	675.00
EF094814	26811	ROMERI MOTOR TRIMMERS UPHOLSTERY REPAIR	29/04/2016	209.00
EF094815	26817	CROWDSPOT PTY LTD CONSULTANCY	29/04/2016	3,437.50
EF094816	26818	THE MAZE AMUSEMENT	29/04/2016	550.00
EF094817	26823	THE FREEDOM FAIRIES AMUSEMENT	29/04/2016	2,000.00
EF094818	26826	PINDAN CONTRACTING PTY LTD BUILDING CONSTRUCTION SERVICES	29/04/2016	482,322.50
EF094819	26830	ECO EATS CATERING CATERING	29/04/2016	560.90
EF094820	26837	VINSAN CONTRACTING RESIDENTIAL DEMOLITION	29/04/2016	6,104.00
EF094821	26839	BOKASHI COMPOSTING AUSTRALIA PTY LTD COMPOSTING SYSTEMS	29/04/2016	3,959.56
EF094822	26842	ONYA LIFE SUPP. OF WASTE-FREE L/STYLE PRODUCT	29/04/2016	2,444.25
EF094823	26843	ERGOLINK ERGONOMIC OFFICE FURNITURE	29/04/2016	437.90

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EF094824	26844	SAM SHIELDS COMMERICAL DESIGN SERVICE ARTISTIC	29/04/2016	2,400.00
EF094825	26848	MELANIE MACLOU ARTISTIC SERVICES	29/04/2016	6,000.00
EF094826	26851	BARRETT EXHIBITION GROUP PTY LTD DSIPALY EQUIPMENT	29/04/2016	7,659.30
EF094827	26852	MOONLIGHT CREATIONS ARTWORKS	29/04/2016	3,250.00
EF094828	11867	KEVIN JOHN ALLEN MTHLY COUNCILLOR ALLOW./EXP REIMB	29/04/2016	2,997.21
EF094829	12740	MAYOR LOGAN HOWLETT MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	11,158.33
EF094830	19059	CAROL REEVE-FOWKES MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	4,398.96
EF094831	20634	LEE-ANNE SMITH MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094832	21185	BART HOUWEN MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094833	23338	STEVE PORTELLI MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094834	23339	STEPHEN PRATT MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094835	25352	LYNDSEY SWEETMAN MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094836	25353	PHILIP EVA MONTHLY COUNCILLOR ALLOWANCE	29/04/2016	2,575.00
EF094837	26696	CHAMONIX TERBLANCHE MTHLY COUNCILLOR ALLOW./EXP REIMB	29/04/2016	4,500.00
EF094838	99996	ST SPATIAL PTY LTD PROPERTY REFUND	29/04/2016	2,373.00
EF094839	99996	KALMAR FACTORY PROPERTY REFUND	29/04/2016	147.00
EF094840	99996	TAMMY PRATT PROPERTY REFUND	29/04/2016	463.48
EF094841	99996	TAMMY PRATT PROPERTY REFUND	29/04/2016	500.00
EF094842	99996	MICHAEL JOESEPH ALLEGRETTO PROPERTY REFUND	29/04/2016	1,419.49
EF094843	99996	TROY YOUNG PROPERTY REFUND	29/04/2016	865.10
EF094844	99996	LISA ANNE CICCARELLI PROPERTY REFUND	29/04/2016	707.00
EF094845	99996	ZHUO HUI ZHANG PROPERTY REFUND	29/04/2016	2,877.57

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EF094846	99996	FP OPERATING ACCOUNT PROPERTY REFUND	29/04/2016	5,354.55
EF094847	99996	INSTANT BINS PROPERTY REFUND	29/04/2016	4,000.11
EF094848	99996	BEJANMIN JOHN HARVEY PROPERTY REFUND	29/04/2016	1,400.00
EF094849	99996	DEON DE WAAL PROPERTY REFUND	29/04/2016	3,809.77
EF094850	99996	NATASHA WARNOCK-LAI PROPERTY REFUND	29/04/2016	30.00
EF094851	99996	CASSANDRA DANIELS PROPERTY REFUND	29/04/2016	30.00
EF094852	99996	EVAN LUTEY PROPERTY REFUND	29/04/2016	42.50
EF094853	99996	GEOGHEGAN FAMILY PROPERTY REFUND	29/04/2016	30.00
EF094854	99996	DAVID NICHOLSON PROPERTY REFUND	29/04/2016	365.00
EF094855	99996	DOUGLAS JAMES LATTER PROPERTY REFUND	29/04/2016	30.00
EF094856	99996	ANTOINETTE GIANCOLA PROPERTY REFUND	29/04/2016	4,216.62
EF094857	99997	NATHAN GRIFFITHS JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094858	99997	GLEN WILLIAMSON EXPENSES REIMBURSEMENT	29/04/2016	132.00
EF094859	99997	APPLECROSS CALISTHENICS CLUB KIDSPORT GRANT	29/04/2016	200.00
EF094860	99997	PALMYRA REBELS NETBALL CLUB KIDSPORT GRANT	29/04/2016	400.00
EF094861	99997	SUPERFINS WA KIDSPORT GRANT	29/04/2016	200.00
EF094862	99997	SOUTHERN LIONS RUGBY UNION CLUB KIDSPORT GRANT	29/04/2016	200.00
EF094863	99997	GIRL GUIDES WA KIDSPORT GRANT	29/04/2016	200.00
EF094864	99997	SUCCESS STRIKERS NETBALL CLUB KIDSPORT GRANT	29/04/2016	400.00
EF094865	99997	NORTH BEACH RUGBY LEAGUE FOOTBALL C KIDSPORT GRANT	29/04/2016	400.00
EF094866	99997	MATTHEW DODD SKATE COMP JUDGING SERVICES	29/04/2016	600.00
EF094867	99997	JETS BASKETBALL CLUB KIDSPORT GRANT	29/04/2016	400.00

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EF094868	99997	KARDINYA RED SOX KIDSPORT GRANT	29/04/2016	200.00
EF094869	99997	KARDINYA RED SOX KIDSPORT GRANT	29/04/2016	400.00
EF094870	99997	CAREY BAPTIST COLLEGE KIDSPORT GRANT	29/04/2016	590.00
EF094871	99997	WINNACOTT KATS JUNIOR FOOTBALL CLUB KIDSPORT GRANT	29/04/2016	1,564.00
EF094872	99997	DALMATINAC NETBALL CLUB KIDSPORT GRANT	29/04/2016	220.00
EF094873	99997	DALMATINAC NETBALL CLUB KIDSPORT GRANT	29/04/2016	220.00
EF094874	99997	DALMATINAC NETBALL CLUB KIDSPORT GRANT	29/04/2016	220.00
EF094875	99997	LAKELAND SENIOR HIGH SCHOOL DONATION - SAND SUBSIDY	29/04/2016	500.00
EF094876	99997	REBECCA GONCALVES DONATION - BIGGEST MORNING TEA	29/04/2016	200.00
EF094877	99997	COCKBURN CRICKET CLUB INC DONATION - INSURANCE	29/04/2016	1,500.00
EF094878	99997	COCKBURN BMX STADIUM CONTRIBUTION - ELECTRICITY COSTS	29/04/2016	1,286.77
EF094879	99997	COCKBURN COBRAS FOOTBALL CLUB SPORTING EQUIPMENT GRANT	29/04/2016	1,000.00
EF094880	99997	COCKBURN CRICKET CLUB INC SPORTING EQUIPMENT GRANT	29/04/2016	1,000.00
EF094881	99997	SOUTHLAKE DOLPHINS SWIM CLUB INC SPORTING EQUIPMENT GRANT	29/04/2016	688.00
EF094882	99997	JOEL BECHES JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094883	99997	DYLAN L BAWWICK JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094884	99997	CHLOE SINGER JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094885	99997	RACHEL GASKIN JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094886	99997	RYAN NUTTALL JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094887	99997	NESSA FLYNN JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094888	99997	JOSHUA KOSTKA JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094889	99997	DANIEL GRIDA JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00

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EF094890	99997	LUKE OTTAVIANO JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094891	99997	REBECCA ALLEN JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094892	99997	SARAH ALLEN JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094893	99997	JACK REYNOLDS JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094894	99997	BROADEE BINDER JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094895	99997	MITCHELL DUNCAN JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094896	99997	AARON HOUGHTON JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094897	99997	STUART RAINE JUNIOR TRAVEL ASSISTANCE	29/04/2016	400.00
EF094898	99997	HAMMOND PARK COMMUNITY ASSOCIATION CONTR. - NEWSLETTER PRINTING COSTS	29/04/2016	393.80
EF094899	99997	AUSTRALIAN ASSOCIATION FOR ENVIRONME DONATION-LITTLE GREEN STEPS PROGRAM	29/04/2016	27,500.00
EF094900	99997	NATIVE ARC SPONSORSHIP - MAINTENANCE	29/04/2016	48,357.05
EF094901	99997	COCKBURN WETLANDS EDUCATION CENTRE SPONSORSHIP - MAINTENANCE	29/04/2016	48,357.05
EF094902	99997	HOCKEY WA GRANT - NSRF APPLICATION WORKSHOP	29/04/2016	5,500.00
EF094903	99997	ZURICH AUSTRALIAN INSURNACE VEHICLE EXCESS	29/04/2016	1,000.00
EF094904	99997	JAMES AHERN SKATE COMP JUDGING SERVICES	29/04/2016	250.00
EF094905	99997	PEEL METROPOLITAN HORSE & PONY CLUB KIDSPORT GRANT	29/04/2016	200.00
EF094906	99997	CLIFF DOUGLAS MCKINLEY CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	90.00
EF094907	99997	VICKI MUIR COOGEE BEACH CHALLENGE WINNERS	29/04/2016	500.00
EF094908	99997	DEBBIE JOY STONE-COOPER CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	47.00
EF094909	99997	SINTA NG CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	47.00
EF094910	99997	SHAWN LAW CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	38.00
EF094911	99997	JUSTINA BRIGGS-BRADFORD CONTRIBUTION - STUDY FEES	29/04/2016	175.00

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EF094912	99997	KARDINYA JUNIOR FOOTBALL CLUB KIDSPORT GRANT	29/04/2016	265.00
EF094913	99997	ANTHONY SVILICHI CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094914	99997	CHRISTOPHER SHINGOMBE CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094915	99997	LEIGHTON EGGERS CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094916	99997	DAVID CULANK CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	37.00
EF094917	99997	STEVEN MALPASS CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094918	99997	CRAIG WOOLLEY CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094919	99997	J HOLLAND & K ISAACS CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094920	99997	KENG GIE THE CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094921	99997	SRIKANTH KAMBHAMPATI CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094922	99997	BILJANA GASPAR CONTRIBUTION - HBF RUN FOR A REASON	29/04/2016	38.00
EF094923	99997	SOUTH FREMANTLE WOMEN'S FOOTBALL CLUB KIDSPORT GRANT	29/04/2016	400.00
EF094924	99997	COCKBURN NETBALL CLUB KIDSPORT GRANT	29/04/2016	200.00
EF094925	99997	HAMMOND PARK JUNIOR FOOTBALL CLUB KIDSPORT GRANT	29/04/2016	745.00
EF094926	99997	COCKBURN NETBALL CLUB KIDSPORT GRANT	29/04/2016	200.00
EF094927	99997	GUANGNAN ZHANG CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094928	99997	ANNE VELASQUEZ COMPOST BIN REBATE	29/04/2016	50.00
EF094929	99997	LORNA TESTER COMPOST BIN REBATE	29/04/2016	50.00
EF094930	99997	RICHARD GOH CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094931	99997	RONELLE BOSUA CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094932	99997	MADONNA BANTISTA DALISAY CROSSOVER CONTRIBUTION	29/04/2016	300.00
EF094933	99997	CAROLINE GRIFFITHS CROSSOVER CONTRIBUTION	29/04/2016	300.00

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EF094934	99997	PCYC - FREMANTLE KIDSPORT GRANT	29/04/2016	200.00
EF094935	99997	GEMMA JOHNSTON INSURANCE CLAIM 0684	29/04/2016	350.00
EF094936	99997	ASTHMA FOUNDATION DONATION	29/04/2016	535.00
EF094937	99997	TINDAL CONSULTING CONSULTANCY SERVICES	29/04/2016	412.50
EF094938	11794	SYNERGY ELECTRICITY USAGE/SUPPLIES	29/04/2016	372,651.71
EF094939	12025	TELSTRA CORPORATION COMMUNICATIONS SERVICES	29/04/2016	46,906.17
EF094940	25823	ENIGIN WESTERN AUSTRALIA ELECTRICITY USAGE/SUPPLIES	29/04/2016	17,802.65
026600	13932	ARMAGUARD BANKING SERVICES	7/04/2016	1,782.95
026601	13932	ARMAGUARD BANKING SERVICES	14/04/2016	2,512.50
026602	13932	ARMAGUARD BANKING SERVICES	21/04/2016	1,827.65
026603	13932	ARMAGUARD BANKING SERVICES	28/04/2016	2,866.50
026604	99999	EVERSWELL PTY LTD BOND REFUND	29/04/2016	14,531.03
026605	99999	COCKBURN CENTRAL TOWN CENTRE ASSOCI SECURITY BOND REFUND	29/04/2016	500.00
026606	99999	KRISTEN JOUBERT HALL BOND REFUND	29/04/2016	150.00
026607	99999	KIM WHITE HALL BOND REFUND	29/04/2016	150.00
026608	99999	JOHN POTTER HALL BOND REFUND	29/04/2016	150.00
026609	99999	KRISTEN JOUBERT HALL BOND REFUND	29/04/2016	25.00
026610	99999	SANDRA CHRISTIE HALL BOND REFUND	29/04/2016	1,000.00
026611	99999	ZEROPHIE H DEBOO HALL BOND REFUND	29/04/2016	1,000.00
026612	99999	AMANDA J HULTEN HALL BOND REFUND	29/04/2016	150.00
026613	99999	GOLD ESTATES HOLDING BOND REFUND	29/04/2016	1,875.00
026614	99999	NATIONAL FENCE CO PTY LTD BOND REFUND	29/04/2016	34,105.50

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
026615	99999	BULTON LAND DEVELOPMENTS PTY LTD BOND REFUND	29/04/2016	42,685.50
026616	99995	BGC RESIDENTIAL PROPERTY REFUND	29/04/2016	273.78
026617	99995	MENZIES CONVEYANCING PROPERTY REFUND	29/04/2016	336.89
026618	99995	OFFICE OF STATE REVENUE PROPERTY REFUND	29/04/2016	355.87
026619	10047	ALINTA ENERGY GAS SUPPLIES	29/04/2016	2,320.85
026620	11758	WATER CORP WATER USAGE / SUNDRY CHARGES ADD RETENTION HELD NIL LESS PRIOR PERIOD CANCELLED CHEQUES/EFTS	29/04/2016	27,472.62
EF086507	99997	NATHAN GRIFFITHS	12/04/2016	- 400.00
EF093021	25190	GARBOLOGIE	15/04/2016	- 958.10
EF093761	99997	GLEN WILLIAMSON	26/04/2016	- 132.00
EF093627	26447	CHATTERJEE ANIMESH	26/04/2016	- 900.00
PAYMENT LIST TOTAL				14,320,244.33
TOTAL AS PER AP SOURCE 16GLACT9991000				14,320,244.33
TOTAL AS PER TR SOURCE 16GLACT9991000				14,320,244.33
ADDITIONAL DIRECT PAYMENTS				
BANK FEES				
MERCHANT FEES COC				10,473.54
MERCHANT FEES SLLC				3,420.71
MERCHANT FEES VARIOUS OUT CENTRES				147.60
NATIONAL BPAY CHARGE				2,076.16
RTGS/ACLR FEE				10.00
NAB TRANSACT FEE				3,982.18
MERCHANDISE / OTHER FEES				-
				20,110.19
FAMILY DAY CARE AND IN HOME CARE PAYMENTS				
FDC PAYMENTS				68,398.40
IHC PAYMENTS				97,542.97
				165,941.37

CITY OF COCKBURN
MUNICIPAL BANK ACCOUNT

Cheque/ EFT	Account No.	Account/Payee	Date	Value
		PAYROLL TRANSACTIONS		
		COC 05/04/16 CITY OF COCKBURN 042958		1,086,395.75
		COC 06/04/16 CITY OF COCKBURN 042958		118.67
		COC 19/04/16 CITY OF COCKBURN 042958		1,095,530.06
		COC 22/04/16 CITY OF COCKBURN 042958		2,305.83
		COC 24/03/16 CITY OF COCKBURN 042958		7,246.09
				2,191,596.40
		CREDIT CARD PAYMENTS		
		CBA CREDIT CARD PAYMENT		70,936.47
				70,936.47
		TOTAL PAYMENTS FOR APRIL		16,768,828.76

PAYMENT SUMMARY

CHEQUE PAYMENTS

026600- 026620

ELECTRONIC FUNDS TRANSFER PAYMENT

EF094362 – EF094940

CANCELLED PAYMENTS

EF086507; EF093021; EF093761; EF093627

STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2016

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
Operating Revenue						
Governance	96,190,306	94,571,041	2%	1,619,265 ✓	97,341,212	99,121,749
Financial Services	806,966	718,042	12%	88,925	757,050	657,050
Information Services	-	1,250	-100%	(1,250)	1,500	1,500
Human Resource Management	233,157	238,327	-2%	(5,170)	286,000	286,000
Library Services	39,322	48,616	-19%	(9,294)	57,790	57,790
Community Services	4,049,816	4,178,104	-3%	(128,288)	4,799,191	4,570,177
Human Services	6,179,670	5,699,619	8%	480,051 ✓	6,435,730	6,275,826
Corporate Communications	58,011	13,300	336%	44,711	13,400	13,400
Statutory Planning	1,191,231	1,449,179	-18%	(257,948) ✗	1,739,015	1,739,015
Strategic Planning	2,415,843	2,305,726	5%	110,117	2,599,986	2,502,303
Building Services	1,282,460	1,380,713	-7%	(98,253)	1,607,963	1,607,963
Environmental Health	303,206	203,083	49%	100,122	247,500	225,500
Waste Services	8,801,269	8,735,570	1%	65,698	10,012,629	13,181,768
Parks & Environmental Services	19,239	11,583	66%	7,656	13,900	13,900
Engineering Services	409,714	244,746	67%	164,968	293,695	293,695
Infrastructure Services	255,124	254,738	0%	387	330,287	3,297
	122,235,334	120,053,637	2%	2,181,698	126,536,848	130,550,933
Total Operating Revenue	122,235,334	120,053,637	2%	2,181,698	126,536,848	130,550,933
Operating Expenditure						
Governance	(3,526,118)	(3,967,812)	-11%	441,694 ✓	(5,204,188)	(5,625,919)
Financial Services	(5,060,723)	(4,900,347)	3%	(160,376)	(5,559,118)	(5,444,589)
Information Services	(3,681,418)	(4,040,183)	-9%	358,766 ✓	(4,801,338)	(4,589,733)
Human Resource Management	(1,733,622)	(2,097,764)	-17%	364,143 ✓	(2,725,444)	(2,676,655)
Library Services	(2,692,691)	(2,830,855)	-5%	138,163	(3,487,879)	(3,502,079)
Community Services	(7,250,744)	(8,083,753)	-10%	833,009 ✓	(9,884,329)	(9,382,846)
Human Services	(6,736,063)	(6,889,673)	-2%	153,610	(8,408,027)	(7,991,815)
Corporate Communications	(2,436,659)	(2,616,127)	-7%	179,468	(3,227,370)	(3,033,146)
Statutory Planning	(1,114,381)	(1,181,570)	-6%	67,189	(1,461,266)	(1,350,078)
Strategic Planning	(1,444,998)	(1,412,534)	2%	(32,465)	(1,738,143)	(1,715,760)
Building Services	(1,171,154)	(1,314,952)	-11%	143,798	(1,650,628)	(1,650,628)
Environmental Health	(1,269,381)	(1,584,406)	-20%	315,025 ✓	(2,109,443)	(1,690,419)
Waste Services	(15,004,486)	(15,276,929)	-2%	272,443 ✓	(19,563,055)	(21,691,182)
Parks & Environmental Services	(9,583,722)	(10,049,903)	-5%	466,181 ✓	(12,322,578)	(12,051,467)
Engineering Services	(6,524,837)	(6,770,086)	-4%	245,249 ✓	(8,413,890)	(8,051,738)
Infrastructure Services	(6,994,484)	(7,381,357)	-5%	386,872 ✓	(9,309,216)	(8,967,654)
	(76,225,480)	(80,398,249)	-5%	4,172,769	(99,865,912)	(99,415,708)

OCM 9/6/2016 - Item 15.2

STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2016

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
Less: Net Internal Recharging	1,671,609	2,408,151	-31%	(736,542) X	3,024,460	3,024,460
Add: Depreciation on Non-Current Assets						
Computer & Electronic Equip	(186,135)	(180,732)	3%	(5,403)	(216,879)	(32,091)
Furniture & Equipment	(120,367)	(119,765)	1%	(602)	(143,718)	(143,718)
Plant & Machinery	(2,305,428)	(2,456,880)	-6%	151,452	(2,949,690)	(2,949,690)
Buildings	(4,079,639)	(4,202,200)	-3%	122,561	(5,042,645)	(5,382,841)
Roads	(8,645,829)	(9,318,320)	-7%	672,491 ✓	(11,181,984)	(11,181,984)
Drainage	(2,081,657)	(2,103,510)	-1%	21,853	(2,524,212)	(2,524,212)
Footpaths	(964,015)	(1,001,100)	-4%	37,085	(1,201,320)	(1,201,320)
Parks Equipment	(2,249,401)	(2,516,260)	-11%	266,859 ✓	(3,019,512)	(3,019,512)
Landfill	(887,884)	(1,038,680)	-15%	150,796	(1,246,416)	(1,246,416)
	(21,520,356)	(22,937,448)	-6%	1,417,092	(27,526,376)	(27,681,784)
Total Operating Expenditure	(96,074,228)	(100,927,546)	-5%	4,853,319	(124,367,828)	(124,073,032)
Change in Net Assets Resulting from Operations	26,161,107	19,126,090	37%	7,035,017	2,169,020	6,477,902
Non-Operating Activities						
Profit/(Loss) on Assets Disposal						
Plant & Machinery	173,689	77,771	123%	95,918	77,771	(266,729)
Freehold Land	(30,474)	15,330,000	-100%	(15,360,474) X	12,237,938	8,437,938
Furniture & Office Equipment	-	-	0%	-	-	-
Buildings	(90,767)	-	0%	(90,767)	-	-
	52,448	15,407,771	-100%	(15,355,323)	12,315,709	8,171,209
Asset Acquisitions						
Land and Buildings	(36,979,614)	(49,845,425)	-26%	12,865,811 ✓	(66,316,285)	(63,968,000)
Infrastructure Assets	(9,587,401)	(16,484,443)	-42%	6,897,042 ✓	(25,167,670)	(13,135,576)
Plant and Machinery	(2,405,581)	(5,977,300)	-60%	3,571,719 ✓	(6,205,800)	(4,568,000)
Furniture and Equipment	(6,105)	(6,002)	2%	(103)	(6,000)	(6,000)
Computer Equipment	(288,207)	(876,171)	-67%	587,964 ✓	(983,171)	(503,800)
Note 1.	(49,266,908)	(73,189,341)	-33%	23,922,433	(98,678,926)	(82,181,376)
Add: Land - Vested in Crown	(610,366)	-	0%	(610,366) X	-	-
Add: Transfer to Reserves	(25,337,854)	(39,386,673)	-36%	14,048,818 ✓	(73,259,111)	(63,087,125)

STATEMENT OF FINANCIAL ACTIVITY

for the period ended 30 April 2016

	Actuals	YTD Revised Budget	Variance to YTD Budget	\$ Variance to YTD Budget	Revised Budget	Adopted Budget
	\$	\$	%	\$	\$	\$
Add Funding from						
Grants & Contributions - Asset Development	16,319,674	22,371,542	-27%	(6,051,868) X	28,788,504	26,705,947
Proceeds on Sale of Assets	3,136,984	17,105,500	-82%	(13,968,516) X	20,195,500	16,051,000
Reserves	28,329,661	49,679,979	-43%	(21,350,318) X	56,415,367	31,635,188
Loan Funds Raised	-	-	0%	-	25,000,000	25,000,000
	47,786,320	89,157,022	-46%	(41,370,702)	130,399,371	99,392,135
Non-Cash/Non-Current Item Adjustments						
Depreciation on Assets	21,520,356	22,937,448	-6%	(1,417,092) X	27,526,376	27,681,784
Profit/(Loss) on Assets Disposal	(52,448)	(15,407,771)	-100%	15,355,323 ✓	(12,315,709)	(8,171,209)
Loan Repayments	(705,302)	(705,302)	0%	-	(1,423,320)	(1,423,320)
Non-Current Leave Provisions	327,211	-	0%	327,211 ✓	-	-
	21,089,817	6,824,374	209%	14,265,442	13,787,347	18,087,255
Opening Funds	13,676,287	13,676,287	0%	0	13,676,287	13,500,000
Closing Funds	33,550,850	31,616,685	6%	1,934,164	409,698	360,000
	-	-		-	-	-

Note 2, 3.

Notes to Statement of Financial Activity

Note 1.

Additional information on the capital works program including committed orders at end of month:

Assets Classification	Actuals \$	Commitments at Month End \$	Commitments & Actuals YTD	YTD Revised Budget	Full Year Revised Budget \$	Uncommitted at Month End \$
Land and Buildings	(36,979,614)	(58,902,608)	(95,882,222)	(49,845,425)	(66,316,285)	(29,565,937)
Infrastructure Assets	(9,587,401)	(9,003,972)	(18,591,373)	(16,484,443)	(25,167,670)	6,576,297
Plant and Machinery	(2,405,581)	(2,349,136)	(4,754,717)	(5,977,300)	(6,205,800)	1,451,083
Furniture and Equipment	(6,105)	-	(6,105)	(6,002)	(6,000)	(105)
Computer Equipment	(288,207)	(33,564)	(321,771)	(876,171)	(983,171)	661,400
	(49,266,908)	(70,289,279)	(119,556,188)	(73,189,341)	(98,678,926)	(20,877,262)

Note 2.

Closing Funds in the Financial Activity Statement are represented by:

	Actuals \$	YTD Revised Budget \$	Full Year Revised Budget \$	Adopted Budget \$
Current Assets				
Cash & Investments	140,260,794	134,663,764	113,947,104	120,256,114
Rates Outstanding	1,631,813	524,235	700,000	700,000
Rubbish Charges Outstanding	131,649	325,365	320,000	320,000
Sundry Debtors	4,577,588	2,526,016	2,700,000	2,700,000
GST Receivable	1,060,830	-	-	-
Prepayments	53,889	350,000	350,000	350,000
Accrued Debtors	322,493	-	-	-
Stock on Hand	13,700	80,000	80,000	80,000
	148,052,756	138,469,380	118,097,104	124,406,114
Current Liabilities				
Creditors	(2,823,814)	(2,914,192)	(5,935,000)	(5,935,000)
Income Received in Advance	-	-	-	-
GST Payable	(161,688)	-	-	-
Withholding Tax Payable	-	-	-	-
Provision for Annual Leave	(3,165,810)	(3,000,000)	(3,000,000)	(3,000,000)
Provision for Long Service Leave	(1,852,386)	(2,496,650)	(2,595,980)	(2,595,980)
	(8,003,697)	(8,410,842)	(11,530,980)	(11,530,980)
Net Current Assets	140,049,058	130,058,539	106,566,124	112,875,134
Add: Non Current Investments	4,659,697	4,541,761	4,541,761	4,541,761
	144,708,755	134,600,300	111,107,885	117,416,895
Less: Restricted/Committed Assets				
Cash Backed Reserves #	(104,081,960)	(96,780,460)	(123,917,510)	(117,056,895)
Deposits & Bonds Liability *	(7,063,682)	(6,203,155)	(6,203,155)	-
Grants & Contributions Unspent *	-	-	-	-
	33,563,114	31,616,685	(19,012,780)	360,000
Closing Funds (as per Financial Activity Statement)	33,563,114	31,616,685	(19,012,780)	360,000

See attached Reserve Fund Statement

* See attached Restricted Funds Analysis

Note 3.

Amendments to original budget since budget adoption. Surplus/(Deficit)

Ledger	Project/ Activity	Description	Council Resolution	Classification	Non Change (Non Cash Items) Adjust.	Increase in Available Cash	Decrease in Available Cash	Amended budget Running Balance
					\$	\$	\$	\$
		Budget Adoption		Closing Funds Surplus(Deficit)				360,000
OP	6818	Remove lease income		Operating Income			5,000	355,000
GL	480	Increase RRRR funding payment		Operating Expenditure			63,758	291,242
	161, 162,							
GL	175	Adjusting FESA budget to the final grants agreement		Operating Income		2,082		293,324
OP	9562	Remove Municipal funding		Operating Expenditure		7,104		300,428
GL	378	New grant funded activity, funded by surpluses from GL350 and GL375		Operating Expenditure		2,631		303,059
Various		Mid-year budget review				85,639		388,698
GL	500	Statutory Planning Consultancy Cost		Operating Expenditure			28,000	360,698
OP	6240	Reimbursement received from Success Library insurance claim		Operating Income		49,000		409,698
				Closing Funds Surplus (Deficit)	0	146,456	96,758	409,698

Statement of Comprehensive Income *by Nature and Type*

for the period ended 30 April 2016

	Actual	Amended YTD Budget	\$ Variance to YTD Budget	Forecast	Amended Budget	Adopted Budget
	\$	\$	\$	\$	\$	\$
OPERATING REVENUE						
01 Rates	88,988,112	87,500,649	1,487,464	90,518,478	89,031,014	89,031,014
02 Specified Area Rates	340,484	274,438	66,046	340,484	274,438	274,438
05 Fees and Charges	Note 1 19,063,271	19,121,806	(58,535)	22,005,633	22,064,168	25,132,053
06 Service Charges	1,063,527	1,070,325	(6,798)	1,063,527	1,070,325	1,037,370
10 Grants and Subsidies	6,756,415	6,482,210	274,204	7,784,594	7,510,389	9,098,273
15 Contributions, Donations and Reimbursements	1,143,491	894,567	248,924	1,262,340	1,013,417	592,253
20 Interest Earnings	4,880,035	4,709,641	170,394	5,743,491	5,573,097	5,385,532
25 Other revenue and Income	-	-	-	-	-	-
Total Operating Revenue	122,235,334	120,053,637	2,181,698	128,718,546	126,536,848	130,550,933
OPERATING EXPENDITURE						
50 Employee Costs - Salaries & Direct Oncosts	Note 2 (36,396,693)	(37,622,432)	1,225,739	(45,555,352)	(46,781,091)	(46,409,834)
51 Employee Costs - Indirect Oncosts	(522,728)	(581,956)	59,229	(1,083,309)	(1,142,538)	(1,133,185)
55 Materials and Contracts	Note 3 (28,416,657)	(31,248,010)	2,831,353	(35,510,307)	(38,341,660)	(36,109,194)
65 Utilities	(3,672,377)	(3,789,495)	117,118	(4,450,592)	(4,567,710)	(4,622,148)
70 Interest Expenses	(46,686)	(43,026)	(3,660)	(76,996)	(73,336)	(73,336)
75 Insurances	(2,132,185)	(2,134,448)	2,263	(2,132,185)	(2,134,448)	(2,134,448)
80 Other Expenses	(5,038,155)	(4,978,882)	(59,273)	(6,884,401)	(6,825,128)	(8,933,563)
85 Depreciation on Non Current Assets	(21,520,356)	(22,937,448)	1,417,092	(26,109,284)	(27,526,376)	(27,681,784)
Add Back: Indirect Costs Allocated to Capital Works	1,671,609	2,408,151	(736,542)	2,287,918	3,024,460	3,024,460
Total Operating Expenditure	(96,074,228)	(100,927,546)	4,853,319	(119,514,509)	(124,367,828)	(124,073,032)
CHANGE IN NET ASSETS RESULTING FROM OPERATING ACTIVITIES						
	26,161,107	19,126,090	7,035,017	9,204,037	2,169,020	6,477,902
NON-OPERATING ACTIVITIES						
11 Capital Grants & Subsidies	9,080,241	10,438,434	(1,358,193)	13,166,882	14,525,075	12,964,025
16 Contributions - Asset Development	7,239,434	11,933,109	(4,693,675)	9,569,754	14,263,429	13,741,922
95 Profit/(Loss) on Sale of Assets	52,448	15,407,771	(15,355,323)	(3,039,614)	12,315,709	8,171,209
57 Acquisition of Crown Land for Roads	(610,366)	-	(610,366)	(610,366)	-	-
58 Underground Power Scheme	-	-	-	-	-	-
Total Non-Operating Activities	15,761,756	37,779,314	(22,017,557)	19,086,656	41,104,213	34,877,156
NET RESULT	41,922,863	56,905,404	(14,982,541)	28,290,693	43,273,234	41,355,058

Notes to Statement of Comprehensive Income

Note 1.

Additional information on main sources of revenue in fees & charges.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
<u>Community Services:</u>				
Recreational Services	520,744	441,070	525,280	515,280
South Lake Leisure Centre	2,486,704	2,614,396	3,018,337	3,020,901
Law and Public Safety	451,785	532,080	618,496	518,496
	3,516,028	3,587,546	4,162,113	4,054,677
<u>Waste Services:</u>				
Waste Collection Services	2,535,387	2,350,222	2,350,222	2,350,222
Waste Disposal Services	6,263,939	6,385,348	7,662,407	10,831,546
	8,799,327	8,735,570	10,012,629	13,181,768
	12,315,355	12,323,116	14,174,742	17,236,445

Note 2.

Additional information on Salaries and Direct On-Costs by each Division.

	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Division	(1,933,347)	(2,161,596)	(2,766,601)	(3,238,351)
Finance & Corporate Services Division	(5,458,547)	(5,743,125)	(7,235,764)	(7,171,946)
Community Services Division	(11,141,207)	(11,557,545)	(14,252,777)	(13,636,381)
Planning & Development Division	(4,195,518)	(4,281,818)	(5,325,570)	(5,284,832)
Engineering & Works Division	(13,668,074)	(13,878,348)	(17,200,379)	(17,078,324)
	(36,396,693)	(37,622,432)	(46,781,091)	(46,409,834)

Note 3

Additional information on Materials and Contracts by each Division.

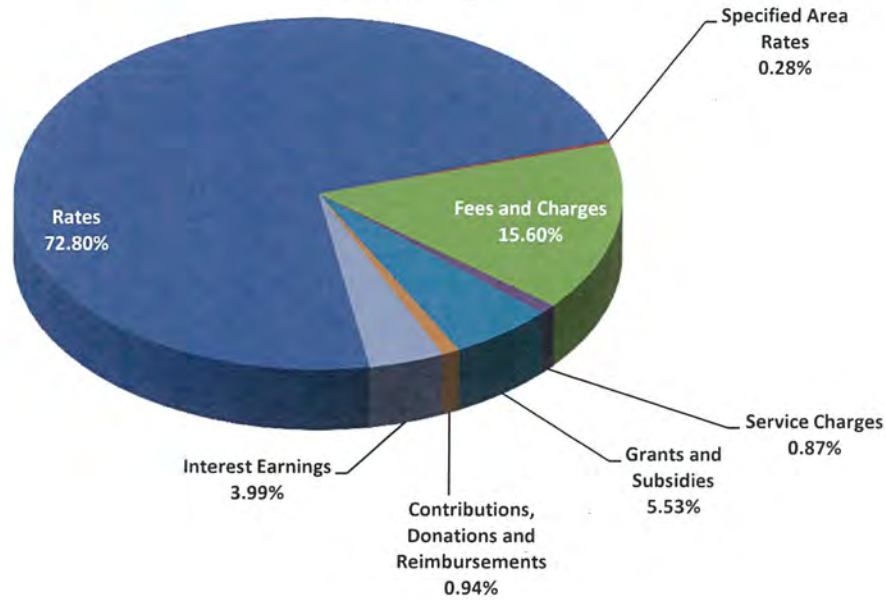
	Actual	Amended YTD Budget	Amended Budget	Adopted Budget
	\$	\$	\$	\$
Executive Division	(1,381,818)	(1,601,717)	(2,092,912)	(2,042,892)
Finance & Corporate Services Division	(2,425,084)	(2,689,843)	(3,087,977)	(2,780,872)
Community Services Division	(6,317,314)	(6,900,657)	(8,324,352)	(7,819,840)
Planning & Development Division	(705,461)	(1,154,505)	(1,500,149)	(990,397)
Engineering & Works Division	(17,586,979)	(18,901,288)	(23,336,270)	(22,475,193)
Not Applicable	0	0	0	0
	(28,416,657)	(31,248,010)	(38,341,660)	(36,109,194)

City of Cockburn - Reserve Funds

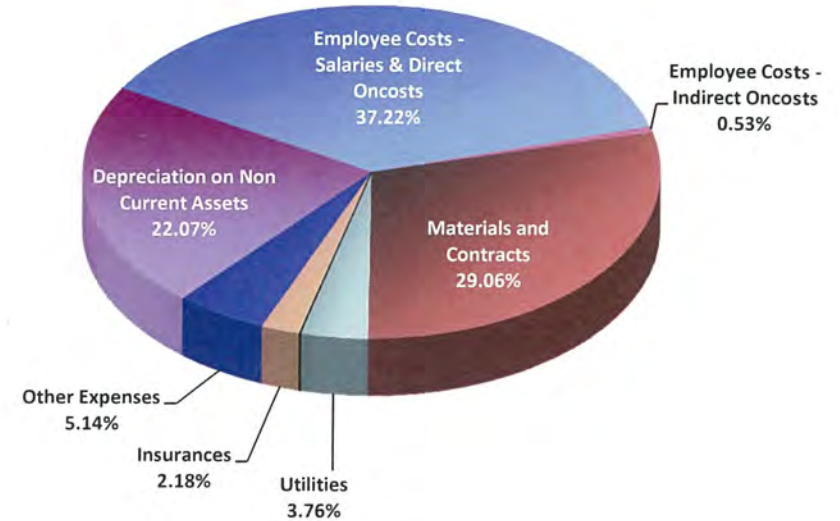
Financial Statement for Period Ending 30 April 2016

Account Details	Opening Balance		Interest Received		t/f's from Municipal		t/f's to Municipal		Closing Balance	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Council Funded										
Bibra Lake Management Plan Reserve	748,863	748,863	-	14,743	-	-	(550,000)	(73,022)	198,863	690,583
Bibra Lake Nutrient Management	321,564	321,564	11,999	6,560	-	-	-	-	333,563	328,123
C/FWD Projects Reserve	-	-	-	-	9,657,071	-	(9,158,240)	(465,794)	498,831	(465,794)
CCW Development Fund	7,908,607	7,908,607	-	241,440	14,688,595	12,688,595	(6,950,000)	(6,861,735)	15,647,202	13,976,906
Community Infrastructure	6,210,948	6,210,948	198,992	126,620	5,300,000	-	(480,747)	(49,627)	11,229,193	6,287,941
Community Surveillance Levy Reserve	1,481,926	1,481,926	29,127	30,081	-	-	(281,358)	(113,803)	1,229,695	1,398,203
Contaminated Sites	2,488,919	2,488,919	50,542	50,027	-	-	(450,000)	(222,638)	2,089,461	2,316,308
DCD Redundancies Reserve	39,839	39,839	-	813	-	-	-	-	39,839	40,652
Environmental Offset Reserve	284,550	284,550	-	5,804	-	-	-	-	284,550	290,355
Green House Emissions Reductions	636,855	636,855	13,617	12,037	200,000	-	(533,961)	(100,616)	316,511	548,276
Information Technology	279,795	279,795	36,514	5,707	100,000	-	(157,186)	-	259,123	285,502
Land Development & Investment Fund Reserve	5,605,100	5,605,100	278,221	136,201	19,944,648	2,819,562	(11,028,639)	(340,714)	14,799,330	8,220,150
Major Buildings Refurbishment	5,452,406	5,452,406	25,439	106,127	4,928,686	-	(699,840)	(609,043)	9,706,691	4,949,490
Mobile Rubbish Bins	572	572	-	12	-	-	-	-	572	583
Municipal Elections	51,009	51,009	13,018	(398)	150,000	-	(200,000)	(165,905)	14,027	(115,294)
Naval Base Shacks	828,752	828,752	16,109	16,664	158,497	-	(33,607)	(16,176)	969,751	829,240
Plant & Vehicle Replacement	7,416,121	7,416,121	77,520	137,356	2,800,000	2,657	(3,766,120)	(1,464,902)	6,527,521	6,091,232
Port Coogee Special Maintenance Reserve	1,224,733	1,224,733	22,623	23,040	274,438	-	(195,885)	(190,885)	1,325,909	1,056,888
Roads & Drainage Infrastructure	3,207,854	3,207,854	99,653	65,230	600,000	-	(1,313,531)	(11,485)	2,593,975	3,261,599
Staff Payments & Entitlements	2,049,042	2,049,042	154,552	41,114	110,000	-	(180,000)	(62,867)	2,133,594	2,027,289
Waste & Recycling	21,330,958	21,330,958	614,391	432,851	1,670,665	-	(608,120)	(222,913)	23,007,894	21,540,895
Waste Collection Levy	1,055,070	1,055,070	1,511	22,706	1,090,079	-	(580,000)	(150,566)	1,566,660	927,210
Workers Compensation	389,322	389,322	15,187	7,942	100,000	-	-	-	504,509	397,264
POS Cash in Lieu (Restricted Funds)	5,485,916	5,485,916	130,194	110,813	481,507	325,457	(840,692)	(221,409)	5,256,925	5,700,777
	74,498,719	74,498,719	1,789,209	1,593,489	62,254,186	15,836,270	(38,007,926)	(11,344,101)	100,534,188	80,584,378
Grant Funded										
Aged & Disabled Vehicle Expenses	430,493	430,493	10,728	6,822	60,317	50,264	(328,643)	(172,023)	172,895	315,556
CIHF Building Maintenance Resrv	2,189,423	2,189,423	-	48,227	1,000,000	832,414	-	-	3,189,423	3,070,065
Cockburn Super Clinic Reserve	-	-	-	-	-	-	-	-	-	-
Family Day Care Accumulation Fund	-	-	-	-	-	-	-	-	-	-
Naval Base Shack Removal Reserve	397,285	397,285	4,189	8,104	54,693	-	-	-	456,167	405,389
Restricted Grants & Contributions Resrv	5,569,838	5,569,838	-	(4)	9,264	9,076	(3,501,455)	(3,470,747)	2,077,647	2,108,164
UNDERGROUND POWER	550,927	550,927	-	11,238	1,030,000	-	(1,372,063)	-	208,864	562,165
Welfare Projects Employee Entitlements	432,255	432,255	10,719	8,647	49,037	49,037	(36,499)	(36,499)	455,512	453,440
	9,570,222	9,570,222	25,636	83,035	2,203,311	940,791	(5,238,660)	(3,679,269)	6,560,509	6,914,779
Development Cont. Plans										
Aubin Grove DCP	174,478	174,478	4,705	3,559	-	-	(890)	(216)	178,293	177,821
Community Infrastructure DCA 13	16,479,668	16,479,668	140,052	223,550	5,000,000	5,056,845	(13,052,058)	(12,693,358)	8,567,662	9,066,705
Gaebler Rd Development Cont. Plans	1,006,568	1,006,568	18,924	20,533	-	-	(4,543)	(216)	1,020,949	1,026,885
Hammond Park DCP	457,825	457,825	9,354	7,937	396,000	386,286	(15,218)	(610,583)	847,961	241,465
Munster Development	692,062	692,062	18,147	15,672	443,798	198,542	(13,500)	-	1,140,507	906,276
Muriel Court Development Contribution	(79,429)	(79,429)	-	(1,620)	206,000	-	(20,689)	(216)	105,882	(81,265)
Packham North - DCP 12	7,270	7,270	10,529	534	434,388	25,818	(21,359)	(216)	430,828	33,406
Solomon Road DCP	411,393	411,393	8,493	11,705	120,000	205,380	(8,110)	(216)	531,776	628,261
Success Lakes Development	909,941	909,941	3,817	18,562	-	-	(4,543)	(216)	909,215	928,286
Success Nth Development Cont. Plans	1,700,726	1,700,726	15,311	40,438	11,700	384,573	(6,683)	(216)	1,721,054	2,125,521
Thomas St Development Cont. Plans	12,392	12,392	294	253	-	-	-	-	12,686	12,645
Wattleup DCP 10	2,647	2,647	-	54	-	-	(15,218)	(216)	(12,571)	2,485
Yangebup East Development Cont. Plans	851,367	851,367	6,026	19,642	130,036	258,108	(3,270)	(216)	984,159	1,128,901
Yangebup West Development Cont. Plans	377,918	377,918	9,195	7,709	-	-	(2,700)	(216)	384,413	385,411
	23,004,825	23,004,825	244,847	368,528	6,741,922	6,515,553	(13,168,781)	(13,306,103)	16,822,813	16,582,803
Total Reserves										
	107,073,767	107,073,767	2,059,692	2,045,052	71,199,419	23,292,615	(56,415,367)	(28,329,473)	123,917,510	104,081,960

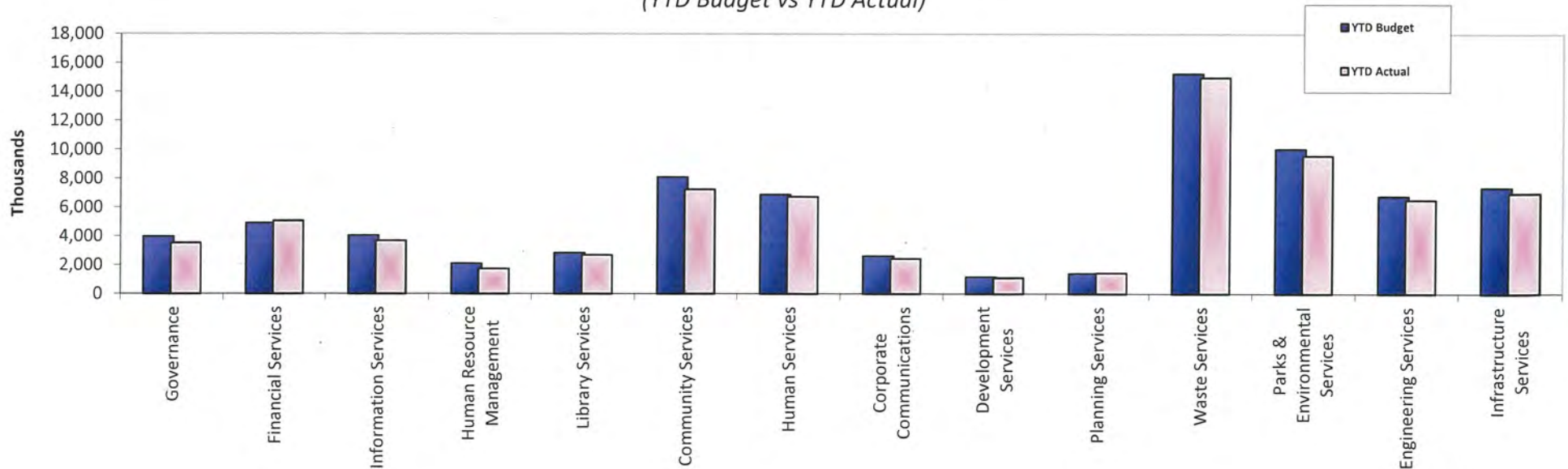
Operating Income by Nature and Type
(YTD Actual)



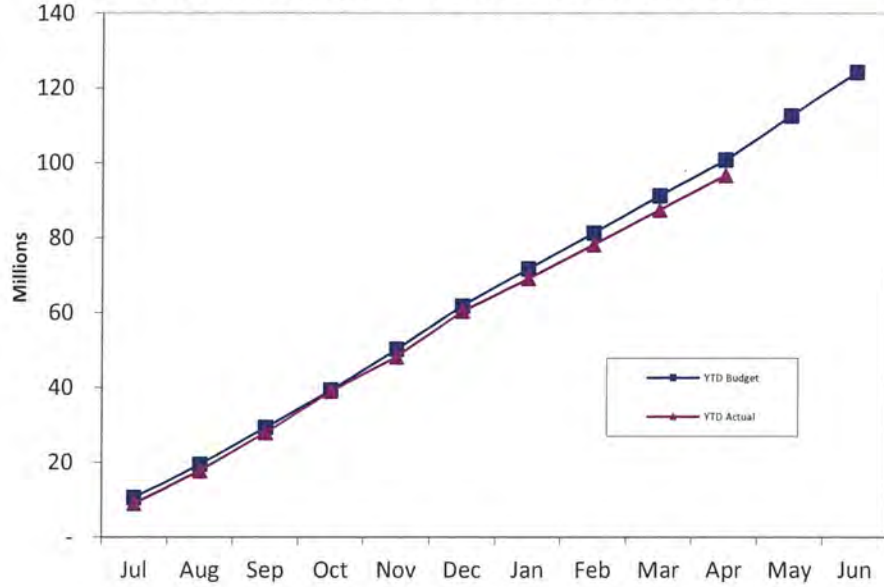
Operating Expenditure by Nature and Type
(YTD Actual)



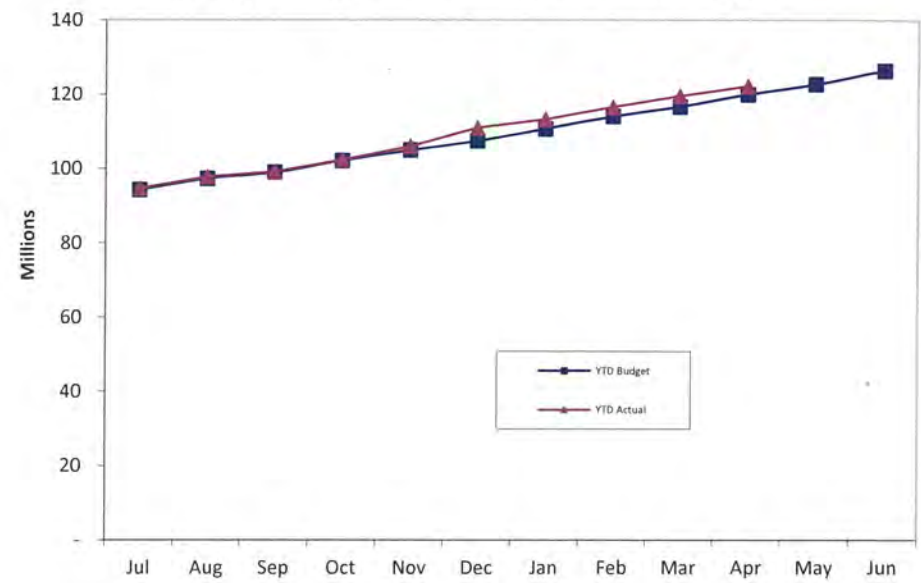
Operating Expenditure by Business Unit
(YTD Budget vs YTD Actual)



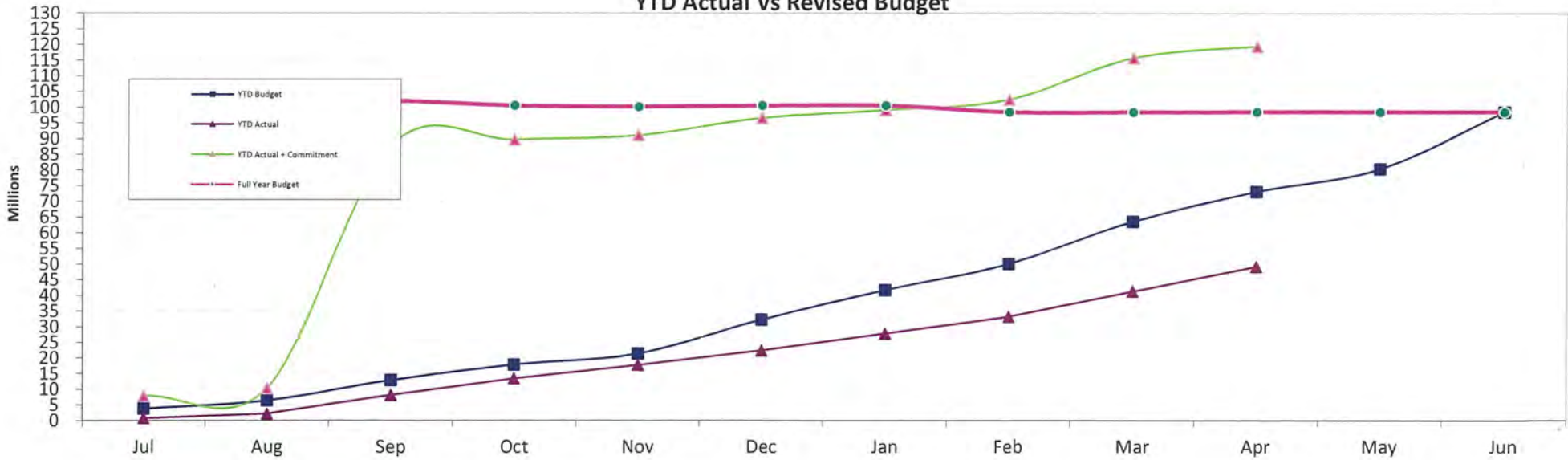
YTD Operating Expenditure Vs YTD Revised Budget



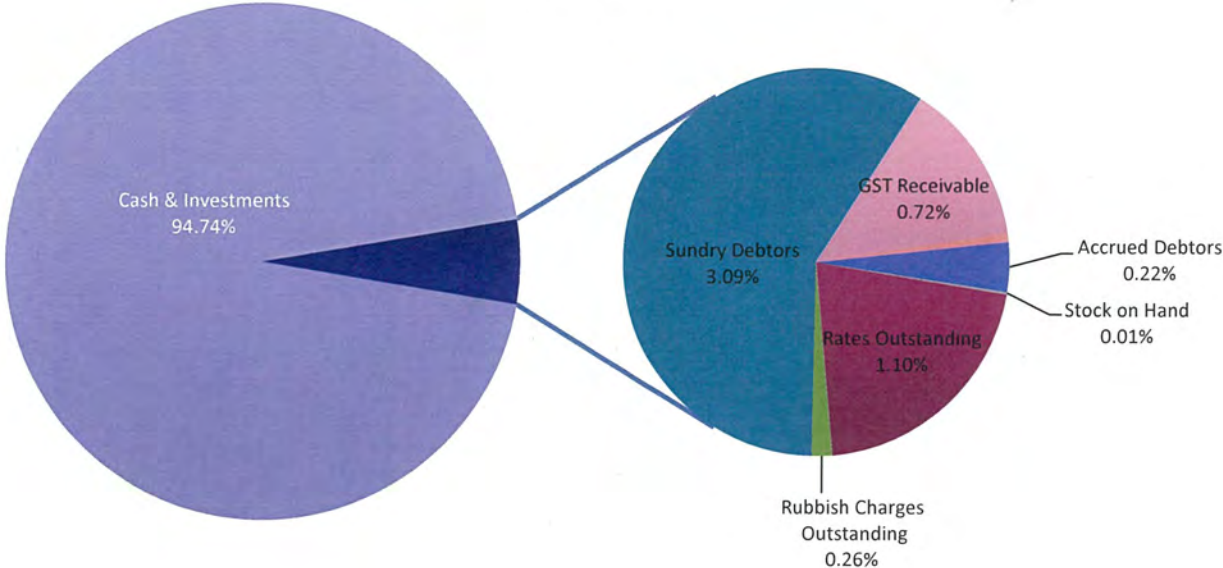
YTD Operating Income Vs YTD Revised Budget



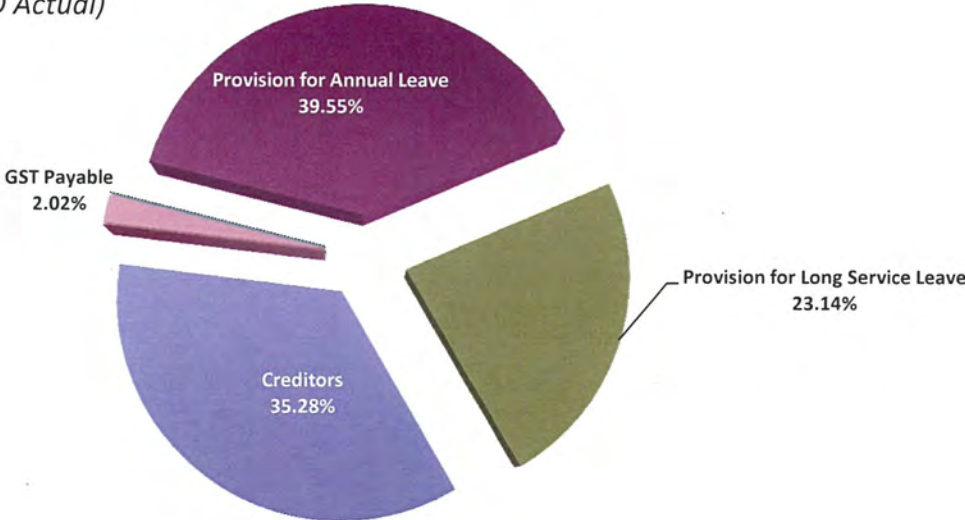
**Capital Expenditure
YTD Actual Vs Revised Budget**



Current Assets
(YTD Actual)

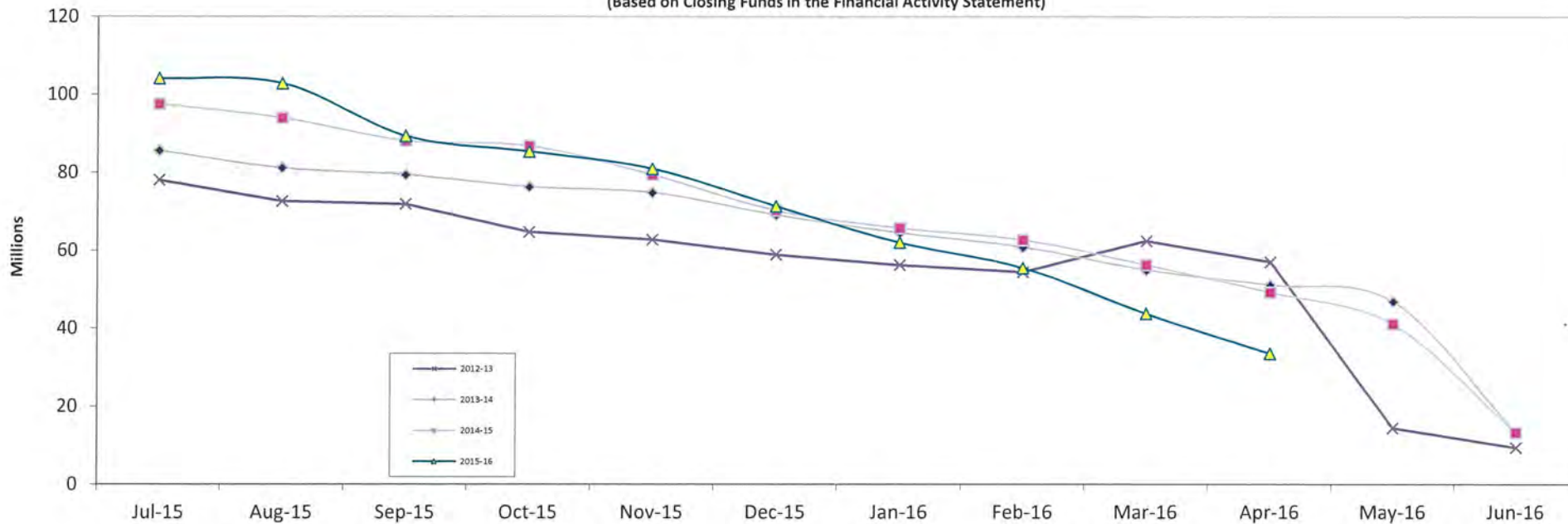


Current Liabilities
(YTD Actual)



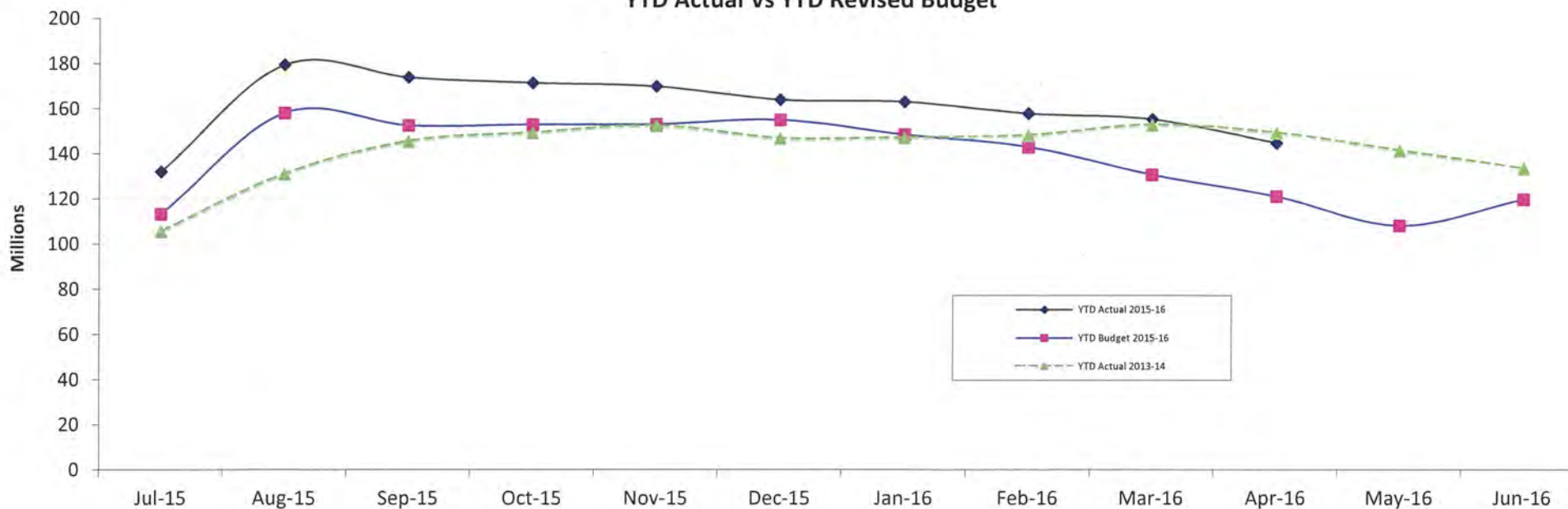
Municipal Liquidity Over the Year

(Based on Closing Funds in the Financial Activity Statement)



Cash & Investments Positions

YTD Actual Vs YTD Revised Budget



DETAILED BUDGET AMENDMENTS REPORT

for the period ended 30 April 2016

PROJECT/ACTIVITY LIST		ADD/LESS	EXPENDITURE	TF TO RESERVE	FUNDING SOURCES			
					RESERVE	EXTERNAL	MUNICIPAL	NON-CASH
GL 855-5765	Transfer insurance reimbursement to reserve	ADD		100,000		(100,000)		
GL 400-6288	Youth Diversion grant indexation	ADD	4,006			(4,006)		
GL 200-6110	Fire Awareness Training reimbursement from HR	ADD	75				(75)	
GL 355-8073	Transfer PL Insurance from CACP activity	ADD	15,208				(15,208)	
GL 445-8073	Transfer PL Insurance to Grant Funded Corporate On-Cost	LESS	(15,208)				15,208	
GL 235-6000	Long service leave funded from Reserve	ADD	1,146		(1,146)			
CW 2970	Transfer budget from CW 2492 due to MYBR error	ADD	5,000				(5,000)	
CW 2492	Transfer budget to CW2970 due to MYBR error	LESS	(5,000)				5,000	
CW 5745	Lotterywest Grant for snorkel and dive trail	ADD	78,000			(78,000)		
CW 3661	Transfer budget from CW3544 due to MYBR error	ADD	43,956				(43,956)	
CW 3544	Transfer budget to CW3661 due to MYBR error	LESS	(43,956)				43,956	
OP 6240	Insurance reimbursement for Success Library					(49,000)		
OP 9176	Extra contribution received for Coastal Study	ADD	79,900			(79,900)		
OP 9812	Show Off Art Purchases	ADD	6,680				(6,680)	
OP 9008	Transfer for Show Off Art Purchases	LESS	(6,680)				6,680	
OP 9775	HR reimbursed for Fire Awareness Training	LESS	(75)				75	
			163,052	100,000	(1,146)	(310,906)	0	0

To the Property Owner,

RE: Relocation of 5 Casuarina Trees on Socrates Pde adjacent to the Ocean Edge Apartments

At the October 2016 Ordinary Council meeting, a petition was received for the removal of five (5) Casuarina trees located on Socrates Parade adjacent to the Ocean Edge Apartments. The petition was signed by seventeen (17) individual unit owners residing in thirteen (13) different units with five (5) individual tenants from four (4) units. In accordance with Council's policies and procedures officers are required to investigate the issues raised in the petition and produce a report for Council consideration.

Following the engagement of an Ecologist to confirm the tree species and an Arboriculturalist to investigate the health and safety concerns, a report was prepared and presented to the February 2016 Ordinary Council Meeting. The report recommend the retention of the five Casuarina trees on Socrates Parade, however Council's decision was to undertake full consultation with property owners who have balconies overlooking Socrates Parade. An excerpt of Council's resolution is below:

- (1) *defer the item to consider removal the 5 Casuarina equisetifolia subspecies incana, located on Socrates Parade adjacent to the Ocean Edge Apartments, pending full consultation with all owners who have balconies overlooking Socrates Parade, and a report being returned to Council that includes the outcomes of consultation, on the proviso that if Council were to support relocation to the north west region of the Park so as to avoid prevailing south westerly winds, the cost of relocation would be shared by supporting owners as per PSEW 15 Position Statement on Removal and Pruning of Trees;*

An estimate of probable costs of \$14,500 has been identified for the relocation of the Casuarina's. As outlined in the report, this cost will be shared by the owners supporting the relocation, subject to Council endorsement.

In consultation with the Strata Focus (strata management company), your property has been identified as one of the thirty five (35) overlooking Socrates Parade, which the City is seeking your feedback on the proposal via email to tsetter@cockburn.wa.gov by COB 29th April 2016.

Should you require any further information on the resolutions please call the undersigned on 9411 3444.

Yours sincerely,



Anton Lees

Manager Parks & Environment



ARBOR CENTRE

29th March 2016

City of Cockburn
PO Box 1215,
Bibra Lake DC
Western Australia 6965

Attn: Anton Lees

Project: Socrates Parade Casuarina Relocations

RE: Relocation on-site of 5No Casuarina equisetifolia
QUOTE NO: ACTT 02262

We are pleased to provide this quotation for the relocation onsite of 5No Casuarina equisetifolia from a roadside planters to an adjacent parkland.

Site specific &/or Species specific information for this transplant(s)

These trees due to their species and size do not require preparation.

Arbor Centre will use a pick and carry crane to extract and plant these specimens. In order to achieve this we will use a pick and carry crane which will need to drive up to each trees existing planted position. For this we will need to close the road off for the duration of the exercise which is thought to take around 4 hours. We will commence work onsite around 8am.

The plantings around the base of each of these trees will likely be lost during the exercise. Please advise if salvage of these plantings are likely to be required. If so then the best we can offer is to place them to a pile to the side of each planter. We may be lucky and a percentage of them will remain in situ. There will be a moderate hole left in place of each trees extracted root ball which will need filling with appropriate mix for future planting, this has not been included in the scope of our works at this time. Consideration needs to be given as to the potential safety hazard that may exist by leaving an open excavation. We are open to having City of Cockburn crew operate nearby whilst traffic management is present in order to fill the extraction holes should that assist with risk mitigation.

The trees are to be relocated to a park approximately within 100m from the extraction points. We are happy to plant at either the Western Park or Eastern Park depending on your preference. Please ensure that each planting location is marked with a stake in the ground and advise individual planting locations should specific planting order be desired. Please also note that it would be highly recommended to have the irrigation main lines marked in order to prevent damage caused through mechanical excavation of the planting holes (and to assist in placing the trees away from the main lines).

At least one bollard may need to be removed to allow access with our crane (if a gate or removable bollard is not present. I have not included the reinstatement of the bollard within our costing/scope as it is presumed that City of Cockburn's maintenance crew are fully equipped to carry out this minor repair for a competitive amount.

Trafficking over the park using the crane and excavator will present a couple of minor maintenance issues. There may be track marks left from the tyres of the crane. There could also be some scuffing of the grass from the small excavator we will use to dig the planting holes. We will exercise the best methods for minimising these effects however we are unlikely to be able to eliminate all ruts or scuffs.

ARBOR CENTRE PTY LTD (A.C.N. 009 375 311* A.B.N. 97 848 490 214)
PO Box 23, FORRESTFIELD WA 6058 (731 Welshpool Road East, Wattle Grove)
Phone (08) 9359 9300 * Fax (08) 9359 9311 * Email info@arborcentre.com.au

When considering the size of each tree and its associated root ball size, there should not be excessive spoil for removal. This is because we would usually pile the spoil up around each tree to create a bund to contain the watering post relocation. This bund can be knocked flat at a later date, usually after one or two summers. Please note that guying will need to be installed to these trees.

Irrigation will need to be considered. Daily hand watering initially after relocation followed by around 3x hand waters per week for a winter relocation will be required. Please consider the watering requirements to ensure a successful outcome for the trees.

It is highly recommended that the installation of this specimen precedes the construction of fragile landscaping infrastructure such as kerbing, footpaths, etc, to minimise the risk of damage to any such infrastructure occurring.

Traffic management has been allowed for.

Any excavations done within close proximity to the transplants once they have been installed can affect the trees health and/or stability. Arbor Centre must be consulted prior to such excavations occurring to any mature tree installed by Arbor Centre, and if not consulted prior then we must be alerted before the excavation is back filled. Likewise leaving any portion of a root ball exposed for more than a few hours will have an effect on the tree. Air pockets below ground can be detrimental to tree health and stability. This could void the warranty for such trees.

Transplant planting locations should have the root zone area free from all services to enable trouble free installation. Service drawings (As Constructed) must be provided to Arbor Centre for analysis to ensure planting of the proposed trees is able to be carried out in the proposed locations. These are best to be provided at the time of our site inspection three or four weeks prior to the programmed planting date. In the event of services or obstructions out of our control found inside our planting hole then repositioning the tree slightly may need to be considered. In this event Arbor Centre will raise the issue with the city for a quick solution to enable planting of the stock in a timely manner. Should there be additional charges as a result of delays beyond our control then a variation will be submitted on completion for approval.

PLANTING:-

Planting hole width will equate to diameter of root plate + 0.5m. (Estimate root ball dimensions will be 1.0m x 1.0m x 700mm deep). **Please note that these dimensions are estimates and should only be used as a guide; actual root plate dimensions are specific to each individual tree and may be larger.** Arbor Centre will require an additional 250mm radius around the entire root plate to allow for backfilling and vibrating.

Establishment: Mature tree(s) transplants usually take 3 to 5 years to fully establish into the landscape. The way it presents and how well it establishes during this period is directly proportional to the standard and level of aftercare that is afforded the tree(s).

Guarantee: - This quotation includes a **3-month Tree Replacement Warranty** guaranteeing replacement if the tree fails at its final location within the warranty period. (Conditions apply – Refer 'Conditions of Quotation'.)

(NOTE 2: - Three (3)-months is the usual period by which it can be determined whether or not the transplanting process itself has been successfully carried out and after which time the standard and level of aftercare is usually the determining factor in how well the tree(s) present and how quickly the tree(s) become fully established).

Below Ground Services: - Transplant planting location should have the **root zone area free from all services** to enable trouble free installation. Service drawings (As Constructed) must be provided to *Arbor Centre* for analysis to ensure planting of the proposed tree is able to be carried out in the proposed location. These are best to be provided at the time of our site inspection one or two weeks prior to the programmed planting date. In the event of services or obstructions out of our control found inside our planting hole then repositioning the tree slightly may need to be considered. In this event *Arbor Centre* will raise the issue with the Landscape Contractor as nominated for a quick solution to enable planting of the stock in a timely manner.

Irrigation: - water to the tree should be activated within 1 day of preparation and similarly when installed into final locations. The irrigation design should allow for even water distribution across the entire root system and beyond and be able to provide the required quantity of water as per the *Maintenance Schedule* provided by Arbor Centre.

(NOTE 3: - In the event of no or insufficient water application being evident to one or all trees within a particular projects warranty period, Arbor Centre may instigate 'hand watering' via a water cart that will be additional to the contract sum).

Guying: - Arbor Centre uses engineered guying specifications that comply with the Australian Loading code for winds applicable to Perth (AS 1170.2:2014). **Allowances must be made for the suitable placement of guys** for transplanted trees. If required, guy wires will be fitted to anchors positioned to a radius from the base of the trunk (subject to species and tree size).

For the species referred to in this quotation, guy wires will be fitted to anchors positioned to **2.5m** radius from the base of the trunk.

Note 1 – Timing

ARBOR CENTRE PTY LTD (A.C.N. 009 375 311* A.B.N. 97 848 490 214)
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Anchors typically need to remain intact and in service for **2-4 years** – species dependent.

Note 2 – Removal

Should anchors be fitted to your transplant(s) they will require regular monitoring to ensure damage is not being caused by the guy wires where in contact with the trunk or branches. It is the client's responsibility to ensure these guy wires are removed once the trees structural stability can be verified by Arbor Centre (or other trained and competent people). Verification of stability by Arbor Centre includes inspection of the root system to ensure roots have grown sufficiently to take over the stability of the tree. Due to the time lag between planting and anchor removal, Arbor Centre does not advise on this requirement beyond the period of warranty (if provided). Arbor Centre is able to provide a quote for this service upon request.

Irrigation: - water to the tree should be activated within 1 day of preparation and being relocated into final location. The irrigation design should allow for even water distribution across the entire root system and beyond and be able to provide the required quantity of water as per the *Maintenance Schedule* provided by Arbor Centre. As a standard all transplants require daily watering for the first two weeks following planting and then as per maintenance schedule which is seasonally dependant.

(NOTE 3: - In the event of no or insufficient water application being evident to one or all trees within a particular projects warranty period, Arbor Centre may instigate 'hand watering' via a water cart that will be additional to the contract sum).

Hard Digging: - This estimate does not allow for "**Hard Digging**" which may affect the cost and / or position of the transplant. If a rock breaker is required then a variation will be submitted for the costs incurred and stand-by costs as they apply.

Pruning: - has not been included in the relocation cost beyond that carried out during the relocation process. Further surgery work to meet site conditions, should it be required, can be arranged by *Arbor Centre* at additional cost.

Work in Progress: - *Arbor Centre's* work commitments are currently around **four weeks**. Please advise as soon as possible if works are to be carried out so scheduling can occur. In the event of an agreed and booked commencement date having to be delayed or cancelled within 10 working days of that date, Arbor Centre reserves the right to be able to charge a daily 'Stand By' rate per day lost or part thereof, where Arbor Centre is unable to re-book other work in place of those lost/delayed dates. Contact Trevor Potter on 9359 9300 or email on: projects@arborcentre.com.au

Work Hours: - All pricing presented within this estimate is to cover work within working hours unless stated otherwise. Working hours for Arbor Centre consist of 6am to 6pm Monday to Friday only, not including public holidays.

Conditions of Quotation: - This quote along with any attachments is subject to our *Conditions of Quotation* which unless otherwise stated should be attached for your reference. If not attached a copy of our *Conditions of Quotation* can be obtained by contacting the author of this quote or our office.



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Stage 3 – Relocation into Final

Arbor Centre's scope of works: -

- **Traffic management**, as required
- **Cranage** and handling
- **"Dial Before You Dig"** below ground services check
- **Hand Excavation** of Extraction holes
- **Mechanical Excavation** of Planting Holes
- **Soil additives**
- **Planting and Guying**
- **Written aftercare program**

By Others: -

- Responsibility for relocation of **On-Site Below Ground Services** not identified in the services information provided.
- **Cable location**, if required (When working in the near vicinity of Major Service lines/cables & Non-locatable Services). If within 15m of a HP Gas main a qualified spotter must be provided for excavation to occur.
- Responsibility for identifying all **On-site Below Ground Services** within the effective work zone for *Arbor Centre* (where it is a new subdivision or construction site)
- Confirm the existence and location of any **Liners and Soak wells in the vicinity**
- **Access to required locations** to carry out installation (including our 3 tonne excavator to extraction and planting hole locations)
- **Irrigation** to tree **within 1 day** of planting
- Removal of **Spoil** (if required)
- **Backfilling** of extraction holes (estimate 0.5m³ per hole)
- **Soiling** beyond the planting hole, if required
- Please refer to **"Conditions of Quotation"** – attached

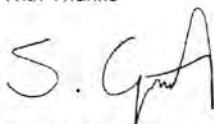
PRICE

Relocation into Final of 5No Casuarina equisetifolia _____

TERMS OF PAYMENT

- Relocation into final location billed on completion and payable within 30 days.
- Overdue payments are subject to interest at 1.5% per month if not otherwise specified.

With Thanks



Shane Gosselink

ARBOR CENTRE PTY LTD (A.C.N. 009 375 311* A.B.N. 97 848 490 214)
PO Box 23, FORRESTFIELD WA 6058 (731 Welshpool Road East, Wattle Grove)
Phone (08) 9359 9300 * Fax (08) 9359 9311 * Email info@arborcentre.com.au

Name	Address	Agree	Disagree	Comments
Paula Denis and Chris Ryan	Unit 29, 37 Orsino Boulevard North Coogee	Yes – do not support having to pay		<p>This is our reply to your letter sent to owners on Socrates Parade regarding the removal and relocation of the 5 Casuarina trees.</p> <p>The minutes from the City of Cockburn council meeting are unclear as to who the supporting owners are. They could be easily misinterpreted. The wording of 'supporting owners' could be referring to several different groups of people such as the petitioners who requested the removal initially or the people who respond favorably to your letter. This possible misinterpretation could lead to owners on 4th or 5th floor, or any floor, not responding because they are not affected once the trees reach maturity and or/and they wouldn't want to respond favorably to your letter because they may feel if they do they would be liable for the costs of the tree removal. As a result of this, the wording of your letter has the potential of affecting the final outcome.</p> <p>In regards to the 5 trees being selected for wind amelioration properties; provision of shade at maturity; suitability for the local environment and the amenity of street scape appearance please note that we as petitioners:</p> <ul style="list-style-type: none"> -already informed the City of Cockburn Councillors that the trees are planted too close. -find the trees have properties that are dangerous with proven aeroallergen and carcinogenic properties. - are concerned that the 100% shade at maturity is detrimental not beneficial to our property. The lack of sunlight will make it cold and dark and create more of a demand on us needing to put the heat on therefore increasing our energy consumption. -are concerned that the branches at maturity would be at risk of overhanging onto our balcony. This presents the risk of bird droppings and the presence of the needles and seeds are a trip hazard. -find in regards to the amenity of street scape, these trees are ugly especially when pruned. <p>Please note, these Casuarina trees, in other council areas are predominantly in</p>

			<p>parks and parking lots, not right next to residential properties.</p> <p>Overall, we support the removal of the trees. However in regards to the cost we, the petitioners presented a deputation which expressed our intention to remove the trees ourselves. We never indicated at all that we would pay for the relocation of the trees.</p> <p>We question, due to the City of Cockburn planting these trees both too close and in too much concentration adjacent to our property, why are we being charged at all.</p>
Lorraine Bennett	31 - 37 Orsino Boulevard, North Coogee WA 6163	Yes – do not support having to pay	<p>From: Lorraine Bennett [mailto:lakgdb@gmail.com] Sent: Monday, 25 April 2016 5:41 AM To: Anton Lees Subject: Objection to letter - Socrates Drive, Port Coogee</p> <p>Thank you Anton for allowing me the opportunity to revisit me objection letter. Please present my final version below to the Councillors at the City of Cockburn.</p> <p>Kind regards Lorraine</p> <p>Dear Mr Anton Lees</p> <p>In the month of February 2016, our petitioners attended a Council meeting and presented a Deputation on having five Casuarina trees removed from the front of our apartment building, as a result of major health and safety concerns and replace with low growing shrubs.</p> <p>Your Cockburn City Councillors agreed to have them removed and relocated to the North West corner of the adjacent park upon the proviso that 35 owners facing Socrates Drive were notified of this motion and sought any feedback. At no point was it mentioned at the meeting that ALL owners facing Socrates Drive, would pay for the costs of the removal/relocation.</p> <p>You have sent a letter to all 35 owners facing Socrates Drive advising that they will be responsible for the share of costs of the removal and relocation of these trees.</p> <p>We believe this is a misleading statement and will only receive a negative 35 owners feedback response as;</p> <p>1) they were not All petitioners and did not sign our petition</p>

			<p>2) the trees do not affect owners on 4th and 5th floors. 3) they do not understand the full health dangers of Pollen and carcinogenic properties relating to these trees and as on the higher levels are not again affected. 4) the significant danger aspect and closeness of the trees are not going to affect all of them and not relevant to their daily lives. 5) some will not be affected by having 100% shade 365days of the year when mature, as we will.</p> <p>In any event, a further delay in removing these trees will occur, as a result the removal costs will increased each day they get bigger. We seek your support:</p> <p>1) to reverse the City of Cockbun action of requesting ALL 35 owners facing Socrates Drive to pay for the share in costs as stated in the letter. This is misleading and incorrect and will promote a negative and inaccurate response. Councillors requested only feedback from all owners and costs shared by "supporting owners".</p> <p>We question, who are the supporting owners? This is an ambiguous statement and easily misinterpreted. Are they the Petitioners who requested the removal OR are they the owners responding to your letter. The feedback we have received is that the owners do not want to pay for the removal and therefore, are not going to respond favourably.</p> <p>2) Support to have the cost to the petitioners reduced to removal only and not include the relocation costs of these trees OR paid by the City entirely.</p> <p>a) As per PSEW15, "trees are to be planted to benefit all residents and interest of the whole community" which clearly, this has not been the case.</p> <p>Section 1.3 - "Structurally unsound, to the point of constituting imminent danger to persons or property" - STATES - To be borne by the City. Section 1.4 - "Damaging or likely to damage property where alternatives to prevent damage are not possible"</p> <p>- STATES - To be borne by the City Section 1.7 - Adversely impacting on home owners by way of the tree root invasion and is damaging their homes, driveways, letterboxes, fences or other assets on</p>
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			<p>their property". - STATES - To be borne by the City. Due the closeness to our balconies and being in line of prevailing gale force winds these trees are a danger to persons and property. Health concerns have not been written into the any policy statement of which these trees are proven as "aeroallergen" and have "carcinogenic properties" also and are major concerns to owners and believe costs should be borne by the city.</p> <p>b) As per PSEW15 Loss of Amenity Section 3.1</p> <p>A request in writing for removal of the tree has been received from the adjacent property owner by the City's Officers, clearly setting the reasons for request removal:" - DOES NOT STATE RELOCATION - Only removal</p> <p>3) We would also request, should we be we charged, if other contractor quotes on the removal ONLY of these trees be initiated. We believe council's costs of \$14,500 for removal and transplanting are rather high.</p> <p>With no avenue of redress on the night of the Council meeting, we are now not only being charged for an error of the City to have these trees removed (which were not planted when we purchased our home and not consulted prior planting as per PSEW15), we are also being charged to have them transplanted. This will place a burden on the four petitioners finances.</p> <p>I look forward to receiving your feedback and support. From: Anton Lees Sent: Thursday, 21 April 2016 6:15 PM To: 'Lorraine Bennett' Subject: RE: Objection to letter - Socrates Drive, Port Coogee</p> <p>Hi Lorraine,</p> <p>I have extracted, see below, Councils reasoning for the decision and provided a PDF version of February's OCM for your consideration.</p> <p>As Council decision is binding, I am required to implement the resolution and</p>
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			<p>provide a report back to the Council on the consultation outcomes. Furthermore a rescission motion to a council decision can only be executed by a Councillor.</p> <p>Although the recommendation is an alternative outcome to the request by the petitioners, it will enable the Councillors to fully comprehend all the owners views facing Socrates Parade before a final decision can be made. The report to Council will include all the commentary from the residents including yours below, if that's your final version, and presented in a format to enable the elected members to determine whether to retain, remove, relocate the trees and ultimately any contribution from the residents.</p> <p>Reason for Decision “A factor in selecting this species of tree for this location was its wind amelioration properties and provision of shade at maturity, long with its suitability for the local environment and the amenity of the streetscape as detailed in the street tree master plan. If the trees were relocated to the opposite side of the road, the wind amelioration benefit would be negated as well as the change to the streetscape presentation. For these reasons, it is prudent that all owners with apartment balconies overlooking Socrates Parade be consulted and a report provided back to Council with a schedule of any comments received prior to any decision on relocation occurring. Given that the trees do not meet any of the criteria for removal under PSEW15, the cost for relocation must be shared by advocating owners.”</p> <p>Should you wish to discuss this matter further please contact me on 9411 3547. From: Lorraine Bennett [mailto:lakgdb@gmail.com] Sent: Wednesday, 20 April 2016 10:07 AM To: Anton Lees Subject: Objection to letter - Socrates Drive, Port Coogee</p> <p>*****</p> <p>Dear Anton Lees</p> <p>In the month of February 2016, our petitioners attended a Council meeting and made a Deputation on having five Casuarina trees removed from the front of our</p>
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			<p>apartment building as a result of major health and safety concerns.</p> <p>Your Cockburn City Councillors agreed to have them removed and relocated to the North West corner of the adjacent park upon the proviso that 35 owners facing Socrates Drive were notified of this motion and sought any feedback. At no point was it mentioned at the meeting that ALL owners facing Socrates Drive, would pay for the costs of the removal/relocation.</p> <p>With "no avenue of redress" at the meeting, you have sent a letter to all 35 owners facing Socrates Drive advising that they will be responsible for the share of costs of the removal and relocation of these trees. We believe this is a misleading statement and will only receive a negative 35 owners feedback response as;</p> <ol style="list-style-type: none"> 1) they were not All petitioners and did not sign our petition 2) the trees do not affect owners on 4th and 5th floors. <p>In this event, a further delay in removing these trees will occur, as a result.</p> <p>We seek your support:</p> <ol style="list-style-type: none"> 1) to reverse the City of Cockburn action of requesting ALL 35 owners facing Socrates Drive to pay for the share in costs as stated in the letter. This is misleading and incorrect and will promote a negative and inaccurate response. Councillors requested only feedback from all owners and not to share the costs. 2) Support to have the cost to petitioners reduced of removal only and not include the relocation of these trees. <ol style="list-style-type: none"> a) As per PSEW15 - trees are to be planted to benefit all residents and interest of the whole community which clearly, this has not been the case. <p>Section 1.3 - Structurally unsound, to the point of constituting imminent danger to persons or property. - TO BE BORNE BY THE CITY</p> <p>Section 1.4 - Damaging or likely to damage property where alternatives to prevent damage are not possible</p> <p>- TO BE BORNE BY THE CITY</p> <p>Section 1.7 - adversely impacting on home owners by way of the tree root invasion and is damaging their homes, driveways, letter boxes, fences or other assets on</p>
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				<p>their property. - TO BE BORNE BY THE CITY.</p> <p>Due the closeness and location of our property and being in line of prevailing gale force winds they are a danger to persons and property. Health concerns have not been written into the any policy statement of which these trees are proven as aeroallergen and have carcinogenic properties also and are major concerns to owners and should be borne by the city.</p> <p>b) As per PSEW15 Loss of Amenity Section 3.1 - A request in writing for removal of the tree has been received from the adjacent property owner by the City's Officers, clearly setting the reasons for request removal: - DOES NOT STATE RELOCATION - Only removal</p> <p>3) We would also request if other contractor quotes on the removal of these trees be initiated as we believe council's costs of \$14,500 are rather high on such five small trees as this amount will place a burden on the four petitioners finances.</p> <p>I look forward to receiving your feedback and support.</p> <p>With kind regards</p>
Lesley Johansen	Apartment 28/37 Orsino Boulevard, North Coogee WA 6163	Yes – do not support having to pay.		<p>Dear Anton,</p> <p>I write in response to your request regarding residence opinion on the removal of trees on Socrates Pde.</p> <p>I support the removal of these trees and the reasons for this, keeping the welfare of other residents and myself in mind but as I am on a pension I am unable to pay for the same.</p>
David & Julie Davies	Apartment 99 Orsino Boulevard, North Coogee WA 6163		Oppose	<p>From: Julie Davies <jdavies3@iinet.net.au> Date: 23 April 2016 at 6:05:03 AM AWST To: tsetter@cockburn.wa.gov Subject: Relocation of 5 Casuarina trees on Socrates Pde adjacent to the Ocean Edge apartments</p> <p>We reply to your email of 6th April with our feedback on the above subject.</p> <p>We are strongly opposed to the removal/relocation of the trees. Our view is:</p>

				<p>1. Tenants do not have any right to sign a petition as they are not owners and I'm sure would not contribute to any costs of removal as they reside for short term periods. These signatures should not be counted or taken into account by council.</p> <p>2. Only 13 apartment owners have signed the petition which is not a majority of 35 owners.</p> <p>3. We were not presented with the petition so we are unaware of the reasons for the removal/relocation of the trees. The same trees exist on the Eastern side of the building and if Council agree to the removal/relocation would set a precedent as we assume the reasons would also apply to these trees.</p> <p>As we are opposed we also state that we will not share any of the \$14,500 costs for the removal/relocation of the trees.</p> <p>If you could please acknowledge receipt of our email.</p>
Susanne Nygh	Apartment 101, Orsino Boulevard, North Coogee WA 6163		Oppose	<p>Dear Anton & Tiffany,</p> <p>We are owners of apartment 101, Ocean Edge Apartments in Socrates Parade.</p> <p>My husband and I are in full support of not transferring the Casuarina trees as they were there at the commencement of building the apartments.</p> <p>They are not large trees and reasonably slow growing. Whilst no doubt it could be argued there is some impact on views, they are not substantial trees and equally could be argued that they provide some shade in the midst of hot summer temperatures.</p> <p>As all that is required is a confirmation or not of there removal I confirm we would not desire to see them up rooted. Should you require anything further please do not hesitate to contact us.</p>
Pam & Dave Thomson	37 Orsino Boulevard, North Coogee WA 6163	Yes – do not support having to pay.		<p>-----Original Message-----</p> <p>From: Anton Lees</p> <p>Sent: Monday, 18 April 2016 2:52 PM</p> <p>To: 'Pam Thomson'; tsetter@cockburn.wa.gov</p> <p>Subject: RE: Relocation of 5 Casuarina Trees on Socrates Parade adjacent to the Ocean Edge Apartments</p>

				<p>Hi Pam,</p> <p>The OCM minutes attached, p136, outline Council's reasoning for the decision to consult with all the owners overlooking Socrates parade and the validation for costs for relocations to be shared by the advocating owners.</p> <p>Furthermore as outlined in my correspondence the estimate for the relocation of the trees is \$14,500 which would be shared evenly by the owners supporting the decision. Council's decision did not include an option for removal therefore no costs have been estimated.</p> <p>If you require any further information please advise.</p> <p>Regards Anton Lees Manager of Parks and Environment Parks And Environment</p> <p>9 Coleville Crescent, Spearwood WA 6163 PO Box 1215, Bibra Lake DC WA 6965, WA, 6163 P 08 9411 3444 F 08 9411 3333</p> <p>mailto:alees@cockburn.wa.gov.au http://www.cockburn.wa.gov.au</p> <p>-----Original Message----- From: Pam Thomson [mailto:tft4@iinet.net.au] Sent: Saturday, 16 April 2016 11:09 AM To: tsetter@cockburn.wa.gov; Anton Lees Subject: Fwd: Relocation of 5 Casuarina Trees on Socrates Parade adjacent to the Ocean Edge Apartments > >>> Attention of : Anton Lees, Manager Parks & Environment >>> Further to your letter which was sent to us via Strata Focus on 6 April 2016 we</p>
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				<p>would like to point out there has been a misunderstanding - we as petitioners agreed to remove the trees - we did not agree to remove and relocate them as per PSEW 15 Position Statement on Removal and Pruning of Trees. However, we have no objection to them being relocated to the north west region of the Park as this will reduce the affect on our health etc and lessen the impact of moth invasion and flying debris.</p> <p>>>></p> <p>>>> The Council suggested the relocation and payment be met by the Council themselves. However please advise the cost to remove the trees as we are still willing to share in this cost should the Council deem this a necessity.</p> <p>>>></p> <p>>>> We cannot understand why the Council felt it necessary to contact all owners at Oceanedge with balconies overlooking Socrates Parade from 2nd floor upwards, as they are not directly affected. The Council did not contact any owners before they planted these trees and have the right to remove trees at their own discretion without consultation to ratepayers to avoid future medical liability of their ratepayers when it was been clearly documented that the pollen can cause severe allergic reactions and are potentially carcinogenic.</p>
Trevor Allen	Apartment 74 Orsino Boulevard, North Coogee WA 6163		Oppose	<p>From: allentrevor51 [mailto:allentrevor51@gmail.com] Sent: Thursday, 7 April 2016 8:27 AM To: Anton Lees Subject: RE: Re Casuarina Trees Socrates Parade North Coogee</p> <p>Dear Mr Lees</p> <p>Thank you for your reply with enclosed information. With this guarantee I am quite happy for the trees to remain. Trusting all is in order</p> <p>Kind Regards Trevor Allen</p> <p>Sent from Samsung tablet. ----- Original message -----</p>

			<p>From: Anton Lees <alees@cockburn.wa.gov.au> Date: 07/04/2016 8:22 am (GMT+08:00) To: 'Trevor Allen' <allentrevor51@gmail.com> Subject: RE: Re Casuarina Trees Socrates Parade North Coogee</p> <p>Hi Trevor,</p> <p>Please find attached the Ecologists report confirming the tree species as Casuarina equisetifolia subspecies incana located on Socrates Parade. This species grows to 6 - 12m with a rounded crown subject to environmental conditions.</p> <p>From: Trevor Allen [mailto:allentrevor51@gmail.com] Sent: Wednesday, 6 April 2016 4:19 PM To: Anton Lees Subject: Re Casuarina Trees Socrates Parade North Coogee</p> <p>Dear Mr Lees</p> <p>I am in Apartment 74 overlooking Socrates Parade and you asked for comments about the Casuarina trees planted in front of the building. I have no problem if it is the Allocasuarina Torulosa variety planted as it is salt loving and grows to a maximum height of 15 meters. I do not want the Cunninghamiana variety as it grows to 35m and the casuarina Tocas glaucar should not be planted next to sewers or water and can damage the building structure. Therefore if you can assure me it is the first variety then I am happy to leave things as they are.</p> <p>Trusting that makes sense to you.</p> <p>Kind Regards Trevor Allen</p>
Rex Lilleyman	Apartment 55 Orsino Boulevard, North	Yes – do not support having to pay.	<p>Good morning</p> <p>Regarding removal of trees at the front of Ocean Edge Apartments in Coogee.</p> <p>No I do not support the owners having to pay for a stupid decision by someone who</p>

	Coogee WA 6163			<p>is not an owner. The decision makers stuffed up, the owners are the victims here and you are now asking them to pay to fix a problem someone else created. What possible reason would there be for growing large trees in front of an apartment facing the ocean? It is almost like someone thought that they have a nice view, how can we ruin it. How could the removal of 5 trees possibly cost \$14500? I would like that contract. I will not be contributing to the cost of removal. Perhaps the cost could come out of the Port Coogee Levy which we pay on top of our overpriced rates. I pay nearly double in Cockburn than I pay for an apartment in Darwin.</p> <p>Thank you</p> <p>Rex Lilleyman Apartment 55 Sent from my iPhone</p>
Peter Meuwissen	Apartment 53 – Orsino Boulevard, North Coogee WA 6163		Oppose	<p>From: Peter Meuwissen [mailto:scaffolder3@bigpond.com] Sent: Wednesday, 6 April 2016 6:05 PM To: Anton Lees Subject: Relocation of Casuarina Trees</p> <p>RE: RELOCATION OF 5 CASUARINA TREES ON SOCRATES PRDE, NORTH COOGEE.</p> <p>Hi A Lees ,</p> <p>In response to the relocation and possible cost passed on to residents who approve of this, I am not. The trees are not a problem to me and I definitely will not contribute to the cost of relocating them. I personally believe that the underlying issue with these trees is that as they keep growing, they will obstruct resident's views.</p> <p>Regards Peter Meuwissen (Apartment 53 – Oceanedge Beachside Apartments)</p>
Total		5	4	



GARDEN WASTE BIN ROLLOUT

IMPLEMENTATION PLAN



May 2016

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INTRODUCTION

The City of Cockburn currently operates a two bin system for residential properties, each of 240 litre capacity. The green top or MSW (Municipal Solid Waste) bin is serviced weekly and the contents of this bin are delivered to the South Metropolitan Regional Council's (SMRC), Waste Composting Facility (WCF). Here the organic (food scraps, 27.6%) and green waste (garden waste, 31.2%) components are removed (58%) and processed into compost. The residue (42%) is landfilled. The 2016/17 gate price for MSW at the SMRC is proposed to be \$239.31/tonne.

The yellow top bin or the Recycle Bin is also serviced weekly. This bin is delivered to the SMRC's, Materials Recovery Facility (MRF) where the co-mingled recycles are separated (85%) and the contaminating residual (15%) is landfilled. The 2016/17 gate fee is proposed to be \$65/tonne.

The bulk verge greenwaste collected in the City's biannual service is delivered to the SMRC's, Green Waste Facility. The proposed 2016/17 Green Waste gate fee is \$78.10/tonne.

Currently all 240ltr bin users deposit their lawn clippings and garden waste in the MSW bin. Whilst green waste is a suitable material for the WCF, it is an expensive option (\$232/tonne) when the compost produced by the WCF has no commercial value as a consequence of the contaminants within the mixed waste from which it is extracted.

The preferred model in waste management is separation at source to improve recycling capture and minimise contamination. This method relies on the bin user having the responsibility and knowledge to correctly separate their waste.

A 12 month trial commenced in October 2015 for 1,300 residents in Hamilton Hill introducing a third or greenwaste (GW) bin to provide source separation for green waste (lime green top), co-mingled recyclables (yellow top) and general rubbish (red top). In this arrangement, the kitchen organics or putrescibles were still placed in the red top bin (MSW) and consequently that bin was serviced weekly. The recycling bin was collected weekly and the green waste bin was a fortnightly service.

As the lime green top GW bin is 240lt collected fortnightly, the trial incorporated a 140ltr red top MSW bin. This reduced MSW bin size is possible as the current MSW average bin weight is 17.16Kgs.

Removing GW from the MSW bin will:

- Reduce the tonnages to the WCF and therefore reduce costs.
- Recover an uncontaminated resource for the production of premium" rather than, agricultural grade compost.
- Improve recovery rates to meet the State Waste Strategy targets of 60% by 2020. 2012/13 metropolitan MSW recovery rate was 39%.

This Implementation Plan outlines the procedural and financial details associated with introducing a GW bin throughout the City over a 4 year period.

OBJECTIVE

The deployment of a third lime green top or garden waste bin (GWB) has been developed to occur over the 2016-17 through to the 2019-20 financial years. This approach was adopted from the experience in the Hamilton Hill Trial where it was critical to provide ongoing education to the community both before and after receiving their additional bin. The pre rollout education, bin auditing and feedback were critical in keeping the contamination rate to 4% or below.

The GW removed from the waste stream via the GWB is destined to be mulched for compost production or other biological processes. For the GW to maintain its value to any biological process, it must be free of contaminants (glass, plastic, steel etc).

When planning the provision of a GWB bin throughout the City, a staged approach was considered essential to ensure the residents in every area used their new bin correctly. This process takes time. The efforts of the Community Waste Education Officers in ensuring there is understanding and compliance in an area before rollout occurs in the next area, is essential. Correct bin use is critical in ensuring GW bin contamination is minimised.

A GWB will be offered to residential properties greater than 400m² and preclude multi-residential, commercial/industrial and residential developments where green waste generation is low. Occupant of properties less than 400m² may, by exception, request a GWB if it can be justified by the quantity of GW within their boundary.

The rollout of the GWB will coincide with an extensive promotion and education program which will include door knocking and bin tagging. Bin tagging involves inspecting bins and tagging the bin with a “thank you – smiling face” or a “we ask one small favour - sad face” advice on which products have contaminated the respective bins.

If the contamination is severe after the 3rd bin tagging event, the resident’s bin will be tagged and tapped closed as “contaminated”. The bin will be tagged requesting they remove the contaminating material and contact the City once this has been done so that the bin may be serviced.

Should ongoing contamination occur beyond the taping of bins, the resident will be advised by letter and the bin will be removed.

The contents of the GW truck will continue to be audited, recorded and benchmarked against:

- Trial tonnages compared to other Councils GWB data.
- The Hamilton Hill Trial Area.
- The contamination rates in each area that receives a GWB.
- Percentage weight changes to the MSW and recycle bins.
- Savings to the City from diverting GW away from the SMRC.
- Diversion of material from the MSW bin to the recycle bin (cost reduction).
- Variations to the bulk GW verge collection in the trial area.

THE ROLLOUT PROGRAM

2016 – 2017. 2,000 Properties

It is proposed that the first areas to receive a GWB in 2016/17 will be the remaining properties in Hamilton Hill (1,350) and the Cockburn residents in Leeming (650) on single residential properties >400m² – refer to Appendix B.

The 2016-17 program will be divided into 4 areas and span the 4 quarters of the year to allow “bedding in” of the new GWB to the 2,000 residents and its correct use for each area.

- Zone A Leeming - July – September 2016.
- Zone B East Hamilton Hill – October – December 2016.
- Zone C South Hamilton Hill – January – March 2017.
- Zone D West Hamilton Hill – April – June 2017.

2017-2018 8,209 Properties

- Zone E Coolbellup – 1,738
North Lake – 452
- Zone F North Coogee – 370
Bibra Lake – 1,857
- Zone G Spearwood (Part) – 2,000
- Zone H Spearwood (Part) - 788
Jandakot – 678
Banjup – 208
Cockburn Central – 118

2018-2019. 9,390 Properties

- Zone I South Lake – 2067
- Zone J Beeliar – 2130
- Zone K Yangebup – 2446
- Zone L Coogee – 1473
Munster – 1274

2019-2020 8,135 Properties

- Zone M Success – 2571
- Zone N Hammond Park – 1255
Atwell (Part) – 614
- Zone O Atwell (Part) – 2000
- Zone P Aubin Grove – 1695

PROVISION OF PLANT AND DRIVERS

To guarantee service collection, the next available side arm truck will be withheld from the next replacement trade. To assist with introduction of the GWB rollout, the 2016-17 financial year has an additional 29m³ Side Arm Waste Truck included in the budget. To ensure that there is sufficient staff for the 4 year rollout, three drivers (2 side arm and 1 bin delivery) will be required every year commencing in 2016/17. Plant and Labour costs for the entire GWB rollout is as follows –

- Plant – 2 trucks x 9.5 hours x 5 days x \$80.00 per hour = \$7600.00 per week or \$395,200.00 per year.
- Labour – 2 staff x 9.5 hours x 5 days x \$60.00 per hour = \$5700.00 per week or \$296,400.00 per year.
- Total \$691,600.
- If the total number of properties is rounded to 30,000.

Year	% of Rollout	Plant and Labour Calculation	Annual Collection Cost
16 -17	7%	\$296,600 x 0.07%	\$48,400
17-18	31%	\$296,600 x 0.38%	\$262,800
18-19	31%	\$296,600 x 0.69%	\$477,204
19 - 20	31%	\$296,600 x 1.00%	\$691,600

Waste vehicle depreciation for 12 months is valued at \$20,000.

PRE-TRIAL NOTIFICATION

All households within the proposed rollout area will receive a pre-trial package outlining the principle and objectives of the City's GWB initiative in waste. It will clearly outline how and when the 3 bins are to be used. The package will detail the suitable products for each bin and a calendar for bin presentation dates. This package will include advice on the City's intentions to visit homes individually to explain the proposal and to deliver the free kitchen compost packs to those who wish to home compost, (complete with the compostable bags) and a recycling tubs.

Four moveable banners/sign have been created and will be placed strategically in the relevant Zone to read *"Your Garden Waste Bin collection commences on*".

The City's Waste staff can attend a routine local Community Group Meeting to commence the education and consultation program. A Waste Officer will deliver the presentation to explain the rollout of the GWB and its objectives, provide information and answer questions. This has proven to be a positive way to engage with the community and seek their commitment to the initiative.

Similarly, the Executive, Elected Members, Customer Service and drivers will be briefed on the proposal. An online information source will be developed by our Web

Administrator as well as electronic promotion of the program through Facebook and other social media platforms.

A survey will be conducted at the conclusion of the rollout as part of the annual Customer Satisfaction Survey to canvas feedback on the success of the program, the education provided, how it was provided and any other comments regarding the GWB rollout and use.

MARKETING STRATEGY

A Marketing Strategy has been developed by the Communications Team to assist with the GWB rollout. It contains a wide range of electronic and print mediums, social media, billboards, website and direct/events marketing. The total cost of the Marketing Strategy over the 4 year rollout is \$148,500.

BIN SUPPLY AND CONTRACTOR DELIVERY

- The recycle bin will remain unchanged
- The dark green lid of the current 240ltr MSW bin will be replaced with a lime green lid to become the 240ltr GWB; and
- A new 140ltr red top bin for MSW will be delivered to residential properties >400m².

Based on our supplier's (Mastec) quote for the Hamilton Hill Trial, the supply and delivery of the following equipment with CoC Logos id listed below:

Number required	Colour	Size in Litres	Unit Cost	Total
30,000	Red	140	\$42	\$1,260,000
30,000	Lime Green	Lids for 240lt	\$8.20	\$246,000
30,000	Lime Green	Pins for 240lt	\$0.35	\$10,500
30,000	Red	Delivery	\$6.50	\$195,000
30,000	Lime Green	Lid Change	\$6.00	\$180,000
Total				\$1,891,500

In delivering the bins, it is important that no properties are missed and that those who are not eligible do not receive a bin are not included. Residents in the relevant zone will be advised to leave their MSW bin out after their last collection day before the GWB commencement date. The bins must be delivered in the weeks leading up to the beginning of the first week's presentation to allow for any logistical issues or delays that may arise. The new, empty, bin's lids will be stickered closed advising of commencement date. The info packs would be delivered to the residents prior to the bin delivery to assist in residents understanding and waste education.

INFORMATION PACK FOR RESIDENTS

- Education and promotion
- Objectives of the 3rd GWB
- The benefits and reason

- The use of all 3 bins
- Advise that there is no extra charge
- When do they present – Provide a fortnightly calendar
- Create a red lid bin poster/flyer to complement the existing flyers
- Amend the green lid bin flyer
- Refer to the Website and the FAQs



COMMUNITY WASTE EDUCATION OFFICER'S ROLES (CWEO)

Education – Waste bin auditing will occur immediately and intensively for the first 4 fortnights that the GWB is presented. The auditing will occur prior to the waste truck servicing the bins on the allocated collection day and continue until contamination rates are below 4%. The EOs will provide feedback to all residents either with positive (with a thank you/positive tag) and a contamination tag (additional education, incentives and advice).

If the contamination is severe after the 3rd bin tagging event, the resident's bin will be tagged and taped closed as "contaminated". The bin will be tagged requesting they remove the contaminating material and contact the City once this has been done so that the bin may be serviced. Should ongoing contamination occur beyond the taping of bins, the resident will be advised by letter and the bin will be removed.

The budget allows for a pair of CWEOs, or our own permanent waste staff, to visit and consult with the owners of contaminated GW bins. This may have to occur during the day or after hours 4.30-6.30pm

From the experience in the Hamilton Hill Trial it was determined that a pair of CWEOs could door knock to deliver the "In Your Kitchen Kits" to 70 homes in an 8 hour period. The CWEO numbers for a given zone will be drawn from a pool of trained casual staff. The total, 4 year, cost for rollout across the City is (28,700 props/70 per day=410 days x 8hrs x 2staff @ \$31/hr=) \$203,360.

From the experience in the Hamilton Hill Trial it was determined that a pair of CWEOs could tag 200 properties bins prior to the arrival of the waste trucks servicing bins on collection day. Whilst 4 tagging events is recommended and

preferred, the budget for this expense has allowed for 6 tagging events in areas that require greater education (28,700properties/200visits/dayx8hrs/dayx\$31x 6 tagging events=) \$427,056.

It is preferred that the same casuals be available each week to avoid the need to retrain staff weekly however it is understood that retraining will be necessary over the 4 year rollout program. All staff must be well presented and wear “Recycle Right” high visibility vests.

The CWEOs shall audit all 3 bins at all properties in the relevant zone for the first two months to provide feedback to occupants and monthly routine checks for the remainder of the year.

Residents will be advised that CWEOs will be monitoring the resident’s bins throughout that year. The audit will involve examining surface contents of each of the three bins and providing feedback/advice on contamination through the bin tags. Bin Audits will involve two officers operating together, for safety, to inspect and tag household bins.

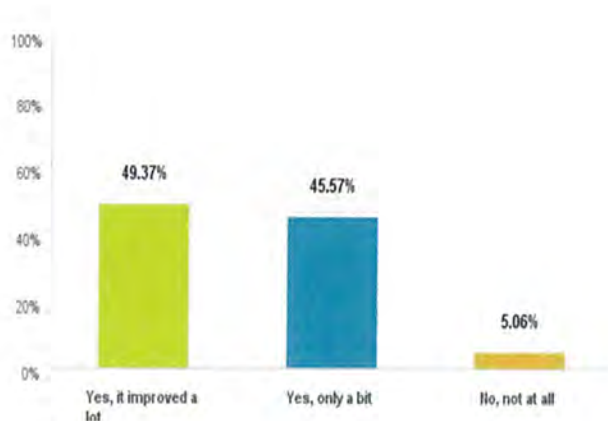
CWEO’s will also promote consumer awareness of excessive plastic packaging and single-use plastic – reduce, reuse, then recycle.

Component	Rate	Cost
Casual Waste Education Officers Door Knocking to Deliver “In Your Kitchen Kits”	28,700 props/70 per day=410 daysx8hrsx2staff@\$31/hr	\$203,360
Casual Waste Ed Officers- Bin Tagging	28,700properties/200visits/dayx8hrs/dayx\$31x 6 tagging events	\$427,056
Total	4 Years	\$630,416

“IN YOUR KITCHEN” WASTE SEPARATION PACKS

It has been proven conclusively that the most successful Waste Education Programs involve direct personal contact with the household occupants. This approach will be adopted in the GWB rollout across the City, even though the cost of doing so is high.

The Hamilton Hill Trial resulted in an almost 100% take-up of the Recycling Tub and a 20% take-up of the home Compost Caddy and compostable bags. The City’s Waste Education Officers have proven in the 2015 “In Your Kitchen Trial” that this practice delivers positive results for Separation at Source (see graph below).



Improvements in waste separation behaviour after the 2015 “In Your Kitchen Trial”

This will involve the purchase and delivery of:

Quantity	Product	Rate	Cost
28,700	Recycle Tubs	\$4.21	\$121,000
5,360	7Ltr Compost Caddies 20% take up	\$5.04	\$27,000
5,360	8Ltr Compostable Liners 5360 rolls/carton	\$4.80/roll	\$25,770
Total			\$173,770



During the delivery of the calendars, recycling tubs, compost caddies and compostable bags, CWEOs will advise about correct use of the new three bins system. The EOs will also take the opportunity to advise about wrapping organic kitchen waste in newspaper, washing **ALL** plastics packets and other best practice separation habits.

GW SIDE ARM TRUCK

The driver of the fortnightly GW collection is to monitor the hopper camera of every lift. Any bin containing contamination is to be identified, recorded and reported.

Side arm collection truck will deliver all GW 240lt kerbside collected loads to Henderson Waste Recovery Park (HWRP), advising the weighbridge of cost code/budget number OP 8591.

TIPPING CHARGES

The 2016-17 gate fee for uncontaminated greenwaste at HWRP is \$85/tonne. The Landfill Levy for 2016-17 is \$60/tonne. Entry fee for disposal of the GWB is therefore \$25/tonne. It is estimated that a truck load would have about 6t per load. 28,700 properties will generate 7,028 tonnes at the end of the 4 year rollout x \$25 entry fee to HWRP = \$175,700.

SCREENING, SORTING, AUDITING AND RECORDING

At the HWRP the driver will be directed to unload the GW onto the concrete hardstand in front of the workshops.

The GW will be spread with an excavator to allow a HWRP General Hands to remove plastic, glass and other contaminants. All the contaminants will be placed in separate bins and the bins weights recorded at the end of the day. The data will be monitored over time to assess emerging trends. The bulk verge GW tonnage delivered to the SMRC for the successive collections will be recorded and compared to pre-rollout periods. From the data recorded during the Hamilton Hill Trial, the average manual sorting cost per 12 tonne of GW is \$460 per fortnight. If 780 tonnes are produced/12 tonnes= 65 events x \$580 = \$37,770.

In 2017-18 a tender will be advertised for the supply of a GW Decontamination Picking Station. The cost of this facility is approximately \$600,000. This will significantly reduce the decontamination of the GW stream. The GW picking Station processes 20-25t/hr. Labour for 2 staff x \$55/hr = \$110. \$110/20=\$5.50/t.

GW PROCESSING

The GW from the GWB 3rd bin will be processed as normal using the HWRP on-site contractor under tender (current rate is \$25/tonne). The cost of processing the total 7,028 tonnes once the 4 year rollout is complete is \$175,700.

Component	Rate	Calculation	Cost	
General Hand	26/hr (+12.5%)O/H	\$29.25@4hr/load	\$240	
Excavator 14T	\$48/hr	4hrs	\$192	
Plant Operator	\$28/hr (+12.5%)O/H	\$31.50 x 4hrs	\$126	
Supervisor	\$32/hr (+12.5%O/H	\$36/hr x 0.6hr	\$22	
Total	780t sort	@12 tonne/sort	\$580	\$37,700

ROLLOUT BENCHMARKING

The success of the GWB rollout will be determined using the following measures;

- Trial tonnages compared to other councils 3rd bin data
- Percentage weight changes to the MSW and recycle bins
- Savings to the City from diverting GW away from the SMRC's WCF
- Diversion of material from the MSW bin to the recycle bin (cost reduction)
- Variations to the bulk GW verge collection in the trial area.
- Carbon Impact Extra Fuel – Balanced by compost conversion

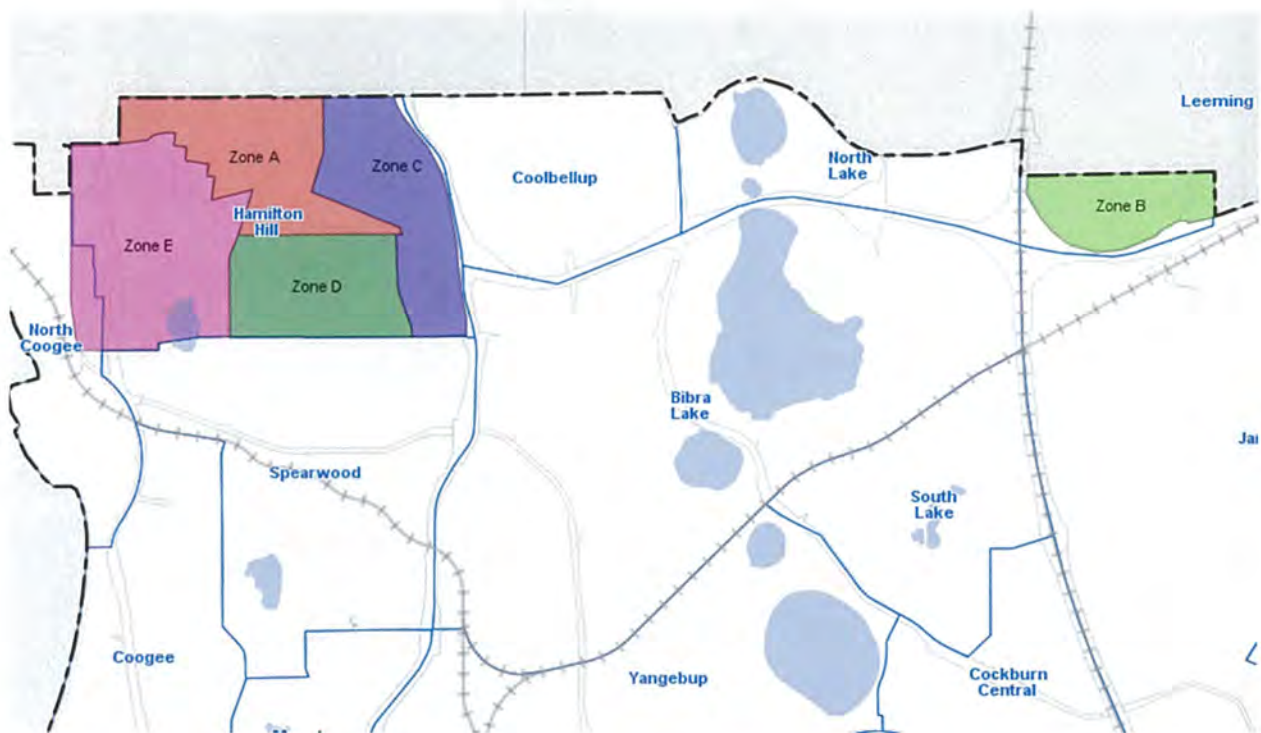
APPENDIX A

Cost Implications and Finance

The attached spreadsheet identifies the cost associated with the rollout. These costs will require Council approval and be funded from the Waste Collection Reserve.

APPENDIX B

Roll out zones for 2016/17



3 Bin Roll Out Costs Across the City	Trial Costs 15-16	Operational Costs 16-17	Operational Costs 17-18	Operational Costs 18-19	Operational Costs 19-20	Capital Costs 16-17	Capital Costs 17-18	Capital Costs 18-19	Capital Costs 19-20	Cost Savings 16-17	Cost Savings 17-18	Cost Savings 18-19	Cost Savings 19-20
Roll Out Program		7%	31%	31%	31%								
Determine Trial Area Number of Properties >400m2	1,300	2,000	8,900	8,900	8,900								
Tonnage Estimates	312	468	2,083	2,083	2,083								
Holding onto 1 Trade=\$20K - Depreciation. 1 New truck=\$400K	\$ 20,000					\$ 420,000	\$ -	\$ -	\$ -				
Marketing Strategy.		\$ -	\$ 49,500	\$ 49,500	\$ 49,500								
Order Bins													
3 Bin Calendar Booklet Printing Costs @ \$1 each		\$ 2,000	\$ 8,900	\$ 8,900	\$ 8,900								
Purchase Compost Caddies		\$ 1,890	\$ 8,370	\$ 8,370	\$ 8,370								
Purchase Compostable Bin Liners		\$ 1,804	\$ 7,989	\$ 7,989	\$ 7,989								
Purchase "In Your Kitchen" Recycle Tubs	\$ 14,387	\$ 8,470	\$ 37,510	\$ 37,510	\$ 37,510								
Update Website	\$ -												
Launch week / briefing CS and EMs	\$ -												
Design and installation of 3 Pull Up Banners@\$500 ea	\$ -	\$ 1,500	\$ -	\$ -	\$ -								
Design and installation of 6 billboard skins@\$750 ea	\$ -	\$ 6,000	\$ -	\$ -	\$ -								
Consumables - elastic bands, pink tape name badges,		\$ 500	\$ 1,000	\$ 1,000	\$ 1,000								
Bin Tag Printing costs		\$ 980	\$ 4,340	\$ 4,340	\$ 4,340								
Community group presentation													
Distribute Pre-Trial Information (postal)		\$ -	\$ -	\$ -	\$ -								
Order Bins, Lids and Bin Lid Stickers	\$ 83,100					\$ 101,555	\$ 449,743	\$ 449,743	\$ 449,743				
Deliver Bins and Replace Lids	\$ 11,560					\$ 25,113	\$ 111,213	\$ 111,213	\$ 111,213				
Hire of Ute and Casual staff for 4 weeks bin delivery follow up		\$ 32,000	\$ 32,000	\$ 32,000	\$ 32,000								
Employ/ Train casual staff first 2 fortnight presentation.	\$ 7,264	\$ 2,976	\$ -	\$ -	\$ -								
Deliver "In Your Kitchen" kit - teams of 2 over the size of the Zone	\$ 5,525	\$ 14,235	\$ 63,042	\$ 63,042	\$ 63,042								
New Waste Trucks Arrives to release trades													
Create Auditing & Recording Sheets													
Side Arm Collection Commences	\$ 56,810	\$ 48,412	\$ 262,808	\$ 477,204	\$ 691,600								
Purchase GW Presorting Station. Advertise Tender in 16-17.							\$ 600,000						
Side Arm Delivery to HWRP \$85-\$60 Levy=\$25 cost	\$ 3,120	\$ 19,500	\$ 71,565	\$ 123,630	\$ 175,695								
Commence Sorting and Recording	\$ 9,418	\$ 29,900	\$ 15,744	\$ 27,199	\$ 38,653								
Education Officers Audit and Education Program	\$ 44,640	\$ 29,760	\$ 132,432	\$ 132,432	\$ 132,432								
Process Greenwaste	\$ 15,600	\$ 19,500	\$ 71,565	\$ 123,630	\$ 175,695								
Resistant Residents/ bin collection/compliance	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000								
Contingency	\$ 50,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000								
Compare Results Bulk GW/MSW/Variations													
Resident online Survey													
Ongoing Education		\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000								
Green waste total diverted from MSW bin processed at SMRC										\$ 95,637	\$ 578,245	\$ 998,930	\$ 1,419,616
Greenwaste diverted from Bulk Verge Collection processed at SMRC										\$ -	\$ 89,760	\$ 89,760	\$ 89,760
Carbon Liability if GW if Inculded in City's Inventory. 1tGW=1.4tCO2e										\$ 191,909			
Carbon credits if processed and removed from site for composting										-\$ 191,909			
Waste Authority Funding @\$30/HH										\$ 99,000	\$ 267,000	\$ 267,000	\$ 267,000
Total	\$ 326,424	\$ 264,427	\$ 823,941.07	\$ 1,176,254	\$ 1,538,951	\$ 546,667	\$ 1,160,956	\$ 560,956	\$ 560,956	\$ 194,637	\$ 935,005	\$ 1,355,690	\$ 1,776,376
		Total OP, CapX & Savings				\$ 3,803,574			\$ 2,829,535				\$ 4,261,708
Final Costs.		\$ 2,371,401											

3 Bin Roll Out Costs Across the City	Year 0	2017	2018	2019	2020
		1st Yr Rollout	2nd Yr Rollout	3rd Yr Rollout	4th Yr Rollout
Capital Cost Outlays	\$546,667	\$1,160,956	\$560,956	\$560,956	
Annual Operational Costs including WAFUNDING		\$264,427	\$823,941	\$1,176,254	\$1,538,951
Annual Savings		\$194,637	\$935,005	\$1,355,690	\$1,776,376
Net Annual Cash Flow		-\$1,230,746	-\$449,892	-\$381,520	\$237,424
Discounted Cash Flow		-\$1,172,139	-\$408,065	-\$329,571	\$195,330
Net Present Value (upto end 2020)		-\$1,714,446			
Annual Discount Rate	5.0%				
Inflation Rate for Rent fr 2016 onwards	1.5%				

Cost Recovery 0 yrs

Years	Cumulative Cflow	Discounted Cash Flow	Payback Yrs
	- 546,667		
1	- 1,718,807	- 1,172,139	
2	- 2,126,872	- 408,065	
3	- 2,456,443	- 329,571	
4	- 2,261,113	195,330	

Payback 0